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Sida Decentralised Evaluation

Cowater International Sweden AB

Evaluation of UN Women Ukraine

Final Report

Evaluation of UN Women Ukraine

**Final Report
February 2025**

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**Sida Decentralised Evaluation 2025:01
Sida**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Abbreviations and Acronyms

CEDAW	The Convention On The Elimination Of All Forms Of Discrimination Against Women
CO	Country Office
CoE	Council Of Europe
CRSV	Conflict Related Sexual Violence
CSO	Civil Society Organisation
DPM	Deputy Prime Minister
EU	European Union
ET	Evaluation Team
GE	Gender Equality
GEWE	Gender Equality and Women's Empowerment
GRB	Gender Responsive-Budgeting
GIHA	Gender In Humanitarian Actions
IDP	Internally Displaced Person
ILO	International Labour Organisation
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, +
MFA	Ministry Of Foreign Affairs
MoU	Memorandum Of Understanding
NACS	National Agency for Civil Service
NAP	National Action Plan
NDI	National Democratic Institute
NGO	Non-Governmental Organisation
NWM	National Women Machinery
OECD / DAC	Organisation For Economic Cooperation and Development/Development Assistance Committee
OHCHR	Office of the High Commissioner for Human Rights
QA	Quality Assurance
QAE	Quality Assurance Expert
RBM	Result-Based Management
SDGs	Sustainability Development Goals
SEK	Swedish Krona
Sida	Swedish International Development Cooperation Agency
SN	Strategic Note
SNDF	Strategic Note Direct Funding
ToR	Terms Of Reference
UN	United Nations
UNECE	UN Economic Commission for Europe
UNCT	UN Country Team
UNDP	UN Development Programme

ABBREVIATIONS AND ACRONYMS

UNFPA	UN Fund for Population
UNICEF	UN Children Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
URC	Ukraine Recovery Conference
USAID	US Agency For International Development
WEE	Women Economic Empowerment
WEP	Women Empowerment Principles
WPS	Women Peace and Security
WRO	Women's Right Organisation

Preface

This evaluation was contracted by Sida's EUROPE / Ukraine Unit through the Sida Framework Agreement for Evaluation Services, and conducted by Cowater Sweden.

The Evaluation Team (ET) consisted of Dr Marie-Carin von Gumppenberg (team leader), Henrik Alffram (evaluator), Dr Lyubov Palyvoda (evaluator), Dr Yevheniia Bondarenko (evaluator) and Helka Lamminkoski (research assistant). The Final Report was quality assured by Florence Etta, whose work was independent of the ET. Helka Lamminkoski from Cowater Sweden provided project management support.

The ET would like to express its thanks to the UN Women Ukraine Country Office for willingness to provide information and being available for interviews and meetings. The ET thanks the Embassy of Sweden in Kyiv and the Sida Ukraine Unit for all the support provided during the evaluation.

Executive Summary

The evaluation object was the Sida-funded project “Transformative Approaches to Achieving Gender Equality in Ukraine” implemented by the UN Women Country Office (CO) in Ukraine (hereafter CO or UN Women Ukraine). The project duration is from 1 March 2022 – 28 February 2026. The budget is SEK 49,000,000 (approximately US\$5,670,000 as of September 2021). The implementing partner is UN Women. The objectives of this evaluation were, as stated in the ToR, “to provide Sida’s Ukraine Team with recommendations and better basis for decision on which type of support, design of the cooperation and contribute a better understanding of how UN Women can be strengthened further in terms of the transformative work.”

The evaluation methodology comprised primary and secondary document review, online working sessions with the UN Women project team and the Sida Ukraine team in Stockholm and the team of the Embassy of Sweden to Ukraine Team on the evaluation questions, semi-structured qualitative individual and group interviews (online and in person), one field trip to Lviv region and participatory observation of three events (see Annex 3). The Evaluation Team (ET) interviewed 84 persons, out of which 76 were women and 8 men. 59 persons were recommended by UN Women, 13 individuals proposed by Sida and 12 identified by the ET, thus allowing the ET hearing alternative voices – especially from civil society and experts not associated with UN Women. 16 individuals were interviewed in person, 68 online.

The evaluation took place in a context of intensified attacks on Ukraine in the frames of the fully-fledged invasion of Russia in Ukraine, leading to high casualties, traumatisation, power cuts, and water shortages.

Key findings

Strategic Cooperation Sida – UN Women

Q1.1: Relevance/coherence with Ukraine’s Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes

UN Women Ukraine’s draft Strategic Note 2025-2029 is in line with key Ukraine public policies relating to the gender equality, including the Law On Ensuring Equal Rights and Opportunities for Women and Men, State Strategy on Gender Equality, National Action Plan for the implementation of the Security Council Resolution 1325 on Women, Peace, Security until 2025, and the National Strategy for Overcoming the Gender Pay Gap for the period up to 2030. European Union (EU) accession is a central part of the Ukrainian policies and action plans assessed.

Q1.2: Relevance/coherence with the new Swedish Reform and Reconstruction Strategy with Ukraine

UN Women Ukraine's draft Strategic Note 2025-2029 corresponds to Sweden's priorities, as set out in the Strategy for Sweden's reconstruction and reform cooperation with Ukraine 2023-2027. The Swedish strategy has in some respects a broader gender-equality and women's rights approach than what is reflected in the Strategic Note. Thus, Sweden's support to UN Women Ukraine is, and needs to be, complemented by support to other actors concerned with gender equality and the rights of women. Issues such as sexual and gender-based violence, human trafficking and exploitation, and sexual and reproductive health and rights, which are all prioritised issues under the Swedish strategy, are not strongly prioritized by the CO under the Strategic Note (SN) 2025-2029. These issues are, however, addressed in other interventions receiving Swedish support, such as Sida's support to UNFPA and Sida's cooperation with OHCHR.

Q2: Effectiveness: UN Women's preparedness for a more flexible support from Sida

Overall, UN Women has many of the systems, processes, and capabilities Sida should expect from a UN agency receiving Country Programme/SN Support. During the past few years, it has taken important actions to address several of the remaining shortcomings. In some areas (e.g. results-based monitoring, financial and narrative reporting), however, UN Women Ukraine needs to reform or strengthen its practices before it meets what should reasonably be expected for SN support.

The dialogue between Sida and UN Women could have been more optimal for creating an efficient and meaningful flow of information that contributes to developing trust. Thus, there is room for Sida and UN Women Ukraine to establish a more efficient dialogue aligned with CO processes, harmonized with the requirements of other donors, and thus better suited for SN support.

If the added value of SN support should be maximised, it is essential that UN Women and as many of its donors as possible agree on how the SN should be followed up and what UN Women's reporting should entail. While UN Women's SN Direct Funding Guidance states that UN Women should use a standard donor reporting template, collected data suggests that the CO would benefit from discussing with its donors in further detail what the consolidated donor report should entail to meet their requirements.

There is broad agreement on the need for UN Women Ukraine to develop its results-based management capacity further, particularly its efforts to report on outcome-level changes. At the same time, it is essential to have realistic expectations of what higher-level changes can actually be captured and linked to activities implemented or supported by the CO.

UN Women's ability to show its financial expenditures and total annual income in a disaggregated and transparent manner (e.g. showing the support received per donor and actual expenditures in relation to budget), is essential for anyone interested in assessing whether their support is an effective and efficient way of contributing to UN Women

Ukraine's operations and to gender equality more generally. The fact that UN Women has not responded to requests of the ET for a comprehensive financial report is of concern.

There is room for UN Women Ukraine to strengthen the coordination of its donors. Its plan of establishing a Steering Committee for its SN that encompasses all its donors is welcome.

It is unlikely that all, or even most, of UN Women Ukraine's donors, will move to provide fully flexible SN funding. This means that the full potential of SN funding may not be attained. However, the fact that a fully flexible SN support allows the CO to repurpose funds within the country programme will nevertheless be of considerable value in the Ukrainian context.

UN Women CO has changed its organisational structure from one centred around projects to one structured according to themes and support functions. This new structure is conducive to SN support.

While a donor providing project support may mainly be concerned with the staffing of its particular project, SN funding may create an increased donor need to ensure that UN Women Ukraine has a functioning recruitment system and a long-term staffing strategy to provide high-quality staff retainment generally.

UN Women has addressed shortcomings identified in the recruitment of consultants and appears to now have appropriate systems and practices in place.

Independently from this evaluation, UN Women Ukraine has mandated a mid-term assessment that was conducted by person previously having worked for the CO. Sida and UN Women Ukraine need to define what independent assessments and evaluations are and what criteria for independence must be met.

Even though UN Women Ukraine needs to show flexibility and adaptivity, it also needs to ensure that unplanned ad hoc requests for assistance by various government institutions and actors do not unduly influence its focus and activities.

UN Women coordination

Q3 coherence: UN Women Ukraine's coordination with other gender-related interventions in Ukraine

The CO contributes to coordination in a number of varying multi-lateral formats. The most effective contribution UN Women Ukraine makes in those formats where it chairs or has a secretariat function. The CO's involvement in coordination led to changes in the adoption and implementation of international standards, gender policies and gender legislation. There is a clear division of labour not only between UN Women and UNFPA, but also with other international organisations.

Q4 coherence: added value of the support provided by UN Women Ukraine

The CO provides an added value to government institutions, to some extent to civil society and to a limited extent to private sector. It contributes to policy and legislative drafting as well as institution building at national government level; it provides civil society a platform to participate in policy and legislative drafting at national level and in international fora globally, however, not to capacity building; it contributes to broadening Women Economic Principles (WEPs) among Ukrainian businesses.

Q5 coherence: added value of Sida to UN Women Ukraine

Sida provides added value for UN Women Ukraine, not only by providing funding, but also by promoting new activity areas and seeking for increased compliance standards within UN Women. Sida is flexible to allow for the expansion of the project to additional strategic priorities of the CO (e.g. by allowing UN Women Ukraine to expand to humanitarian response at the beginning of the full-scale invasion, which was discontinued in 2024). The budget overview provided by UN Women Ukraine for the years 2021-2024, does not confirm that UN Women shifted project activities to governance, while neglecting civil society.

Sida-funded UN Women project activities

Q6 relevance: UN Women Ukraine's response to the needs of its stakeholders

UN Women Ukraine's approach and project activities correspond to varying degrees, to the needs of its intended stakeholders. The data collected indicates that it does so most clearly in relation to individual government institutions. Amongst civil society organisations, there are more mixed views, with some organisations being highly appreciative of the support provided by the CCO. In contrast, others would like to see UN Women Ukraine, to a greater extent, focus on strengthening women rights' organisations (WROs), here in the report also called Civil Society Organisations (CSOs) "in their own right" and supporting the needs and priorities they identify.

The proposal for the Sida-funded project does not identify the target groups (final beneficiaries) in sufficient detail. This contributes to a somewhat unclear project focus, making it difficult to determine what specific changes UN Women Ukraine is trying to contribute to.

A shift towards fully flexible SN funding could increase the possibilities for UN Women to adjust its approach and activities, when necessary, to ensure that it responds to the needs of its stakeholders and beneficiaries in the best possible way. This requires, however, that the CO's target groups are clearly and not too broadly defined and that UN Women, in some cases, makes further efforts to ensure that its support aligns with the priorities of its partners and intended beneficiaries.

Q7 Relevance/ effectiveness: UN Women Ukraine's cooperation with civil society

Within in the Sida-funded project, UN Women Ukraine's primary added value is not as a facility sub-granting to WROs focusing on advocacy and public policy reform.¹ Its approach is not prioritizing core support that helps ensure that CSOs can set and focus on their own agenda. Collected data also suggests that some WRO's are concerned about the close relationship between the CO and the Ukrainian government and some WROs find it very difficult to meet UN Women Ukraine's follow up requirements. There is no shortage of other actors that can channel support to CSOs, and it is believed that some of these operate at lower cost levels than the CO.

Q8 Effectiveness: UN Women Ukraine's cooperation with government institutions

The cooperation with each government institution is not consistently based on agreements spelling out strategic directions. UN Women Ukraine has concluded Memoranda of Understanding with a number of ministries, however, not all (e.g. the Deputy Prime Minister's Office).

The CO has improved its regulatory system for hiring national consultants since 2023. The one outstanding case of a conflict of interested has to be solved. Financing national consultants is not sustainable; there are no clear perspectives when their term ends and whether they are taken over by the respective government institution.

In many cases, UN Women Ukraine provides detailed descriptions what results the national consultants are supposed to achieve. They closely monitor the consultants' performance at output level. UN Women's reporting about the results of consultancies is not fully transparent; linkages between consultancies and results could be clearer spelt out in annual reports to Sida. Interviews and project documents, however, proof that the national consultants show results: they draft gender legislation and strategies (policy change), promote gender mainstreaming through functioning coordination mechanisms (institutional change) and streamline gender in government institutions (institutional change).

Q9 Effectiveness, Impact, Sustainability of Sida-funded project activities

The analysis of the Sida-funded project's results' model and UN Women Ukraine's reporting against indicators includes indicators that point to changes at individual, institutional and policy levels. There are no indicators that point to societal changes. Higher level indicators could be formulated. In some cases, however, they are difficult to measure. UN Women Ukraine's project activities are sustainable at policy, institutional, community and individual levels.

¹ The term sub-granting is in this report used to describe forwarding of funds to a civil society organisation, including through partner agreements and institutional contracts.

Transformation through UN Women Ukraine

UN Women Ukraine's transformative work could be further strengthened by the CO continuing gender mainstreaming in supporting the government in legislative and policy drafting, continuing working on gender-based violence at policy/legislative level, continuing collaboration with select women rights organisations at local level, continuing advocacy for gender and against stereotypes and creating more synergies among activities of different sectors (government, CSOs, UNW, donors).

Recommendations

Sida – UN Women strategic cooperation in the light of possible SN funding

Sida and UN Women Ukraine are recommended to revise their communication formats

UN Women Ukraine and Sida should invest in timely, trust-building communication. In order to ensure efficiency and the development of trust, Sida and the CO need to develop and agree on a format for its future dialogue. This format should take into account the need for bilateral annual meetings, as set out in the standard agreement between the two agencies. While a need to expand the dialogue may occasionally emerge, Sida and UN Women Ukraine should avoid an excessive ad hoc dialogue beyond a formally agreed dialogue centred around an annual bilateral meeting between the CO and Sida and the Steering Committee meetings. UN Women should consider convening SN Steering Committee meetings for all donors providing SN funding (either fully flexible or earmarked at outcome level).

UN Women Ukraine is recommended to broaden communication with SN donors

UN Women Ukraine should revise the format of the interaction with donors. UN Women could consider a retreat inviting all donors for a strategic planning session. In case of Sida deciding for Strategic Note funding, this strategic planning format should be revised. Other donors could be brought in that also provide Strategic Note funding – to share information and to discuss first with UN Women separately and then jointly with the partners strategic directions.

UN Women is recommended to create new reporting format for SN reporting

Taking the UN Women standard reporting template and what is outlined in the Preparation and Submission of Donor Reports Procedure as a starting point, UN Women Ukraine should consult with its donors in order to reach an agreement on what its consolidated SN reporting should entail to meet donor requirements. This agreement should take into account that SN funding requires the donors to show a level of flexibility and preparedness to harmonize their own requirements with those of other donors and to align behind the processes of UN Women Ukraine.

Sida should require UN Women Ukraine to produce a comprehensive financial report showing income per donor and expenditures in a disaggregated manner. UN Women Ukraine should provide its donors with financial reports that cover all financial contributions, disaggregated per donor, to the Strategic Note.

UN Women Ukraine is recommended to further improve results-based management

UN Women Ukraine should continue developing its capacity for results-based management, and in particular its capacity to assess and report on outcome level contributions. UN Women Ukraine should continue working on a SN monitoring system.

UN Women Ukraine is recommended to focus thematically

UN Women Ukraine should continue providing advice on policies and legislation as well as technical support to the government through consultancies and by empowering CSOs to participate in policy and legislative drafting. Additionally, it could increase its support at sub-national level on gender mainstreaming and women economic empowerment.

UN Women Ukraine should ensure independence of mid-term assessment team

UN Women should revise its criteria for recruiting evaluators, ensuring their independence.

UN Women's coordination

UN Women Ukraine is recommended to analyse the effectiveness of its engagement in working groups

There are numerous working national, international and UN groups, some of which would benefit from an analysis in regard to inclusiveness, effectiveness and sustainability, so as to determine where it is most effective, and it could save time and resources. However, this is an issue that the chairs of the respective coordination groups would have to decide. The CO could analyse the effectiveness of its own engagement.

UN women Ukraine is recommended to seek more coherence on networking events for women rights organisations

In 2024, there were several women congresses in Ukraine; the CO held a regional congress at regional level in April 2024 and a nation-wide congress in November 2024. UN Women Ukraine could seek for better communication about its coherence.

UN Women Ukraine is recommended to improve cooperation with key government institutions

UN Women Ukraine could further increase their added value by clarifying their thematic focus and their scope of work with the Ukrainian government, so both sides know which expertise to provide or request respectively. The CO should engage with the Government of Ukraine (Office of the Deputy Prime Minister) to negotiate a Memorandum of Understanding (MoU). UN Women Ukraine should ensure that within its team appropriate language for the CO's involvement in coordination mechanisms is used.

UN Women Ukraine should continue having regular strategic planning sessions with government institutions, where they determine strategic priorities in line with the mandate of UN Women and the strategies of the Government of Ukraine.

Sida and Swedish Ministry of Foreign Affairs (MFA) are recommended to coordinate

Sida should reach out to the Swedish MFA for coordination of their dialogue with, and funding to, UN Women Ukraine.

UN Women Sida-funded project

UN Women Ukraine is recommended to improve its narrative reporting to Sida

UN Women Ukraine should improve its annual reporting to Sida: more analysis and lessons learnt, no overburdening with details, while at the same time stating the facts. For example, the CO could provide an overview of the consultancies (how many national consultants are seconded to which government institution for how many days, for which period and the tasks, and expected results - combined with an analysis of key outcomes and lessons learnt).

Sida is recommended to review their priorities towards UN Women Ukraine

Changes in strategic priorities should be carefully considered by both Sida and UN Women Ukraine, given the limited human and financial resources provided to the CO in the light of the diversity of activities. There is a need for a sharper thematic focus. Considering that UN Women's primary added value is not as sub-granting donor for Ukrainian civil society actors advocating for public policy reform, in strengthening WROs, Sida should consider developing its support to other sub-granting facilities and modalities. UN Women should focus on vulnerable groups by pursuing their rights and needs in policies and legislation.

UN Women Ukraine is recommended to adhere to compliance rules in employment of national consultants

UN Women Ukraine should avoid being perceived as paying government officials. The CO should clarify whether the UN Women rules and regulations foresee a time limitation of special service contracts. Some of the national consultants serve already for several years in their position.

UN Women Ukraine is recommended to improve its theory of change

Sida and UN Women Ukraine should define jointly their level of ambition with the Sida-funded project (e.g. to which higher-level changes the CO can contribute, and which changes UN Women can realistically without major efforts track). The CO should revise their results indicators of the project activities planned for 2025 and 2026. UN Women should consider formulating new, SMART (specific, measurable, achievable, result-oriented and time-bound indicators) indicators for higher level results i.e. changes. The CO should keep a simple theory of change, however, clearly elaborating the existing linkages among the outputs and between the outputs and outcomes.

1 Introduction

1.1 BACKGROUND, PURPOSE AND OBJECTIVES

Rationale of the evaluation

Sida and the Swedish Embassy in Kyiv intend to continue supporting UN Women in Ukraine but seek better information about the best way to support the Country Office (CO) operations. The Terms of Reference (ToRs) for the evaluation of UN Women Ukraine focuses on several issues where Sida and the Embassy in Kyiv need more clarity to shift from project support to more flexible support in the form of the Strategic Note funding.

The Strategic Note articulates the strategy, rationale, envisioned results, targets, and resource requirements for the UN Women Office in Ukraine. It provides a roadmap for improving the lives of women and girls in Ukraine. Strategic Notes are funded by a combination of core (loosely earmarked) and non-core resources (earmarked).

The objectives of this evaluation were, as stated in the ToR, “to provide Sida’s Ukraine Team with recommendations and better basis for decision on which type of support, design of the cooperation and contribute a better understanding of how UN Women can be strengthened further in terms of the transformative work.”

The Evaluation Team (ET) focussed on three different areas:

1. Strategic cooperation between Sida and UN Women: The key question whether UN Women Country Office had the mandate and sufficient internal human resource and management capacity, administrative and management structure, a robust financial management system and types/forms of financial support, governance structures and decision-making procedures, strategic documents guiding the CO operations, time management and level of bureaucracy. Moreover, Sida and the Embassy needed to be reassured that decisions, priorities, and plans were made in a transparent and inclusive manner. This was important for Sida’s Ukraine Team to understand better what needs to be in place at the UN Women CO and what resources additionally required.

2. UN Women Ukraine’s coordination with external actors (other UN and donor institutions and programmes, government at all levels, civil society, and private sector): At the Ukraine Recovery Conference in Berlin in June 2024, the UN Women was selected as main contributor to the Alliance on gender-inclusive recovery. Besides, UN Women Ukraine participates, coordinates a number of other working groups (see Annex 9), not all of which are funded or supported by Sida. In this regard, it was important to analyse how inclusive the Alliance’s activity for other actors in the sector was, in which way the cooperation with different actors (e.g. UNFPA, National Democratic Institute – NDI, bilateral donors) and projects was designed (in an effective way, envision transfer of ownership and impact-oriented), whether the UN Women mandate to cooperate with government institutions allowed effective collaboration with

partners from civil society and private sector, and whether this cooperation duplicated or added value to activities of other UN/donor institutions.

3. UN Women Sida-funded project activities: A key question was here whether UN Women had chosen the right stakeholders, and had assessed them sufficiently and addressed their needs, whether UN Women had made a positive impact with a perspective that these positive results would remain even after the end of the project activities.

The evaluation was **summative and formative** at the same time; it took stock of the achievements, and proposed recommendations for further improvement of ongoing Sida-funded project activities. The evaluation had a summative element in its assessment of UN Women Ukraine policy and CO project activities, looking into the relevance, coherence, effectiveness and sustainability. The evaluation had also a formative element especially when analysing the Sida-UN Women Ukraine cooperation.

1.2 EVALUATION OBJECT AND SCOPE

In Ukraine, UN Women started its work in October 2015, implementing individual projects. In 2018, it opened an office focusing on three key thematic areas: (1) Women, peace, security, and (2) gender-based violence, as well as (3) gender-responsive governance, including gender-sensitive recovery, European integration and humanitarian assistance.

To achieve gender equality goals, UN Women Ukraine provided material, financial and technical assistance for developing and implementing sectoral policies, advocacy, social mobilisation, and capacity-building to government authorities at all levels, human rights institutions, women's rights groups, and the private sector.

Sida is one of the main donors for UN Women in Ukraine CO and has supported it since 2017 with totally SEK 79.4 million up until 2024 through the current cooperation “Transformative Approaches to achieving Gender Equality in Ukraine” (hereinafter the Sida-funded/supported project or Transformative Approaches project). Sida’s support aims to consolidate the efforts of government, parliament and civil society to remove structural barriers to gender equality and women’s human rights. The current cooperation agreement will end in February 2026. The evaluation covered the period from March 2022 including November 2024.

Interviewees were key informants from Sida and Swedish Embassies, UN Women, international organisations and donors, as well as key informants from the Sida-funded three project components (government, civil society, private sector), gender experts and beneficiaries. The Evaluation Team (ET) contacted 134 individuals for interviews, out of which 84 agreed to be interviewed. Out of the 49 persons that did not take an interview, the majority referred the ET to another person, few declined because of their busy schedule or because of having changed their position. Out of the interviewed 84 individuals,

- 76 were women and 8 men.
- individuals 59 were recommended by UN Women,
- 13 individuals proposed by Sida and
- 12 identified by the ET,

thus, allowing the ET hearing alternative voices – especially from civil society and experts not associated with UN Women. 16 individuals were interviewed in person, 68 online. Five persons were interviewed twice, one person three times. Neither UN Women nor Sida participated in interviews with other stakeholders. The ET ensured informed consent with interviewees.

1.3 EVALUATION METHODOLOGY

The ET's methodology is outlined in detail in Annex 3.

The evaluation was utilisation-focused and participatory. Thus, the methods for data collection and analysis (see Chapters 2.2 and 2.3) were chosen on the basis of what was most useful to users, Sida HQ, Swedish Embassy in Kyiv and UN Women.

The evaluation comprised primary and secondary document review, online working sessions with the UN Women project team and the Sida Ukraine Team on the evaluation questions, semi-structured qualitative individual and group interviews (online and in person), one field trip to Lviv region and participatory observation of three events (see Annex 3). The Evaluation Team applied a mixed of contribution analysis and most significant change during data collection and analysis for OECD/DAC criteria Effectiveness, Impact and Sustainability

The evaluators analysed data gathered through document reviews, participatory observation, and interviews and online working sessions. Qualitative data were categorised, and summarised, reflecting the individual experiences and contexts of the respondents. Quantitative data were used to describe the scale of results achieved, such as the quantity of outcomes or funds allocated to Sida project objectives. The data analysis was informed by the evaluation team's experience and understanding of the context. To ensure objectivity, the team followed an iterative approach, involving all members in the analysis throughout data collection and report writing. The ongoing analysis informed data collection, ensuring the data's analysis' relevance to the evaluation.

To further ensure reliability and mitigate bias, the evaluators used triangulation across data collection methods, sources, and stakeholder perspectives. They held regularly validation sessions, engaged with UN Women Ukraine to verify findings and plan to hold a similar meeting with the Sida Ukraine Team. Data quality was assured by comparing notes, project documentation, and secondary data. The analysis led to concrete and specific recommendations, presented in this report.

The anticipated limitations in five key areas (political sensitivities and security, access to data and information, stakeholder availability and engagement, rapidly changing

contexts, gender sensitivity of and inclusion in the evaluation) were mitigated by prior identified mitigation strategies (see Annex 3). Thus, limitations were overcome effectively.

1.4 EVALUATION CRITERIA AND QUESTIONS

The ToR lists ten questions the evaluation should focus on. In line with the requirements of the ToR, the ET further clarified the questions, in consultation with the Sida Ukraine Team and UN Women, during the inception phase. The revised ten evaluation questions are listed in the table below. They present the evaluation criteria and questions for each recognised level (strategic cooperation, UN Women coordination, Sida-funded project activities) as well as the concluding question. These are further elaborated in the Evaluation Matrix in Annex 2, that also presents the sub-questions.

Table 1. Evaluation questions

Evaluation criteria	Evaluation questions
Strategic Cooperation Sida – UN Women	
Relevance / coherence:	To what extent is UN Women programme in line with Ukraine's Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes? How much is the UN Women's country programme in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?
Effectiveness:	To what extent is UN Women in Ukraine prepared for a more flexible support from Sida and others (e.g. prioritization/planning, selection of technical experts/partners, results-based management, sustainability, cooperation with different stakeholders)?
UN Women coordination	
Coherence:	To what extent is UN Women coordinating with other gender-related interventions in Ukraine? In relation to the support other organisations/donors provide on gender to the Ukrainian government, civil society and businesses, what is the added value of the support provided by UN Women? To what extent does the Swedish support provide value to UN Women and gender equality in Ukraine?
Sida-funded UN Women project activities	
Relevance:	To what extent does UN Women respond to the needs of its stakeholders?
Relevance effectiveness:	In which way does UN Women cooperate with civil society?
Effectiveness:	In which way does UN Women cooperate with government institutions? How are the beneficiaries chosen (e.g. line ministries and regional authorities)? Which results does their work yield?
Effectiveness, Impact, Sustainability of Sida-funded project activities:	To what extent is the UN Women support transformative, effective, sustainable in regard to: Ukrainian government, the so-called Women Machinery? Women rights organisations (WROs)?

	What is UN Women's role in building capacities of WROs? Business and private companies?
Conclusions	
	To what extent does the UN Women Country Office have the capacity to handle a Strategic Note Programme in order to work transformative, strategic and integrated? What would be the main differences from how Sida and UN Women collaborates today?

1.5 STRUCTURE OF THE REPORT

This Section 1 has described the evaluation background, purpose and objectives, the evaluation object and the scope, as well as evaluation criteria and tailored questions. The rest of the evaluation report is structured as follows:

Section 2 presents a description of the Sida funded project as well as the evaluated cooperation between UN Women Ukraine and Sida as well as the Embassy of Sweden in Kyiv.

Section 3 presents the findings, which are structured according to the levels of analysis as well as evaluation criteria and questions as presented in the Evaluation Matrix.

Sections 4 and 5 contain the key conclusions emerging from the evaluation findings and the recommendations arising from the conclusions. Recommendations are presented for Sida/the Embassy of Sweden in Kyiv and for the UN Women CO in Ukraine.

The annexes include 1) the evaluation terms of reference, 2) evaluation matrix, 3) evaluation methodology, 4) data collection tools used, 5) an introduction to semi-structure qualitative interviews, 6) list of issues explored during semi-structured qualitative interviews, 7) list of reviewed documents, 8) list of interviewees, 9) summary of coordination mechanisms, 10) a list of consultants employed by the UN Women Ukraine in 2024, and 11) information on distribution of Sida project budget among outcomes.

2 Evaluation Object

Project title: Transformative Approaches to Achieving Gender Equality in Ukraine

Duration of Sida funding: 1 March 2022 – 28 February 2026

SEK 49,000,000 (approximately US\$5,670,000 as of September 2021)

Implementing partner: UN Women

Geographical area: Ukraine

The project started in March 2022, a couple of days after the full-fledged invasion of Russia in Ukraine. During the evaluation, the war continued, with intensified rocket attacks by Russia on all regions in Ukraine, leading to high number of casualties, traumatisation, sever power cuts and water shortages - especially in November 2024.

The thematic focus is as follows: UN Women is the key implementing partner. The project was meant to contribute to two strategic priorities of UN Women: (1) Governance and Participation in Public Life, and (2) Women's Economic Empowerment. With the start of the full-scale invasion of Russia in Ukraine, the needs rapidly changed. Thus, in 2022 and 2023 the project also contributed to further UN Women priorities, namely (3) Peace and Security, Humanitarian Action and Disaster Risk Reduction, and (4) Ending Violence Against Women and Girls. The UN Women SN for Ukraine is developed and implemented in alignment with the broader Government of Ukraine – United Nations Partnership Framework (UNPF).

Key target groups

Key beneficiaries of the project are women's CSOs, gender equality advocates/activists, women's human rights defenders, women facing multiple forms of discrimination and at risk from social exclusion (e.g. women with HIV, Roma women, LGBTIQ women, internally displaced women, women veterans, women and girls with special needs, etc.), to meaningfully participate in policy development and monitoring of the Government's commitments to gender equality and women empowerment (GEWE). The key national-level institutions are supposed to benefit from the strengthened capacities to develop, implement, monitor and coordinate Ukraine's international and national commitments to GEWE. Women suppliers and vulnerable groups of women in local communities are intended to benefit from the support from the private sector for women's economic empowerment. Private business companies

are supposed to benefit from support through the six stages of the Women Empowerment Principles (WEPs).

Theory of change

The 2021 UN Women project proposal to Sida foresees the following results:

Outcome 1: If (1.1) key institutions of the National Women’s Machinery (NWM) have strengthened capacities to implement their respective GEWE mandates; and if (1.2) the national-level GEWE Coordination Mechanism is strengthened to be fully operational, participatory and inclusive, then key national-level institutions will be able to develop, implement, monitor and coordinate Ukraine’s international and national commitments to GEWE; because the implementation of international standards and national GEWE commitments are well coordinated, financed, and monitored by the responsible Government bodies.

Outcome 2: If (2.1) Women and women’s organisations have improved capacities to participate in the development and monitoring of the Government’s GEWE commitments; and if (2.2) Women’s rights activists increasingly collaborate with the media to challenge patriarchal social norms and advocate for their priorities, then Women and women’s organisations will be able to meaningfully participate in evidence-based decision-making, monitoring of governmental commitments and advocacy for GEWE priorities; because they will have the necessary capacity, tools and mechanisms to advance the GEWE agenda by holding duty-bearers accountable.

Outcome 3: If (3.1) Private business companies have strengthened knowledge, plans and mechanisms in place to implement the Women’s Empowerment Principles, then Private business companies will be able to contribute to advancing GEWE in the workplace, in value chains and in communities; because they will have the necessary capacity, tools and structures in place, in line with international standards and national GEWE commitments.

The Theory of Change is analysed in evaluation question 9.

At the time of writing, UN Women is in the process of finalizing a new country programme, a Strategic Note (SN), for Ukraine. From 2025-2029 UN Women in Ukraine should ensure that, “more women and girls, including those at the greatest risk of being left behind, lead, influence and benefit from gender responsive humanitarian action, governance, recovery, rights and economic growth.”² More specifically, the following draft outcomes should be attained by the end of 2029:

SN Outcome 1: More gender responsive laws, policies, budgets and institutions ensure that women and women’s rights organizations participate in decision making at all levels and fully benefit from reform, recovery and transitional justice

² UN Women Ukraine, Country Programme Narrative 2025-2029, 2024

SN Outcome 2: More women benefit from economic empowerment through decent work, equal pay, new skills, mentorship, access to resources for entrepreneurship within an economy that prioritizes care.

SN Outcome 3: UN coordination ensures that women play a greater role in and are better served by the humanitarian response, as well as by early recovery, development and normative efforts.

The SN should ensure sustainability through a focus on Ukrainian ownership of interventions, gender responsive budgeting and longer-term relationships with partners. The total funding required for the SN is expected to be USD 135 million over the five-year-period.

Context

Despite the full-scale invasion of Russia to Ukraine, the political leadership of Ukraine continues to be broadly committed to GEWE principles as part of the country's European and Euro-Atlantic integration. The government of Ukraine has ratified inter alia the following international conventions:

- The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979)
- The Beijing Declaration and Platform for Action (1995)
- United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security (UNSCR 1325)
- The Council of Europe Convention on the Prevention of Violence Against Women and Domestic Violence and Combating These Phenomena (Istanbul Convention) (2011)
- The Sustainable Development Goals
- The Equal Pay International Coalition, led by International Labour Organisation (ILO), UN Women, and the OECD

There are a number of legislative changes that have been introduced in Ukraine in the last years (see also Q1), advancing the GEWE agenda. According to interviewees, the following GEWE issues are yet to be advanced:

- Increase women's participation in politics and in decision-making
- Lower gender gap in labour-market participation and remuneration in favour of women
- More equal distribution of domestic work and unpaid care work.
- Decrease of gender-based violence against women and girls
- Further institutionalisation gender-responsive budgeting
- Higher visibility of women leaders in media/taking over non-traditional roles
- Localizing the action plans on implementation of Istanbul conventions
- Continued fight against gender stereotypes

3 Findings

3.1 STRATEGIC COOPERATION SIDA – UN WOMEN

3.1.1 Relevance/coherence: Alignment of the Strategic Note

Question 1.1: To what extent is the UN Women Strategic Note in line with Ukraine’s Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes?

When assessing the Ukrainian national legal framework on gender equality, UN Women Ukraine has identified, in addition to the Constitution, nine key laws, four key presidential decrees, nine critical decrees of the Cabinet of Ministers, ten essential regulations of the Cabinet of Ministers, and 15 orders of the ministries. To ensure the equal rights of women and men laid down in the Constitution, the Law on Ensuring Equal Rights and Opportunities for Women and Men is the most central. The law lays down the main directions of state policy, determines the mechanisms of ensuring equal rights and opportunities for women and men, and lays down gender equality provisions relating to the public and political sphere, social and economic sphere and education sphere.

In August 2022, in response to a need for a unified state policy that “aims to reach equal rights and opportunities for women and men in all spheres of society, and to enhance mechanisms of its realization”, the Government of Ukraine approved a State Strategy for Ensuring Equal Rights and Opportunities of Women and Men for the period up to 2030 (hereinafter the State Strategy). The State Strategy aims to fulfil the objectives set out in a range of other government strategies and plans and to “promote the implementation of objectives on gender equality in realization of the Association Agreement between Ukraine, the European Union, the European Atomic Energy Community and their member states, as well as commitments on Euro-Atlantic integration, European Union Directives on non-discrimination and gender equality.”

The strategy has separate outcomes relating to (i) the effectiveness and capacity of the national machinery for ensuring the equal rights and opportunities of women and men, (ii) women and men being free from violence, (iii) women and men enjoying equal rights and opportunities of human development, and (iv) women and men participating in different areas of economic activity on an equal basis.

In assessing the degree to which UN Women’s future plans and the objectives of the current Sida-supported Project on Transformative Approaches correspond to Ukraine’s gender equality ambitions, a review of the SN 2025-2029 and the project’s objectives

in relation to the State Strategy is needed. Overall, such an assessment shows that the ambitions of the SN 2025-2029 and the Sida-funded project on Transformative Approaches are directly linked to those laid out in the State Strategy.

Graph 1. Key areas of the 2025-2029 Strategic Note

Looking Ahead: 2025-2029 Strategic Note Focus

Theory of Change: Women and girls, including those at greatest risk of being left behind, lead, influence and benefit from inclusive gender-responsive humanitarian action, governance, recovery, rights, and economic growth in Ukraine.



The SN's 2025-2029 **first outcome** concerns "more gender-responsive laws, policies, budgets and institutions. It relates to the State Strategy's outcome 1: "National machinery for ensuring equal rights and opportunities of women and men operates effectively and has the capacity to support the development, implementation, monitoring and evaluation of gender equality policy in different areas of public life and at all levels." The ongoing Sida-supported Project on Transformative Approaches also relates well to this State Strategy outcome by focusing on strengthening key national-level institutions' capacity relating to GEWE.¹ The relevance of UN Women's Ukraine's approach has also been ensured through bilateral agreements between the CO and several government institutions specifying the focus and nature of the cooperation.

The SN's **second outcome** focuses on ensuring that "more women benefit from economic empowerment". relates to the State Strategy's fourth outcome: "Women and men participate in different areas of economic activity on an equal basis, benefit from the results of sustainable economic development and have equal access to all kinds of economic resources." It is also in line with the National Strategy for Overcoming the Gender Pay Gap, which aims to reduce the gender pay gap from 18.6% in 2021 to 13.6% in 2030.

The SN's **third outcome** focuses on ensuring that "women play a greater role in and are better served by the humanitarian response, as well as by early recovery, development and normative efforts." It corresponds well with the State Strategy's Outcome 2, which focuses on war and conflict-related violence, peacebuilding, and post-conflict recovery. It states, "Women and men are free from violence, in particular

war and conflict related violence, have equal access to justice and participate on an equal basis in peacebuilding and post-conflict recovery.” The SN is also in line with Ukraine’s [National Action Plan](#) for the implementation of Security Council Resolution 1325 on Women, Peace, and Security until 2025, amended in December 2022, which aims to “create conditions for equal participation of women and men in conflict resolution, peacebuilding, recovery, security challenges, systemic response to gender-based violence, and conflict-related violence.

In the Sida-funded project civil society has been a specific outcome. In the SN 2025-2029, civil society strengthening and the role of WROs more generally is referred to under all three outcomes. In outcome 1, the CO’s work with public policies and institutions should lead to “that women and women’s rights organizations participate in decision making at all levels and fully benefit from reform, recovery and transitional justice”. Attainment of outcome 2 will be supported through “technical assistance and capacity development to strengthen WROs institutional and program capacities”. Finally, under outcome 3, the CO’s aims to “support the work, foster the capacity and amplify the voices of women activists and their organizations on the front lines of Ukraine’s humanitarian response.”

When interviewees have raised concerns about how UN Women Ukraine’s overall strategic focus corresponds with Ukrainian public policies, this has primarily been related to a perceived lack of communication by the CO. As for the relevance of specific activities, interviewees have raised some concerns, which are discussed in various sections of this report.

Overall, the ET finds that the draft Strategic Note 2025-2029 corresponds with relevant Ukrainian public policies.

Question 1.2: To what extent is UN Women’s Strategic Note in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?

The Strategy for Sweden’s reconstruction and reform cooperation with Ukraine 2023-2027(hereinafter the Strategy), adopted in July 2023, lays out the following areas of cooperation in support of the Strategy’s overall objective of EU integration: (i) Reconstruction; (ii) Green transition and sustainable development; (iii) Inclusive economic development, enterprise and trade; (iv) Security and stabilization; and (v) Human rights, democracy, the rule of law, and gender equality.

Within the areas of Security and stabilization, and Human rights, democracy, the rule of law, and gender equality, the Strategy sets out more specific gender equality and women’s rights-related goals to which the activities carried out under the Strategy should contribute. Concerning these areas, the Strategy’s activities should contribute to:

- Reducing the risk of sexual and gender-based violence and oppression and ensuring that survivors have access to support and protection;
- Women’s economic empowerment;

- Women's ability to contribute to the reconstruction work; and
- Access to sexual and reproductive health and rights.

The Strategy also states that Sweden's and Ukraine's national action plans for implementing the Women, Peace and Security (WPS) agenda should be considered in Sweden's efforts to "contribute to strengthening democratic institutions and an accountable, independent, and more efficient administration at local and national levels."

The SN 2025-2029 relates directly to several of Sweden's expected contributions. These include women's economic empowerment (Priority result 2) and women's contribution to the reconstruction (Priority result 3). The SN also focuses on governance and leadership, including adopting and implementing more gender-responsive laws, policies, budgets and institutions. While the Swedish Strategy does not explicitly mention governance and development of laws and other public policies relating to gender equality and women's rights, policy development is essential for attaining all or most of the Strategy's expected results.

It should be noted that the Swedish Strategy lays down the focus and expected results of Sweden's total contributions relating to the Strategy. Thus, a single contribution should not be expected to cover all focus areas. Sexual and reproductive health and rights, which the Swedish Strategy prioritizes, are not prioritized by UN Women under the SN 2025-2029. This and other issues relating to gender equality are, however, addressed in other interventions receiving Swedish support, such as Sida's support to UN Fund for Population (UNFPA) and Sida's cooperation with OHCHR.

The Swedish Strategy states that Sweden should support human rights defenders and civil society's role more generally in continued reconstruction and reform efforts, not least through contributions to accountability and justice. Evaluation question 7 discusses the degree to which UN Women is doing this and the effectiveness and efficiency of its support.

Interviewees mentioned that UN Women Ukraine could, to a higher extent, focus on what they see as the root cause of gender inequality and have a more consistent focus on those living in situations of vulnerability. While a discussion on what the root causes of gender inequality is essential for ensuring that the impact of UN Women's efforts is maximised, the thematic or issue-based ambitions of UN Women correspond well with both the Swedish Ukraine strategy and with Ukraine's public policies.

As for the focus on vulnerability, the Swedish Strategy states that it should give particular consideration to vulnerable people and excluded and discriminated groups. While UN Women aims to maintain a strong focus on particularly disadvantaged groups, some of its activities have a focus that, in an immediate sense, reaches beyond such groups. This includes, for instance, some of UN Women Ukraine's work on national policies, as the general nature of legislation and other national policies mean that they often reach a broad segment of the population, which may encompass, but not

exclusively focus on, vulnerable groups. This does not diminish the importance of the public policies that UN Women focuses on for vulnerable groups. The CO also works with women in business and politics (i.e. women entrepreneurs, disproportionately affected by the war, and women politicians ensuring their equal participation in decision making). While these groups may not be particularly disadvantaged, activities directed at these groups may well be justified as a strategy for improving the situation of vulnerable groups (businesses); having a better understanding of the needs of vulnerable women (WRO), and supporting women political representation (politicians).

Conclusion: The Evaluation team finds that UN Women’s draft Strategic Note 2025-2029 corresponds to Sweden’s priorities, as set out in the Strategy for Sweden’s reconstruction and reform cooperation with Ukraine 2023-2027.

3.1.2 Effectiveness: Preparedness of UN Women for Strategic Note funding

Question 2: To what extent is UN Women in Ukraine prepared for a more flexible support from Sida and others?

Definition of Strategic Note support

An inter-agency collaboration between UN Women, UN Women, UNFPA and UNICEF initiated in 2023 resulted in the following definition of country programme support:

“An UN single entity funding mechanism with co-mingled contributions to support Country Programme Outcomes, aligned with United Nations Development Cooperation Framework or equivalent. A single UN entity is the fund administrator responsible for making decisions of funds allocations, accountable for implementation and delivering results, ensuring transparency and quality reporting on results and use of resources.”

The interagency agency collaboration has also agreed on ten defining features of Country Programme Support, including that it should contribute to the entire Strategic Note or specific result areas/outcomes set out in the SN. The support should allow the UN agency to repurpose funds within the country programme and build upon trust and collaboration among partners, sustained through regular strategic dialogues between the UN agency and development partners at the country level. It should build on accountability towards development partners under agreement conditions and reflect in financial and narrative reporting the co-mingled funding situation of total income and expenditure to achieve the country programme results. It provides narrative reporting drawn from the agency’s result-based analytic reporting of the country programme implementation. It enhances inter-agency collaboration and coordination in the spirit of One UN and UN Reform.

In some countries, Sida is or has been supporting UN Women through fully flexible SN support. The absence of any earmarking within the framework of the SN characterizes this form of support. While fully flexible SN support means that a donor supports the

note in its entirety, this does not mean that that donor fully funds the SN. Other donors providing support to UN Women will also support the implementation of the SN, even though all donors may not give fully flexible support, but funds earmarked for specific aspects of the SN. When answering the evaluation question and assessing if UN Women is prepared for more flexible support, the ET has used fully flexible SN support as the primary point of reference.

In 2022, Sida commissioned Niras to evaluate country programme support to UNFPA, UNICEF, and UN Women (hereinafter the [Niras evaluation](#)). The evaluation concluded that such support adds value in implementing country programmes/SN, particularly when there are sudden changes in the country context. UN Women has identified that SN support provides:

- Agility needed to respond swiftly to emerging needs;
- Enhanced capacity for innovation and organisation resilience; and
- Lower operational costs, which means more resources for programmatic initiatives.

The Niras evaluation also made ten recommendations to tap the full potential of SN support. In response to the evaluation and its recommendations, Sida developed an action plan. Since then, Sida and the UN agencies have worked on addressing some of the recommendations and have among other things agreed on the above-mentioned definition and defining features of CPS.

Judging from the Niras evaluation, Sida's related action plan, Sida's terms of reference for this evaluation and interviews carried out by the ET, several issues stand out as particularly important to assess or reflect on in connection with the provision of fully flexible SN support. This section of the report discusses these issues. However, before doing so, it should be stressed that most of what should be in place for Sida to provide fully flexible SN funding ought to be in place regardless of which funding modality used, including the current project support modality. Nevertheless, interviewees have noted that the broad focus of a fully flexible SN support increases the monitoring challenges and thus places particular transparency and quality demands on UN Women's planning, implementation and follow-up systems.

A. Dialogue meetings

While the evaluation question focuses on UN Women Ukraine's preparedness to receive more flexible support from Sida and others, interviewees have pointed out that the success of fully flexible SN support is also related to Sida's preparedness to provide such support. In some contexts, including other countries than Ukraine, Sida has found that the demands on the Swedish embassies to engage in UN Women's activities and operations have been extensive. However, the embassies can also perceive the demands as extensive in contexts where Sida has given project support. At the same time, in Ukraine, interviewees have noted that Sida itself follows up its support closely and engages very frequently with the CO possibly reflecting a lack of trust between Sida

and UN Women Ukraine, which, to some extent, may impact the effectiveness of the support.

Thus, interviewees have noted that effective SN support is directly related to the issue of a well-regulated and -implemented dialogue between UN Women and Sida. The 2022 Niras evaluation also supported this view. It stressed that the importance of the dialogue made it essential to set “clear expectations of what the dialogue should consist of (formal meetings, information meetings, technical meetings, reports, financial accounts, field missions, joint initiatives, etc.), how the dialogue should work, and what issues should be covered...”

In Ukraine, neither Sida nor the CO perceive, according to interviews, the dialogue as optimal. In terms of meetings, the dialogue can be divided into three main parts:

First, the annual meeting between Sida and UN Women Ukraine. On a central level, UN Women and Sida have developed a standardized cooperation agreement that states that there should be annual meetings between the two agencies and that these meetings should review the progress of activities. As suggested in the Niras evaluation, these meetings should also provide opportunities for strategic discussion on country and sector-level developments, analysis of risks and opportunities, integration of cross-cutting issues and other issues of particular interest to Sweden, and how visibility is ensured. In 2024, an annual review meeting (this is not the Project Steering Committee Meeting) was held under the Sida-funded project. The meeting reviewed the overall focus of the project as well as issues of particular concern to Sida, including UN Women Ukraine’s approach to Results Based Management, support to WROs and strategy for ensuring that its work with Women Economic Empowerment (WEE) benefits vulnerable groups. The ET’s understanding is that the participants found the review meeting constructive and valuable and that the intention is that there will be two formal review meetings per year (one planning meeting at the end of the year and one in June- August for review).

Second, the more formal interaction between Sida and UN Women Ukraine includes Steering Committee meetings held three or four times yearly. The Steering Committee has served, according to interviews and observation, as a forum for the participants to share information about progress in project implementation and plans for the future. The ET understands that the Committee has yet to work as an effective vehicle for guiding the project and addressing possible challenges. As UN Women Ukraine aims to ensure that all its activities in the future fit within the framework of its SN 2005-2029, interviews indicate that it would make sense for UN Women to ensure, in line with its plans, that there is a Steering Committee comprising all its SN donors and that this Committee primarily focuses on steering and coordination.

Third, in addition to the more formal annual and Steering Committee meetings, Sida and UN Women Ukraine have had bi-weekly or monthly meetings to discuss a wide variety of issues relating to the project and its implementation in a more informal manner. Furthermore, there has been extensive communication between Sida and the

CO regarding reporting and development of work plans. While the agreement between Sida and UN Women raises the possibility of both sides requesting consultation meetings and the possibility of Sweden requesting additional information on issues relevant to the project, the frequency and nature of the requests, and the overall data collected by the ET suggest that the dialogue between Sida and the CO is not optimal and needs to be revised to ensure efficiency and fit with the context of a fully flexible Strategic Note support. This is also recognized by both Sida and UN Women Ukraine staff. The intention is that the informal dialogue will largely be replaced by two formal review meetings mentioned above. In addition, Sida will attend some Steering Committee meetings, but not three or four such meetings per year in their current form.

B. Narrative reporting

Overall, UN Women Ukraine's progress reports under the Sida-supported project have focused on reporting on activity implementation. They have contained little evidence-based information or reflection on the degree to which these activities may have contributed to improvements from a gender equality perspective. At the same time, the fact that the CO has not coordinated its donors and that most donors provide project support has meant the donors ask for progress reports tailored to their specific support and needs. This creates a heavy workload for the CO and impacts its overall efficiency.

According to UN Women's Strategic Note Direct Funding (SNDF) Guidance, the country office should "submit one consolidated narrative report to all donors contributing SNDF, following a single reporting cycle...." The report should be based on a UN Women standard donor reporting template and follow the procedures outlined in UN Women's Preparation and Submission of Donor Reports Procedure. UN Women Ukraine is still working on developing its SN reporting. Interviews indicate that the transition to SN does not mean that the CO's challenges in reflecting on its strategic contribution to outcome-level results will be immediately and easily overcome (see also question 9). Ideally, UN Women Ukraine should, in line with what is suggested in the Niras evaluation, produce one report covering the whole SN that serves both its donors' needs and its own accountability and learning needs.

C. Results-based management

In its agreement with Sida, UN Women has committed to ensure that its annual narrative reports contain "an analysis of progress towards expected results based on the agreed Results Framework and Work Plan..."³ For several years, however, there has been broad agreement on the need for UN Women to strengthen its Results Based Management (RBM) capacity. The 2021 evaluation of the previous phase of the Sida-supported project found that, in the absence of a dedicated M&E staff member, UN Women "did not consistently capture progress with regard to its long-term outcomes,

³ UN Women and Sida, Agreement on the project "UN Women Ukraine, Phase 2: Transformative Approaches to Achieving Gender Equality" in Ukraine, February 2022.

such as the effects of UN Women interventions on policy implementation results that affect, in particular, the most vulnerable women.”⁴

Concerns about UN Women’s results monitoring were also raised in the 2022 Niras evaluation, the 2024 mid-term review of the transformative approaches project and Sida’s response to UN Women’s 2023 annual report. The Niras evaluation noted that the reporting was based on a mindset that “centres on monitoring for compliance and control, rather than progress and change” and Sida stressed the importance of UN Women showing how reported output level results contribute to outcome level results and long-term changes in gender equality”.

Informants interviewed in connection with the current evaluation also raised similar concerns as those expressed in past assessments and by Sida. They mentioned that an absence of effective SN monitoring means that there is a relative absence of data on UN Women’s overall achievements and an absence of results-based internal reflection and learning on a strategic level.

The 2022 Niras evaluation found several underlying causes concerning the weak RBM system and reporting on results amongst the actors receiving CPS. These causes were similar to those expressed in interviews with the ET i.e., i)a lack of clarity on expectations, ii)an activity and output-focused approach to following up results, and more generally, iii)UN Women headquarter systems (RBM, results reporting) that are not adapted to SN support.

UN Women Ukraine recognizes the need to develop and strengthen its RBM capacities further. It has engaged relevant expertise and initiated such a process. However, the success of any efforts to overhaul the RBM system is also related to UN Women’s ability to design a sufficiently focused programme that identifies the specific outcome levels changes it expects to contribute to in relation to particular actors. While a more focused programme targeting a limited number of processes and actors would enhance the CO’s chances of effectively capturing its impact, it is also important to recognize that some of the higher-level results that Sida and others would like the CO to monitor and report on may be difficult to capture, at least at a cost that is reasonable considering the size of the project.

D. Financial reporting

The Niras evaluation found that “the financial reports that the Swedish embassies have received have not been satisfactory”. It also noted that “none of the country offices have produced a financial report with a moderate level of detail and that also includes the financial information for the entire country programme” and that “embassy staff

⁴ Arkadi Toritsyn, Laura Groggel, and Yuliya Petsyk, Final Evaluation of the UN Women Project “Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms, Peace and Security in Ukraine.” Kyiv: UN Women Ukraine, 2021.

have not always known what to demand or expect.” The evaluation recommended that “Sweden should insist that the annual uncertified financial report from the UN country offices covers all financial contributions to the country programme” and conversely that the UN agency should strongly consider that “the uncertified financial reports cover all financial contributions.”

The ET has asked UN Women Ukraine for a comprehensive financial report showing the agency's total annual income and the amounts received per donor. While several informants have told the ET that UN Women is striving to increase the transparency of its operations, the Team has not received the requested documentation. Neither has the ET seen financial reports for the Sida-supported project showing actual income and expenditures in relation to budget. As noted in the Niras evaluation, improved quality on the financial statements is a likely requirement for increased and broadened donor interest in SN funding.

E. Donor coordination

According to interviews, UN Women Ukraine has yet to coordinate its donors through joint donor meetings. While Sida has had some communication with other UN Women donors, neither Sida nor any other donors have initiated donor meetings to discuss the CO and its operations. UN Women Ukraine has, in interviews, expressed a desire to organise joint donor meetings, which could take the form of Steering Committee meetings, relating to its SN. For more information see evaluation question 3 and Annex 9.

F. Donor commitments

The Niras evaluation found that the value of country programme support would increase for both Sweden and the UN agencies if more donors used the modality. It also noted that some donors had shown an interest in the modality but that the uptake had been slow. The Ukraine-related data collected by the ET supports the findings of the Niras evaluation.

Interviewees have noted that the maximised advantages of fully flexible SN support require that a substantial share of all donors adopt such a support modality. They have also pointed out that it is likely that many will continue to earmark their funding for specific outcomes, outputs or activities. This means that expected advantages (including increased operational efficiency that, for instance, comes with the development of one Strategic Note rather than several project documents, one joint progress report rather than separate reports for each project or donor, and joint evaluations) will not materialize. Some have also pointed out that even if UN Women Ukraine can convince several donors to provide SN funding and agree to receive one joint progress report, it is likely that many donors in practice will continue to request additional information tailored to their specific needs.

However, interviewees also argue that fully flexible SN funding can be valuable even if Sweden is the only donor providing such support. They argue that the primary advantage rests in the fact that SN funding allows for a more adaptive approach in

which UN Women can modify its priorities, within the overall framework of the SN, to adjust to changes in the external context and to take advantage of windows of opportunity that arise.

G. Organisational structure

UN Women Ukraine was previously structured around its different projects. The Sida-funded project was thus a separate unit within the CO. In preparation for SN funding, it has revised its organisational structure according to thematic units for governance, humanitarian support, and WPS/Conflict Related Sexual Violence (CRSV), supported by resource mobilization, communication, M&E, security, and operations teams.

An organisational structure based on projects will be obsolete under an SN arrangement in which all support should aim to implement the UN Women's Country programme in its entirety or specific aspects. A thematic structure would presumably also strengthen internal coordination and create better opportunities for finding and using synergies between different funding schemes. Furthermore, it should facilitate an assessment of UN Women's strategic-level results and help avoid double reporting of results.

H. Staffing situation

Following the full-scale Russian invasion, UN Women Ukraine's resources increased significantly, which created a need for staff recruitment. Similar to many other UN agencies, in a highly competitive environment and in a situation in which many experts had left the country, the CO faced difficulties in quickly recruiting new staff and, to some extent, retaining existing staff. While many staff members have worked with UN Women for several years, in some cases, the functioning of the office has been negatively affected by a slow process of recruiting and bringing new senior staff members on board. For instance, between March 2022 and February 2023, UN Women Ukraine operated without a country director. A well-functioning recruitment policy and process is essential regardless of the funding modality applied.

I. Recruitment of consultants

Interviewees expressed concerns about UN Women's recruitment of consultants to work with the government. As discussed under EQ8, it appears, however, that UN Women Ukraine has listened to the criticism and that the formal process it now has in place for recruiting consultants is in line with good international practice.

J. Independent evaluations

The agreement between Sida and UN Women states that independent evaluators commissioned by UN Women should evaluate the project. It does not lay down in further detail what such an evaluation should entail and how it should balance a focus between accountability and learning. While the ET has not assessed UN Women's criteria or process for recruiting evaluators, it notes that the team members that carried out the 2024 mid-term assessment of the Sida-supported project must be considered closely related to UN Women. However, according to the CO, assessments and evaluations are different processes, presumably suggesting that the former does not require the same level of independence.

K. Setting of priorities

Some interviewees expressed concerns about UN Women Ukraine's process for setting programmatic priorities. They have mentioned that the process is not sufficiently inclusive and relies heavily on the views and suggestions of a small number of government actors. As for the shorter-term priorities that the CO has had to set within the Sida-funded project, several informants have noted the extensive number of ad-hoc requests made by various government actors. These requests challenged UN Women Ukraine to remain focused on its overall priorities while ensuring an adaptive approach, as further discussed under EQ8.

Relating to the setting of priorities, interviewees claimed that UN Women Ukraine made changes to the results framework and its priorities under the Sida-funded project without properly consulting Sida. The ET verified this claim; there were no changes to the results framework at outcome level. After the start of the full-scale Russian invasion, changes at output level were agreed with Sida; changes in 2024, were not discussed beforehand with Sida. At the same time, the ET found from interviews, that there have in other country contexts been examples of UN Women not fully understanding its obligations under a SN funding agreement, making changes that were not in line with what was set out in the SN. The fact that Sida has raised concerns about these types of deviations both in Ukraine and elsewhere and that UN Women has been engaged in defining what SN support entails gives the ET reasons to believe that the CO has sufficient understanding of the limits of SN support and its obligations in relation to the priorities set out in a SN.

Conclusion: The review of key issues essential for fully flexible SN support indicates that UN Women Ukraine has many of the systems, processes, and capabilities expected of a UN agency receiving Country Programme/Strategic Note Support. In recent years, it has made notable progress in addressing identified shortcomings. Nonetheless, some challenges persist, requiring further attention, sometimes in collaboration with Sida.

3.1.3 UN Women coordination efforts:

Question 3: To what extent is UN Women coordinating with other gender-related interventions in Ukraine?

According to the Strategic Note 2023/2024, through coordination UN Women Ukraine seeks to achieve “that women play a greater role in and are better served by the humanitarian response, as well as by early recovery, development and normative efforts” (SN outcome 2). While the UN Sustainable Development Cooperation Framework 2025-2029 does not foresee a separate outcome for coordination, UN Women's SN additional outcome is in line with UN family's spirit of Delivering-as-One.

The ET included here not only UN Women Ukraine coordination activities, supported and financed by Sida, but also beyond Sida's engagement. Interviewees confirmed UN Women's expertise in coordination. Only a very limited number questioned the capabilities of the CO's leadership to engage in multilateral coordination. Most appreciated UN Women Ukraine's role in supporting and contributing to multilateral

coordination mechanisms. On bilateral level, the CO's expertise and capabilities to engage in cooperation was highly appreciated (see question 4).

Annex 9 of this evaluation report lists selected multilateral coordination mechanisms UN Women Ukraine is involved in: coordination led by the Government of Ukraine (9) which include a number of sub-groups, coordination within the UN family (15), coordination with Sida (1) and coordination within UN Women (4). UN Women chairs the UN Gender Theme Group and co-chairs two working groups (Sub-Group 5 "Reparations and compensations" of the Inter-Agency Working Group on Prevention and Response to the Conflict Related Sexual Violence and Working Group "Gender in Humanitarian Action"). It maintains the secretariat for the Gender Alliance, UN Gender Theme Group, Sub-Group 5 "Reparations and compensations", and the Working Group "Gender in Humanitarian Action".

Multilateral coordination: UN Women Ukraine participates in coordination mechanisms within the UN system, supports the Alliance of Gender-Responsive and Inclusive Recovery, initiated by the Governments of Ukraine and Germany, and other government-led coordination mechanisms (e.g. Sectoral Working Group on Coordination of International Technical Assistance "Gender Equality"). Below a selected number of commitment and coordination bodies are analysed – starting with international/national working formats and ending with internal Sida-UN Women formats.

The **Alliance for gender responsive and inclusive recovery** (Gender Alliance) was created, based on the initiative of UN Women Ukraine, taken up and promoted by the German government during the 2024 Ukraine Recovery Conference. This Alliance has been established for the members to commit and allocate funds to gender-responsive recovery. According to OECD DAC data less than 1% of funding in 2022 went to GEWE as a priority objective. UN Women advocates for more IO/Donor support to GEWE. According to UN Women Ukraine, this Gender Alliance is not a coordination body, but a **commitment body**. The below mentioned sectoral working group is used for its operational realisation, i.e. the tracking of commitments and the implementation of commitments.

Interviewees were critical about the Gender Alliance. Those donors with a strong gender mainstreaming on their own, did not see in the Alliance an added value: "We have our own gender action plan; we do any way gender mainstreaming, we are screening our projects, we have gender expertise. The Alliance is good for other donors without such expertise." Other critical voices show that the Alliance was understood as another coordination and not as a commitment body. "The donor community was surprised that this alliance appeared, while there were many other mechanisms, Germany and UN Women seemed not be well coordinated with other donors." "There was a lot of dissatisfaction with the Gender Alliance, duplicating the Sectoral Working Group on Coordination of International Technical Assistance "Gender Equality". "Nevertheless, key donors signed in, but they might not be implementing it." The effectiveness and sustainability of this commitment body has yet to be seen: will the

Alliance also reach to those yet not fully committed to gender equality, will it have a lasting effect.

One of the most useful working groups is the **Sectoral Working Group on Coordination of International Technical Assistance “Gender Equality”**. The Group that has been in existence since July 2020, is hosted by the Ukrainian government (Government Commissioner for Gender Equality Policy; Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, Head of the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration) and co-chaired by the Canadian and Swedish Embassies. According to the interviewees, this group “is the only group left for information sharing among key donors, and government”. UN Women Ukraine provides a secretariat function, providing an administrative and support function. UN Women together with the Working Group members achieved the following results: The government included gender in other sectoral working groups. There, gender focal points within working groups were identified, fostering cooperation and coordination on gender.

UN Women provided an OECD DAC training in autumn 2024 for the members of the Sectoral Working Group “Gender Equality”, contributing to more meaningful results framework of the Working Group. Within the frames of the Sida-funded project, UN Women is to provide coordinator for the Working Group. However, UN Women faced problems in recruiting (due to lack of available experts). Thus, in July 2024, based on Sida’s request, UN Women allocated two colleagues to assist with the SWG: a National Consultant and a UN Volunteer; both are relatively new to the topics of development assistance and gender equality, as a result of which, both chairs are now more engaged. The way of collaboration of the Sectoral Working Group is currently elaborated; the Sectoral Working Group focuses also on gender-responsive and inclusive recovery efforts and is a coordination mechanism for the Alliance implementation.

The **Gender Theme Group**, set up before the full-scale invasion, dysfunctional in 2022 and 2023, and revitalised in 2024, is described as “most productive coordination mechanisms within UN family”. The Group is chaired by UN Women Ukraine; UN Women runs the Secretariat, reporting to the United Nations Country Team (UNCT). The Gender Theme Group aims strengthen UN agencies and their partners on gender equality. UN Women provides technical support and expertise on gender mainstreaming and coordination on development programming and advocacy issues. Key results of this Group are: UN Women shares information on enhancing gender mainstreaming in Ukrainian legislation in adherence to the EU accession process and on revision, monitoring, and implementation of the NAP 1325 in Ukraine, assists the Ukrainian government in preparing Ukraine Recovery Conference and Beijing +30 National Review, and conducts gender advocacy events of the UN family (e.g. campaigns for the 16 Days Campaign).

UN Women Ukraine plays an important role in coordination. Its involvement in coordination contributed to changes in the adoption and implementation of international standards, gender policies and gender legislation.

Conclusion: UN Women Ukraine plays a key role in coordinating within various multi-lateral frameworks. Its most impactful contributions occur in those formats where it chairs the working group or has a secretariat role. Through its coordination efforts, UN Women has facilitated the adoption and implementation of international standards, gender policies, and gender-related legislation.

3.1.4 Coherence: Added value of UN Women

Question 4: In relation to the support other organisations/donors provide on gender to the Ukrainian government, civil society and businesses, what is the added value of the support provided by UN Women?

Cooperation context

The scale of funds provided to Ukraine are huge and diverse (direct budget assistance, military assistance, humanitarian assistance, recovery assistance). The EU has pledged 50 billion Euro through the “[Ukraine facility](#)” until 2027 (direct financial support, investments, accession assistance). Since February 2022, the US Agency for International Development ([USAID](#)) has provided \$2.8 billion in humanitarian aid, \$3.4 billion in development assistance, and \$26.8 billion in direct budget support. Interviewees report discrepancies between both key donors – the EU and the US – on the strategic pathways for Ukraine, however, their gender analyses (USAID Country Development Cooperation [Strategy](#) 2019-2024; [Communication](#) on EU Enlargement Policy 2024) focus on similar issues (gender wage/pay gap, gender-based budgeting, gender-based violence).

At national and subnational level, intermediary organisations (such as UN Women) are reported to be competing for EU and US funding. In some instances, “there was unhealthy competition between the UN Agencies for resources, visibility and leadership vis-a-vis the key donors”. The UN Programme Framework Development 2025-2029 foresees better coordination and complementarity between the UN agencies’ programmes (even though not having identified coordination as a separate outcome). However, joint resource mobilization within the UN family is still a challenge. Missions and size of the UN Agencies are different. UN Women is a relatively small office in comparison to other UN agencies in Ukraine. While UNPD has 500+ staff members, a budget of more than 500+ million Euro and 6 field offices, UN Women has 62 staff members, a budget of about 20 million and 1 field office in Dnipro. It cannot compete with large scale organisations such as United Nations Development Programme (UNDP) – especially in outreach and reach (see table below).

Bilateral coordination

The below table provides an overview with which organisations UN Women Ukraine regularly coordinates on bilateral basis. Among the listed UN agencies, UN Women has least number of staff. All organisations have a clear mandate (e.g. NDI focussing on political representations, UNICEF on children); some organisations have a mandate overlapping with UN Women (e.g. UNDP also working on economic empowerment).

There are a number of organisations that work with the same government institutions (Commissioner, Vice Prime Minister) as UN Women does.

Table 2. Selected organisations, their geographic focus, target groups and staffing

Organisation	Sectoral focus	Geographic focus	Target groups	Joint activities	Staffing
UN Women	- Sida-funded project - legislative development - involvement of civil society in policy and legislation development - women economic empowerment - building the capacities of government institutions to prevent and respond to CRSV - Gender mainstreaming in EU and recovery processes - UN Women focus according to SN 2024-2029 - gender responsive governance - support to leadership of women activists and their organisations - CRSV - women economic empowerment - support to Coordination - humanitarian assistance - Women Peace and Security	Offices in Kyiv and Dnipro partners around Lviv (Sida-funded project)	• government representatives • civil society • private sector	-	62 persons plus 20 consultants
UNDP	- promotion of gender equality and women's empowerment, inter alia: - representation and leadership / democratic governance, - CEDAW implementation - women economic empowerment - women's leadership in environment and climate change - building the capacities of government institutions to prevent and respond to CRSV	Offices in Kyiv and Kharkiv, Poltava, Dnipro, Odesa, Uzhhorod, Lviv	• government representatives • service providers • civil society • private sector • direct beneficiaries		500+ persons
UNFPA	- sexual and reproductive health campaigns - combating gender stereotypes in society - information and services to gender-based violence survivors - women economic empowerment	Offices in Kyiv, Dnipro, Kharkiv, Odesa, Lviv	• government representatives • service providers • survivors of conflict related sexual violence	Joint EU projects	100

Organisation	Sectoral focus	Geographic focus	Target groups	Joint activities	Staffing
	- providing services and immediate assistance to CRSV survivors				
UNICEF	- women economic empowerment: unpaid care work - public finance for children - voice for – and with – children: • to save their lives; to protect their rights; • to keep them safe from harm; • to give them a childhood in which they are protected, healthy, and educated	Offices in Kyiv, Dnipro, Kharkiv, Odesa, Lviv, Mykolaiv	children and young people who are most at risk and most in need	UNICEF uses UN Women's methodology on gender-responsive budgeting at subnational level	350
Council of Europe - CoE	- Gender Strategy 2024-2029 - Implementation of Istanbul Convention - domestic violence - gender stereotypes and sexism - women equal access to justice	Kyiv	survivors of gender-based violence	intergovernmental working group on CRSV Study tour to Spain on equal opportunities legislation 16 days	
NDI	enhancing women's political participation	Office in Kyiv	women politicians at national and subnational level	Coordination on Ukrainian Women's Congress 2030 strategy for gender action plan Sectoral Gender Equality Group	
EU	gender mainstreaming in the EU enlargement process EU Gender Action Plan III : – applying and monitoring gender mainstreaming across sectors; – gender analysis and close consultation; – gender-based violence; – economic, social and political empowerment of women and girls	Office in Kyiv		UN Women contributing to gender mainstreaming in the EU enlargement process	

Interviews showed that UN Women Ukraine within the frames of the Sida-funded project coordinates bilaterally on project activities (e.g. with CoE, UNDP, NDI, UNFPA). At operational level, UN Women Ukraine closely coordinates with other donors and international organisations (e.g. CoE, NDI, UNFPA, UNDP). The CO has a good cooperation at the programme and issue-specific level. This cooperation at operational level works well. One interviewee summarised: “Regularly, we have a good coordination and a clear division of tasks. At working level everybody knows what their place is.”

UN Women Ukraine and UNFPA

There is a clear division of labour between UN Women Ukraine and UNFPA. UNFPA has committed to focus on three transformative results: (a) end preventable maternal deaths; (b) end the unmet need for family planning; and (c) end gender-based violence and harmful practices, including child marriage. UN Women has committed to (a) saving lives, (b) building democratic, peaceful, equal communities, and (c) strengthening systems (SN 2024). Within the [United Nations in Ukraine Transitional Framework](#) (September 2022-December 2024), UN Women and UNFPA cooperate in the following area: “CSOs and governmental entities supported to provide protection assistance (human rights violation, gender-based violence, conflict-related sexual violence, exploitation, abuse, human trafficking, labour exploitation, mine victim assistance)”. For example, in the field of Conflict Related Sexual Violence (CRSV), there is a division of labour between both organisations. UN Women Ukraine deals with legal framework and government institutions’ capacity development, while UNFPA provides services for survivors. There are exchanges at the level of heads of both organisations and among the thematic teams (e.g. humanitarian team, governance team). UN Women and UNFPA have a long track record of cooperation in Ukraine – especially on joint EU projects: (1) [EU Support](#) to the East of Ukraine: Recovery, Peacebuilding and Governance: working jointly on gender based violence in security sector; (2) EU-funded Programme “[Resilient Together](#)”, implemented by [Ukraine’s Women Fund](#), where UNFPA, UNDP and UN Women are aligned; (3) EU funded programme on “Promoting gender equality and shifting discriminatory [gender stereotypes](#) in Eastern Partnership countries”; and (4) the regional programme “[EU 4 Gender Equality](#): Together Against Gender Stereotypes and Gender-Based Violence”. There are joint communication campaigns (e.g. 16 days).

UN Women Ukraine’s niche

There is a perception that many international organisations/donors working are focused on gender equality, however, according to OECD DAC data less than 1% of funding in 2022 went to GEWE as a priority objective. There is UN Joint Programming in Ukraine in the field of **conflict related sexual violence** (UNFPA, UNDP, UNCT, UNICEF, OHCHR). In the spring 2022, the Framework of Cooperation between the Government of Ukraine and the UN on the Response to Conflict-Related Sexual Violence (CRSV) was adopted. This Framework is now being implemented by the Government and the UN system through an inter-agency working group which meets regularly to implement an Action Plan focusing inter alia on the provision of comprehensive services to the survivors of CRSV and access to justice and accountability for survivors. UN agencies

have different foci: providing services and immediate assistance to CRSV survivors (UNFPA), building the capacities of government institutions to prevent and respond to CRSV ([UN Women](#): training of National Police, the State Emergency Service, the Ministry of Internal Affairs, and civil servants; [UNDP](#): training of prosecutors and investigators for conflict related sexual violence investigations), contributing to legislative drafting ([UN Women](#): draft law #10132 on the Status of Persons Affected by Sexual Violence Related to the Armed Aggression of the Russian Federation against Ukraine, and Urgent Interim Reparations).

In June 2023, the Ukrainian Gender Equality [Commissioner](#) had declared **women economic inclusion and empowerment** as a national priority for the country's peacebuilding and recovery. Here, UN Women has conducted a baseline [study](#) on women economic empowerment, yet to be published. This study has requested by the Deputy Prime Minister on European and Euro-Atlantic Coordination, who coordinates gender equality policy in the government. Women economic empowerment is now one of the key priorities for sustainable economic development of the country, and taken up not only by UN Women, but also by UNDP, UNICEF (unpaid care work) and UNFPA.

Conclusion: There is a distinct division of responsibilities, not only between UN Women Ukraine and UNFPA but also with other international organisations. Next to aligning the legislation with international standards and EU accession requirement, women economic inclusion and empowerment is a national priority for the country's peacebuilding and recovery to which UN Women aims to contribute in the next years – even to a greater extent than in the past years.

UN Women Ukraine provides **added value to the Ukrainian government:**

The CO is guided by global gender norms and standards. At global level, UN Women refers to the 1979 [Convention on the Elimination of All Forms of Discrimination against Women](#) (CEDAW), promoting gender equality and prohibiting discrimination against women, the 1995 the [Beijing Platform for Action](#), the most comprehensive and progressive blueprint for advancing women's rights, and the 2019 [International Labor Organisation Convention No. 190 on Violence and Harassment](#), aimed at eliminating violence and harassment at work. At European level, UN Women refers to the 2011 [Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence](#) or "Istanbul Convention", aimed at preventing and combating violence against women and domestic violence. Interviewees said that due to this background UN Women had well-grounded understanding of gender equality – and as being a UN agency also an in-depth understanding of the nexus of gender and the sustainable development goals. This background provides UN Women Ukraine credibility for lobbying and advocacy of gender equality among government institutions, especially in drafting gender policies and gender legislations.

UN Women Ukraine has specific expertise in gender equality (gender mainstreaming, gender audits, gender budgeting, women economic empowerment, gender-based violence, equal rights and opportunities).

UN Women has large network within the Ukrainian government. By providing national consultants to government institutions, UN Women has a good understanding of the respective institutions' needs. This knowledge enables UN Women to effectively assist the government in mainstreaming gender throughout the EU enlargement process and in selected ministries (Ministry Energy, Ministry of Education, Ministry of Economy, Ministry of Social policy, Ministry of Justice – full list see EQ 8.).

UN Women Ukraine contributes with its gender expertise to coordination formats, providing gender perspectives to government-run sectoral working groups (gender focal points) as well as to coordinating bodies of UN agencies and donors (gender programming). “UN Women has a strong voice for gender equality.”

While ministries are appreciating UN Women's contribution, the Commissioner and the Vice Prime Minister pointed to the need to clarify the mandate of UN Women and to sign an MoU.

UN Women Ukraine provides **added value to the Ukrainian civil society:**

UN Women is working with diverse women rights organisations, partnering with grass-root organisations covering different categories of women, herewith living up to leaving no one behind principle to some extent (focussing on Internal Displaced Persons – IDPs, women veterans, women with disabilities, care taking, young women, women with HIV). They enable a cross-dimensions exchange between these groups.

UN Women capacitates CSOs in the field of gender equality.

Strong renown women rights organisations include themselves in policy and legislative drafting – which not-so-well equipped women rights organisations are not able to do so. Thus, UN Women capacitates civil societies to make their voice heard with the government.

UN Women brings civil society organisations and public sector together, encouraging smaller women rights organisations to participate in legislative processes, policy development, and international forums.

Due to UN Women due diligence procedures, women rights organisations that do not meet the requirements are not eligible for the very few funds available under the Sida-project. UN Women provides funds to these organisations through women rights organisations that meet UN Women's compliance requirements. As a result, Sida-funding is channelled to UN Women Ukraine that in turn channel the funding to eligible women rights organisations that provide funding and capacity building to organisations. Thus, the funding reaches the final beneficiaries through two intermediaries, pointing to high administrative costs.

UN Women provides **added value to the private sector:**

UN Women has [Women's Empowerment Principles](#) for businesses that were jointly elaborated with Global Compact. These principles focus inter alia on leadership commitment for gender equality, non-discrimination at work, health, safety and well-

being at work, professional development of women, and women empowerment in enterprise development. These principles serve as a blueprint for interested businesses. As these Principles were just recently introduced to Ukrainian business, the added value for businesses is yet to be seen.

UN Women Ukraine conducted a study on “Challenges of Empowering Women in the Labour Market and Entrepreneurship in the Context of Full-Scale War and Gender-Responsive Recovery of Ukraine” outlining key changes: less than 50% of women, aged 15 to 70 years, work – not always formally employed, there is an increase of sectoral differentiation in employment of men and women, unpaid care burden on women is growing, women are setting up more new businesses than men, the government of Ukraine and civil society organisations are supporting women’s economic empowerment but capacities are crucially lacking at the local level. This study serves as a baseline for all other organisations involved in women economic empowerment.

The CO provides expertise to legislation contributing of the economic empowerment of women (National Strategy for Bridging the Gender Pay Gap for the period up to 2030).

Conclusion: Within the frames of the Sida-funded project, UN Women adds value to government institutions, to a certain degree to civil society, and to a limited extent to the private sector.

3.1.5 Coherence: added value of Swedish support

Question 5: To what extent does the Swedish support provide value to UN Women and gender equality in Ukraine?

Swedish support

There are different kinds of Swedish support to UN Women Ukraine: Swedish Ministry for Foreign Affairs (MFA), and Sida, The Swedish MFA funding amounts in 2023 to 2 million USD and in 2024: 1.5 million USD, an average over 1.75 million per year. The Swedish MFA funding reaches UN Women country office through UN Women globally, being earmarked for Ukraine. It contributes to UN Women’s core budget, however, is not earmarked for specific areas/sectors. UN Women Ukraine used the Swedish MFA funding to support operational and programmatic interventions, including to support women’s economic empowerment. UN Women and the Swedish MFA recognised the Swedish MFA funding as strategic note funding. Sida allocated 4.4 million for a four-year period, an average 1 million USD per year. The Sida funding is used – according to the UN Women two pager on Swedish support – for gender-responsive governance, women’s economic empowerment, responding to and prevention of conflict-related sexual violence (including 2023). The funding between the Swedish actors is not coordinated, but Sida and MFA have recently started to coordinate in relation to their dialogue with UN Women. UN Women provides reports to Sida and Swedish MFA separately. An overview is provided in the following table.

Table 3. Swedish MFA and Sida project funding to UN Women.

	Swedish MFA Strategic Note funding	Sida project funding
Funding period	Since 2023	2022-2026
Budget	3.5 million USD	4.4 million USD
Focus of support	Earmarked for Ukraine, used for Kyiv and Dnipro offices, for the Gender in Humanitarian Action (GIHA) Working Group, technical support to government institutions, gender-responsive recovery, support of EU accession	Gender-responsive governance, women's economic empowerment, responding to and prevention of conflict-related sexual violence

Source: UN Women two pager on Swedish funding support

UN Women Ukraine's expectations towards Sida

UN Women Ukraine highly appreciates Sida as a donor – for various reasons (below interview quotes):

Gender equality is a priority of Sida, funding also activities that are outside the scope of many donors (e.g. LGBTIQ). “Sida is the front running pushing for gender, not hesitant working on new gender areas.”

“Sida and UN Women recognise each other as partners; Sida has been the largest donors in the field gender equality, sharing values (promoting gender equality through gender transformative activities and in the frames of EU accession).”

Sida is a flexible donor – in rapidly changing times. It was because of Sida that UN Women could start humanitarian assistance as part of its project activities.

Sida/the Swedish Embassy is supporting the national machinery by co-chairing the Sectoral Working Group on Coordination of International Technical Assistance “Gender Equality”.

Sida is not only a financial donor, but also a political ally, sharing common values, having the similar analysis of the situation in Ukraine and striving for the same results in Ukraine.

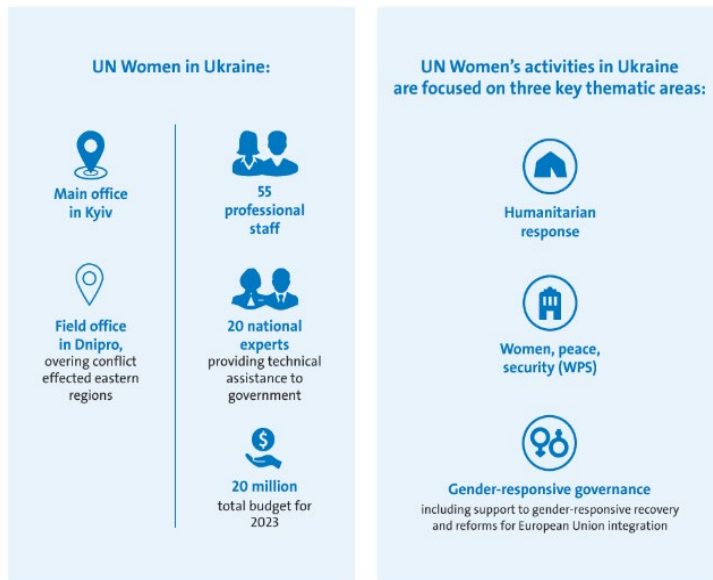
UN Women has learned from Sida's experiences with Strategic Note funding, from Sida's feedback on UN Women's narrative and financial reporting and from Sida's accountability standards (conflict of interest).

Sida's flexibility to project-changes

Since February 2022, UN Women project activities have changed; the shift to the humanitarian response was done after in consultations with the Embassy; however, UN Women did not do so with the shift back from the humanitarian response to governance; Sida felt that they were not sufficiently consulted in advance. Changes were focussed on the activity level, not on the output or outcome levels. UN Women – as all

donors/international organisations – responded to the humanitarian crisis. UN Women Ukraine’s annual reports to Sida did not include a section about major changes to the project.

Table 4. Seize of UN Women and thematic focus



Source: UN Women Activity Report 2023

Originally, the project was meant to contribute to two strategic priorities of UN Women: (1) Governance and Participation in Public Life, and (2) Women’s Economic Empowerment. With the start of the full-scale invasion of Russia in Ukraine, the needs rapidly changed. Thus, in 2022 and 2023 the project also contributed to further UN Women priorities, namely (3) Peace and Security, Humanitarian Action and Disaster Risk Reduction, and (4) Ending Violence

Against Women and Girls. While the expansion of the project to additional strategic priorities is understandable in the light of the context, it did not contribute to more focus of UN Women project activities. While most interviewees explained this with the numerous government requests to UN Women, one interviewee also pointed out to Sida’s approach towards UN Women: “Sida packed a lot into the project that was outside the agreed parameters; there were too many priorities.” Fact is that even UN Women sees the need for more focus in its project activities.

The project proposal mentions outcomes in the field of governance, civil society participation and economic empowerment. For the years 2024, Sida reported a shift of UN Women Ukraine’s activities to governance. However, the financial report of UN Women (see table below) does not document this shift.

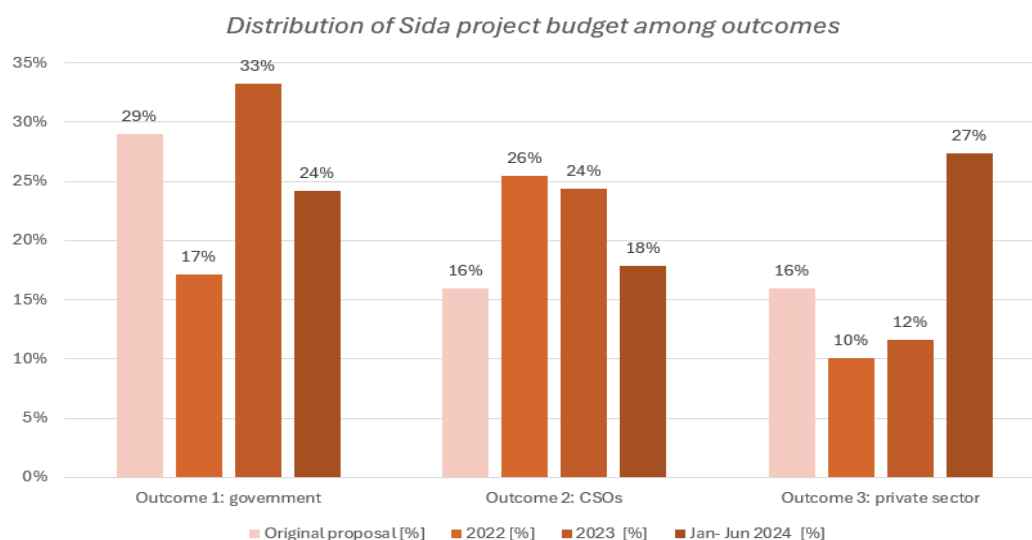
The Sida project proposal foresaw the following financial distribution between outcomes: Outcome 1 (Government) – 29%, Outcome 2 (Women’s CSOs) – 16%, Outcome 3 (Private Sector)– 16%.

In 2022, there was a shift to the Outcome 2 (Women’s CSOs) (25%), as the project contracted and partnered women’s CSOs to support women affected by the full-scaled Russian invasion. Then the percentage for Outcome 1 (Government) was at 17% and Outcome 3 (Private Sector) at 10%.

In 2023, UN Women allocated 33% to the Outcome 1 (Government) due to the government's requests for engendering legal and policy framework within EU accession and for capacity building to the government. Still, a larger amount in comparison with originally planned budget was allocated for Outcome 2 (Women's CSOs) (25,4%), as the priority to support women's CSOs remained. The percentage for Outcome 3 (Private Sector) was lower than in originally planned budget (11,6%).

According to the financial report for the first half of the year 2024, the project is keeping the originally planned percentage for the Outcome 1 (Government) (24%). Allocation for CSOs (Outcome 2) has been decreased, however, is still a bit higher than originally planned. When the budget for Outcome 3 (Private Sector) was increased (27%), as women economic empowerment was prioritized by both, the government and women's CSOs. Furthermore, it were women's CSOs, which whom the project signed partner agreements to implement activities leading to the Outcome 3 (Private Sector) to empower women economically with engagement of private sector; and the project launched communication campaign with the government for women economic empowerment and engagement of private sector. So, there are linkages between Outcome 2 (Women's CSOs), Outcome 1 (Government) and Outcome 3 (Private Sector).

Graph 2. Distribution of Sida project budget among outcomes (see also Annex 11)



Source: UN Women, November 2024

Conclusion: Sida adds value to UN Women Ukraine not only through funding but also by supporting the exploration of new activity areas and encouraging higher compliance standards within the organisation. Sida is flexible to allow for the expansion of the project to additional strategic priorities of UN Women (e.g. by allowing UN Women to expand to humanitarian response). The budget overview presented by UN Women for 2021-2024 does not indicate a shift of project activities toward governance at the expense of civil society.

3.2 SIDA-FUNDED UN WOMEN PROJECT ACTIVITIES

3.2.1 Relevance: Focus on the stakeholders' needs

Question 6: To what extent does UN Women respond to the needs of its stakeholders and target groups?

Under the Sida-funded project, major stakeholders are Key National-Level Institutions, women and women's CSOs, and private business companies. The data collected by the ET indicates that the degree to which UN Women Ukraine responds to the needs of these stakeholders varies somewhat.

Interviews indicate that the CO's support and activities relate directly to the expressed needs of its counterparts at the ministerial level and the level of individual government institutions. At this level, cooperation is based on regular consultations and is often formalized mainly in exchange of letters and sometimes in Memoranda of Understanding (MoUs) that specify the objectives of the support and its activities.

At the highest level of government, there are more concerns about whether the project responds optimally to the needs of the government and Ukrainian society more generally. It appears, however, that the concerns expressed primarily relate to a lack of adequate information sharing and a formalized agreement on the content and form of the cooperation.

Among civil society actors, there are more mixed views regarding the role and performance of UN Women Ukraine as a sub-granting actor⁵, capacity development supporter, and actor who engages partners to assist in implementing its agenda and activities, as discussed under EQ7. The perception of the degree to which the CO responds to the needs of civil society varies, as can be expected, depending on how closely the organisations work with UN Women and the degree to which they are dependent on UN Women's support. Under the Sida-supported project, a significant part of UN Women Ukraine's support has focused on facilitating civil society's engagement in public policy processes. The ET's interviews indicate that smaller organisations with more limited resources and less developed external relations appreciate the role played by UN Women in this regard. In comparison, larger and more established organisations do not always see a need for foreign or international actors to facilitate this dialogue.

In relation to the private sector, UN Women Ukraine has focused its activities under the Sida-funded project on empowering women in the workplace, the marketplace and the community. The ET's impression is that concerned stakeholders and intended

⁵ The term sub-granting is in this report used to describe forwarding of funds to a civil society organisation, including through partner agreements and institutional contracts.

beneficiaries perceive the activities as relevant. At the same time, the number of businesses reached by the project is limited, and the degree to which its activities have resulted in changes of importance from a gender-equality or women's rights perspective is still somewhat unclear, as noted in evaluation question 9.

Identifying the needs of the project's stakeholders, i.e., the government, civil society, and private sector, is more straightforward than ensuring that the project has a high degree of relevance to the needs of the project's intended beneficiaries. A challenge for UN Women is that it works with an extensive and sometimes vaguely defined set of beneficiaries. In relation to the Sida-supported project, applying the ET's division between stakeholders and beneficiaries, the project document sets out the key beneficiary groups as being "women facing multiple forms of discrimination and at risk of social exclusion (e.g. women with HIV, Roma women, LGBTQI+ women, internally displaced women, women veterans, women and girls with special needs, etc.)." In addition, it notes that the work on women's economic empowerment will benefit women suppliers and vulnerable groups of women in local communities.

In practice, the project has reached a range of target groups, not least through UN Women Ukraine's engagement with civil society organisations, including disadvantaged groups such as IDPs, women with disabilities, unemployed women, survivors of Conflict-Related Sexual Violence (CRSV) and women veterans. The project has also reached groups that may be less vulnerable, such as women in business and politics (i.e. women entrepreneurs, disproportionately affected by the war and women politicians ensuring their equal participation in decision making). In addition, the programme has worked on issues of importance from a gender equality perspective more generally, including through its work on public policy reforms and its efforts to promote civil society monitoring of the Government's GEWE commitments, which has not had an exclusive focus on women facing particular vulnerabilities.

UN Women Ukraine has used several strategies to ensure that the project, as well as the Strategic Note 2025-2029, are relevant for stakeholders and a broad range of ultimate beneficiaries. These include regular consultations with government counterparts and civil society actors and activities engaging private sector representatives. As mentioned above, the project also has a Steering Committee meeting three to four times yearly. Even though the effectiveness of the Steering Committee as a mechanism to guide project implementation has been questioned, the Committee has offered an opportunity for a broad group of stakeholder representatives to share information on how the project is progressing and reflect on the degree to which it meets existing needs.

UN Women Ukraine has also carried out several needs assessments to help it ensure that it meets the needs of stakeholders and intended beneficiaries, including the needs of IDPs, women veterans and women living with HIV. In addition, the CO has commissioned research that helps the agency and other actors identify stakeholder and beneficiary needs and perhaps strategies for addressing these needs. In October 2024, for instance, a UN Women-funded research study on the economic situation of women in Ukraine under the full-scale invasion was presented. In the same way that research

and studies supported by UN Women can serve as a source of information for other actors concerned with gender equality, UN Women has been able to draw on the work of others to understand the needs of its target groups.

UN Women Ukraine's work with CSOs representing or working with specific communities has helped ensure that its initiatives meet the needs of intended beneficiaries. As noted under EQ7, it has been suggested, however, that UN Women could better ensure that the needs of specific target groups are met if it, to a greater extent, supported the priorities of CSOs rather than engaged them as implementing partners. Interviewees have also expressed that UN Women could do more to strengthen local capacities and transfer further responsibilities to Ukrainian actors in general. Some interviewees have expressed concerns that within the frames of the Sida-funded project, UN Women has not been sufficiently active outside of Kyiv and major cities and that this may affect the understanding it has of the needs of some target groups. Another informant argued that even though UN Women's added value is not in supporting vulnerable groups through CSOs, it needs to ensure that it understands what the WROs are dealing with on the ground.

Conclusion: Within the Sida-funded project, most interviewees believe that UN Women Ukraine largely meets the needs of its stakeholders and intended beneficiaries. However, several informants have expressed reservations, in particular in relation to its engagement with CSOs.

3.2.2 Relevance/ effectiveness: Cooperation with civil society

Question 7: In which way is UN Women cooperating with civil society?

UN Women Ukraine's work with CSOs can be divided into activities aiming at (i) supporting interaction, dialogue and strategizing; (ii) facilitating dialogue with the government; (iii) enhancing and facilitating national and international advocacy; (iv) capacity development; (v) strengthening the CSOs financial situation through grants; and (vi) supporting CSOs to assist UN Women in implementing its project and work plans.

In the design of the Sida-funded project, support for civil society was a significant part. The project was designed prior to the large-scale invasion and before the establishment of the Women, Peace and Humanitarian Fund (WPH fund) in Ukraine, for which UN Women serves as the secretariat and through which UN Women provides most of its grants. One of the Sida-funded project's three intended outcomes concerns women's and women's organisations' participation in evidence-based decision-making, monitoring of governmental commitments, and advocacy for GEWE priorities. More specifically, the project has aimed to strengthen civil society capacities relating to policy development and monitoring of GEWE commitments and strengthen women's rights activists' collaboration with the media to challenge patriarchal social norms and advocate for their priorities. UN Women reports that it cooperated with no less than 130 CSOs in 2023.

However, under the Sida-funded project, sub-granted amounts have been limited, and the number of CSOs benefitting from the grants is relatively small. Since the start of the project, the CO has given financial support to eight Ukrainian CSOs. In relation to two of these organisations, the cooperation has been regulated through institutional contracts specifying the services the CSOs should provide for UN Women. The other six organisations have, or had, so-called partner agreements with UN Women. While the partner agreements state that the partners are engaged in implementing the UN Women's programme, they are based on proposals developed by the partners in response to UN Women's ToR.⁶ The five partner agreements reviewed by the ET had an original duration of between six and 18 months, and the funding provided typically amounted to between USD 150,000 and 250,000. UN Women's financial reports shared with the ET do not show expenses per outcome and do not show the amounts sub-granted under the Sida-supported project.

UN Women Ukraine's financial support to its partners is regulated under its comprehensive partnership policies and procedures. The ET has asked for documentation to assess how the grant-making process has been implemented in practice but has not obtained the documentation required for such an assessment. However, concerns have in interviews been raised that UN Women has not sufficiently disseminated calls for proposals.

As noted in Annex A of UN Women's 2023 report to Sida and in the mid-term review, the targets set for the Sida-funded project have largely been reached. UN Women has carried out an extensive number of capacity development trainings for a large group of CSOs on a range of issues and it has supported dialogue meetings amongst WROs and between civil society actors and duty bearers. However, those interviewed in connection with the current evaluation have expressed mixed views regarding UN Women Ukraine's support to and cooperation with civil society generally (not only in relation to the Sida-funded project).

Interviewees have noted that UN Women Ukraine has predominantly engaged larger organisations with established capacities. They claim that the agency has given comparatively little attention to smaller organisations, especially those based in rural areas, which can impact the possibility of developing a nationwide movement in support of gender equality and may affect the CO's ability to reach disadvantaged groups. Related to this are views that the formal requirements for handling and reporting on grants from UN Women Ukraine are so complex that they are difficult to manage for smaller organisations. Concerns were also expressed about the short-term nature of the support provided and about delays in disbursements of funds. Furthermore, interviewees mentioned that the CO's general focus, outside the Sida-funded project, on organisations working on humanitarian issues means that there are

⁶ ET has requested UN Women Ukraine's documentation of its sub-granting under the transformative approaches project but has not yet received it.

important organisations concerned with gender equality-related analysis and policy development that UN Women is not working with.

UN Women's Ukraine's financial support to CSOs is tied to the delivery of UN Women's own gender equality goals. Consequently, some interviewees have argued that the CO excessively engages with its civil society partners as implementors of UN Women's agenda rather than as independent actors in need of support to implement their own mandates as WROs.

When UN Women Ukraine has provided CSOs with grants; the grants have been earmarked for specific objectives and have not taken the form of core support, i.e., unearmarked funding in support of an organisation-wide strategy. Unearmarked support can contribute to flexibility and ownership, and thus to the localisation agenda generally; it has much of the same advantages for CSOs as the fully flexible SN support can have for UN Women. However, considering the current mandate of the CO and the broader mandate of some WROs, unearmarked support may reach beyond UN Women's own mandate and, therefore, be difficult to motivate.

Interviewees have expressed concerns about UN Women Ukraine's sub-granting, including that the formal requirements for receiving, managing, and following up support from UN Women are excessive, which means it is difficult for smaller and less well-established organisations to handle its support. Several interviewees have expressed reservations regarding the effectiveness and appropriateness of the CO, and UN agencies generally, as sub-granting donors to CSOs. These concerns relate to comparatively high operational costs and worries that the CO's close relationships with the government may impact its preparedness to fund outspoken actors critical of the government and its actions.

Interviewees noted that the number of facilities specialized in channelling donor funding to WROs was quite limited. However, there was no shortage of other actors that provide grants to CSOs, and many of these could presumably establish particular sub-granting windows for WROs if back-donors required them to do so. There are also actors specialized in providing grants to WROs that currently operate with limited budgets and that could scale up their sub-granting.⁷

Conclusion: Considering the above, there is little evidence suggesting that UN Women Ukraine's primary added value rests with its capacity to channel donor funding to Ukrainian civil society organisations concerned with gender-related advocacy and policy work. Its added value as a capacity development actor focusing on enhancing the gender equality capacity of CSOs is much easier to distinguish.

⁷ See Annex 12

3.2.3 Effectiveness: Cooperation with government institutions

Question 8: In which way is UN Women cooperating with government institutions? How are the beneficiaries chosen (e.g. line ministries and regional authorities)? Which results does their work yield?

UN Women's mandate

Cooperation with government institutions is a central strategic focus for UN Women Ukraine, as outlined in its strategic plans/notes. Until the end of 2022, the strategic plan emphasised cooperation in Outcome 1, stating, "women and girls lead, participate in, and benefit from governance systems." For the transitional strategic note covering 2023 and 2024, cooperation with government institutions is primarily linked to Outcome 2, which focuses on strengthening national capacities to utilize data and evidence for effective crisis response and recovery planning. Specifically, the following outputs of the transitional strategic note 2023-3034 are relevant:

- Output 2.1. Government, UN actors, civil society and other key stakeholders have increased capacity to provide timely data and evidence-based gender analysis to inform planning and implementation of crisis response and recovery.
- Output 2.2. Government at all levels has strengthened capacity to develop, implement, monitor, and coordinate Ukraine's commitments to GEWE, across the humanitarian -development nexus, particularly in the areas of justice, security, protection and livelihoods.

In the 2025-2029 Strategic Note, cooperation with government institutions is predominantly foreseen. Outcome 1 states: "More gender responsive laws, policies, budgets and institutions ensure that women and women's rights organisations participate in decision making at all levels and fully benefit from reform, recovery and transitional justice."

The outcomes of the three different strategic notes (strategic plan, valid until 2022; Transitional Strategic Note 2023-2024; Strategic Note 2025-2029) represent three different foci of UN Women throughout the years: while there was firstly an emphasis on inclusion of civil society in government policies, strategies and legislative drafting, then the emphasis shifted to crisis response, while for the next years an emphasis is on what UN Women has been doing throughout the last years: promoting gender in laws, policies, budgets and institutions

Conclusion: In its Strategic Notes, UN Women Ukraine determined the outcomes they would like to achieve through the cooperation with the government.

Cooperation partners within the government

Between 2022 and 2024, UN Women Ukraine collaborated with the following government institutions within the Sida project:

National Women's Machinery (NWM)

- Office of the Deputy Prime Minister for European and Euro-Atlantic Integration (2022, 2023, 2024)
- Office of the Government Commissioner for Gender Equality Policy (2022, 2023, 2024)
- Ministry of Social Policy (2022, 2023, 2024)
- Office of the Ombudsperson (the Parliament Commissioner for Human Rights) (2023, 2024)
- Parliament and Government's Central Executive Bodies
- Government Office for Coordination of European and Euro Atlantic Integration (2023, 2024)
- Ministry of Economy (2022, 2023, 2024)
- Ministry of Communities, Territories and Infrastructure Development (2023, 2024)
- Ministry of Justice (2023, 2024)
- Ministry of Finance (2023, 2024)
- Ministry of Foreign Affairs (2022, 2023, 2024)
- National Agency for Civil Service (2022, 2023, 2024)
- State Statistics Service of Ukraine (2022, 2023, 2024)
- Parliamentary Committees (2023, 2024)

The above-stated years in which UN Women Ukraine cooperated with government institutions, show that UN Women is pursuing long-term partnerships. The Deputy Prime Minister's Office for European and Euro Atlantic Integration and the Governmental Gender Equality Commissioner's Office are the central institutions responsible for oversight of gender equality policy and GEWE commitments at the national level. UN Women regards them as key strategic partners of UN Women in the Government of Ukraine. The Sida-funded project is registered with the Deputy Prime Minister's Office as key partner. This is the only project UN Women has registered with the Office. Thus, the Office has a special relationship to the Sida-funded project. Both Offices expect UN Women to communicate clearly: "The Deputy Prime Minister is coordinating, other government institutions are supporting, donors are contributing by financing." UN Women should ensure that within its team appropriate language for UN Women's involvement in coordination is used. In addition, both Offices expect UN Women to assure that within affiliated UN institutions (such as [UNECE](#) that organised a "Review 30 Years of Beijing Commitments to Accelerate Gender Equality in the Eastern and Central Europe Region") to use the appropriate language in regard to Russia's full-scale invasion in Ukraine.

The Ministry of Social Policy is a key CO partner in the implementation of the women peace and security Agenda (responsible for inter-sectoral coordination, development, implementation, monitoring, and reporting on National Action Plans for the implementation of the UN Security Council resolution 1325). Outside Sida-funded project activities, UN Women partners with the Ministry of Communities and Territories Development on mainstreaming gender in regional policies. Other UN

Women strategic partners are national-level security sector partners, including the Ministry of Internal Affairs and their selected subordinate institutions (Women Peace and Security Agenda), National Agency for Civil Servants (gender-responsive governance), and the State Statistical Service (gender statistics).

While UN Women Ukraine has Memoranda of Understanding (MoUs) with specific government institutions (e.g. the Ombudsperson), outlining their joint scope of work, a representative of the Deputy Prime Minister's Office for European and Euro Atlantic Integration and the Governmental Gender Equality Commissioner's Office said, that there was no MoU with UN Women. They recommended that UN Women engages with the Government of Ukraine to negotiate a MoU.

UN Women Ukraine's national consultants to government institutions

In 2024, UN Women finances about 20 experts seconded to the above listed government institutions. These experts include national and international consultants. The 2023 UN Women Ukraine activity report does not provide a list of consultants financed through the Sida-funded project. The annual report provides only a limited overview over the consultancies: In 2023, 14 national and two international consultants were financed for expert and policy advice, organising multi-stakeholders' consultations, and providing capacity development support to 12 governmental institutions from the National Women's Machinery, line ministries and Parliament. Out of these 12 government institutions, the following consultants mentioned specifically in the 2023 UN Women activity report:

- An unspecified number of national consultants supported the MFA in GEWE policy implementation through a gender audit, data collection, staff training.
- At least one consultant supported the Ministry of Economy on developing and realisation of the women economic empowerment interventions, in particular through implementation of the National Strategy and Action Plan for Bridging the Gender Pay Gap until 2030
- Three national consultants provided Office of the Deputy Prime Minister with communications support, expertise and direct policy advice on Gender Mainstreaming Coordination and CRSV legal framework
- Four national consultants provided support to the Government Commissioner on Gender Equality Policy to strengthen the capacity of the Office of Commissioner on GEWE commitments (e.g. contributing to the improvement of the legislation in line with the Istanbul Convention)

The above mentioned, non-exhaustive list of UN Women Ukraine national and international consultancies shows that the overwhelming majority is seconded to two government institutions: Office of the Deputy Prime Minister and the Government Commissioner.

The September 2024 presentation of UN Women Ukraine for the Sida-funded project's Steering Committee meeting lists 22 national consultants in 11 government institutions, out of which, however, not all were funded by UN Women. Out of these 22 national

consultants an unspecified number is said to serve in more than one government institution. Most consultants had the Government Commissioner (6), followed by the Office of the Deputy Prime Minister (3) and the Ministry for Communities, Territories and Infrastructure Development (3). Other government institutions have 1 or 2 UN Women consultants.

1. Office of the Deputy Prime Minister (3 national consultants – NCs)
2. Government Office of EU Integration (1 NC)
3. Apparatus of the Government Commissioner (6 NCs)
4. Ministry of Social Policy (2 NCs)
5. Ministry of Justice (1 NC)
6. Ministry of Foreign Affairs (2 NCs)
7. Ministry of Economy (1 NC)
8. Ministry for Communities, Territories and Infrastructure Development (3 NCs)
9. Ministry of Finance (1 NC)
10. NACS (2 NCs)
11. Ombudsperson Office (1 NC)

Recruitment of national consultants

There were repeated challenges with the recruitment of national consultants; government officials were reported trying to influence the hiring process. According to interviewees, not only UN Women, but all international organisations that place advisors at government institutions face this challenge. The UN family discussed this issue and decided to stick to the established recruitment procedures. This rule has been also communicated also within UN Women; staff is aware of this rule. For selecting the national consultants, since March 2024 UN Women has an office instruction on the Recruitment of Consultants on Special Service Agreement. This instruction foresees a four-stage recruitment process: (1) announcement, screening of candidates, (2) composition of evaluation committee, evaluation of consultants; (3) administrative clearance and (4) contract issuance. According to interviewees, this process is now being followed.

Besides, UN Women has a Consultant Contract Policy since December 2023. There are clear guidelines on hiring relatives: They are only to be hired “provided that they are fully qualified for the assignment and were selected in accordance with the competitive selection process requirements”. Besides, the Policy regulates the consultant’s engagement in several contracts. One consultant can serve as an expert to several ministries “provided that there is no actual or perceived conflict of interest and performance of the required services for UN Women is feasible”. Interviewees report that these regulations (e.g. competitive selection of consultants; one person having two different contracts) were being implemented.

UN Women’s Independent Evaluation and Audit Unit identified one case as conflict of interest and proposed to discontinue the contract with the respective national consultant. Since early 2024, UN Women has put in place procedures to avoid these kinds of conflicts. There is an ethics adviser who provides clearance for consultancies,

looking into potential risks of conflict of interest. When applying, national consultants have to notify UN Women whether they are currently working for the government; none of the UN Women's national consultants is currently a civil servant. Besides, UN Women from their side reviewed whether current national consultants were former high level government officials. It turned out that UN Women Ukraine finances national consultants that previously worked in the parliament (see also Annex 9).

Monitoring of the performance of the national consultants

While in the annual report to Sida, UN Women Ukraine does not explicitly mention the tasks provided by the consultants, the ToRs of the national consultants, provided by UN Women to the evaluators, do so. The national consultants' ToRs describe deliverables such as roadmap development, legislative drafting, curriculum development and training, organisation of information campaigns. The ToRs are output-focussed. They leave room for additional tasks in case of ad hoc changes. The performance of national consultants in accordance with the ToRs is closely watched by UN Women Ukraine. Each expert has to submit monthly reports to UN Women. UN Women started holding regular meetings of all national consultants where they present their work and achievements. The consultancies were appreciated by interviewees in government institutions; the consultants contributed by capacity assessment, and training, as well as to legislative and policy drafting).

Results of the national consultants' work

There are two types of national consultants: (1) consultants with gender expertise, mainstreaming gender, conducting gender audits, conducting advocacy campaigns, drafting government reports, laws and amendments to existing legislation, (2) consultants providing practical support for cooperation formats, preparing meetings, writing talking points, drafting minutes of meetings. There is a direct relation between UN Women's national consultants and the legislation drafted (in October 2024, there were eight laws pending in the parliament, all drafted by UN Women consultants) as well as between UN Women and the functioning of coordination formats (e.g. Sectoral Working Group on Coordination of International Technical Assistance "Gender Equality"). In the 2023 UN Women Ukraine activity report, results were not specifically listed per consultancy per government institution. In the UN Women project Steering Committee presentation, key results of the consultancies are presented, however, not attributed to certain government institutions. For the year 2024 (January-September), UN Women reported the following results of the consultancies:

- [Amendments to the law](#) on ensuring equal rights and opportunities for women and men
- Contribution to the implementation of the Istanbul Convention (the Law #8329 on Amendments to the Administrative Code signed by the President on 17.06.2024, 2 draft laws passed their first reading in the Parliament (#10420, #10249); 1 draft law on education)
- Contribution to the National report on Beijing Declaration and Platform for Action in 2020-2024 ('Beijing+30')

- Contribution to the [Operational Plan](#) of the [State Strategy](#) Ensuring Equal Rights and Opportunities of Women and Men for the period up to 2030
- Contribution to the [Draft Law](#) on the status of victims of sexual violence related to the armed aggression of the Russian Federation against Ukraine and urgent interim reparations (#10132) approved as basis on 19 June 2024
- [Draft Law](#) “On register of the persons, lives and health of which were impaired by the military aggression of the Russian federation against Ukraine” (#10256)

Government requests to UN Women Ukraine

UN Women receives a high number of requests from the government. One interviewee reported: “After each meeting with a government institution, UN Women has ten new requests.” – A challenge that not only UN Women, but all donors face that are equally supporting government institutions. Some requests are not in line with UN Women’s compliance and integrity policies (e.g. relatives to be hired by UN Women; relatives to be taken on business trips), so UN Women has to refer repeatedly to recruiting procedures and confidentiality rules. At the same time, there are many requests that are justified. However, UN Women has only limited financial and human resources. One interviewee stated: “UN Women tries to cover many gaps. Both the government and UN Women should be more strategic what they want to get out of the cooperation.”

Sustainability of consultancies

UN Women finances some of the national consultants already for several years, as there are not many gender experts left in the country. UN Women has a policy limiting the duration of national consultants financed by UN Women Ukraine. Some of the national consultants (a specific number has not been provided by UN Women) serve already for several years in their position. This raises the question of sustainability: either the government puts these national consultants on their payroll or UN Women jointly with the government qualifies persons that then can serve as gender experts in the respective government institution. The key arguments of interviewees why sustainability is currently not in the focus were the following ones: “Under the current situation you cannot expect sustainability: there is no funding from government for gender.” “There is the high-level government ambition to promote gender equality; UN Women is riding on this wave and trying to produce as many laws as possible. Now getting the laws produced is the most important.” This is also to be seen by the need of aligning Ukraine’s legislation with the EU acquis.

Conclusion: Cooperation with government institutions is not always formalised through strategic agreements. While UN Women Ukraine has signed Memoranda of Understanding with several ministries, some, like the Deputy Prime Minister’s Office, remain without them. Since 2023, UN Women has improved its system for hiring national consultants, and the one outstanding conflict of interest remains has been resolved. Financing national consultants is not sustainable, as there are no clear plans for their continuation or integration into government institutions after their contracts end.

UN Women Ukraine provides detailed ToRs for consultants' results and closely monitors their performance. However, UN Women's reporting on consultancy outcomes could be clearer in annual reports to Sida. Despite this, evidence from interviews and project documents shows that national consultants are making significant contributions, including drafting gender legislation, promoting gender mainstreaming through effective coordination mechanisms, and embedding gender in government institutions.

3.2.4 Effectiveness, Impact, Sustainability of Sida-funded project activities

Question 9: To what extent is the UN Women support transformative, effective, sustainable in regard to: Ukrainian government, the so-called Women Machinery; women rights organisations (WROs) (What is UN Women's role in building capacities of WROs); business and private companies?

Theory of change

UN Women Ukraine's project activities are grounded in a very basic theory of change:

Outcome 1: UN Women strengthens the capacities of key institutions of the National Women's Machinery (NWM) to implement their respective GEWE mandates (output 1.1). It also strengthens the national-level GEWE Coordination Mechanism to be fully operational, participatory and inclusive (output 1.2). Thus, key national-level institutions develop, implement, monitor and coordinate Ukraine's international and national commitments to GEWE (outcome 1).

Outcome 2: Due to UN Women's activities, women and women's organisations have improved capacities to participate in the development and monitoring of the Government's GEWE commitments (output 2.1) and women's rights activists increasingly collaborate with the media to challenge patriarchal social norms and advocate for their priorities (output 2.2). As a result, Women and women's organisations meaningfully participate in evidence-based decision-making, monitoring of governmental commitments and advocacy for GEWE priorities (outcome 2).

Outcome 3: UN Women strengthens Private business companies' knowledge, plans and mechanisms to implement the Women's Empowerment Principles. Thus, private business companies contribute to advancing GEWE in the workplace, in value chains and in communities.

All three outcomes contribute to the project goal: The Government, civil society and the private sector have joint accountability to contribute towards transformative results for gender equality and women's empowerment (GEWE) in Ukraine.

An analysis of this theory of change showed the following:

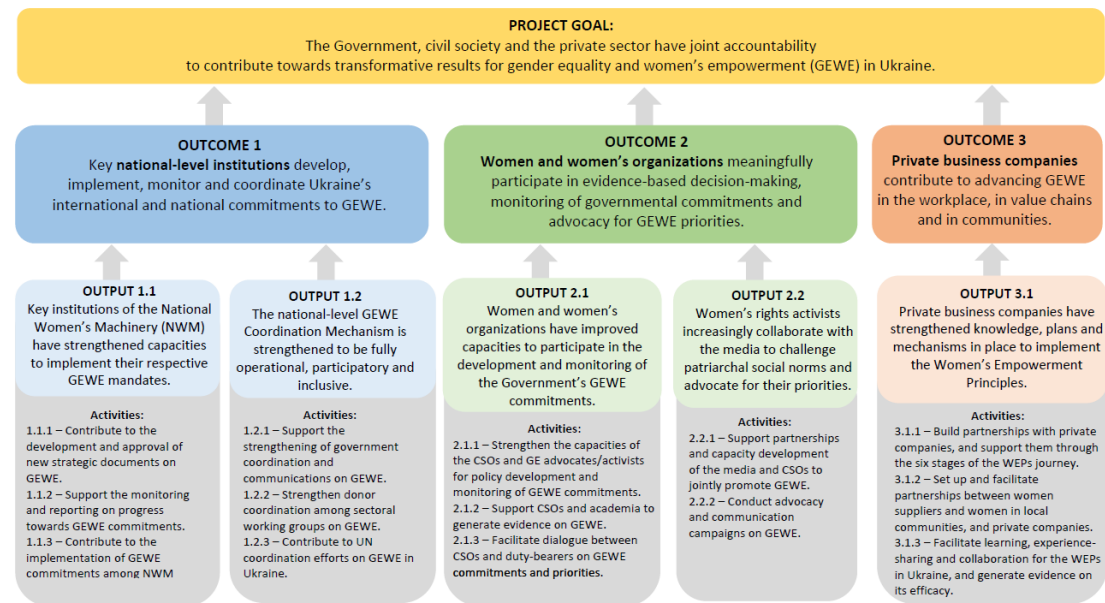
The results chain is not complex; it has only three outcomes. The outcomes are all at the same outcome level; they are all partially in the area of responsibility of UN Women.

There are no results defined at the impact level (e.g. contribution to Sustainable Development Goal – SDG 5: gender equality).

The results chain between output and outcome level is plausible except for output 2.2 – outcome 2. It is not comprehensible how output 2.2 (women’s rights activists increasingly collaborate with the media to challenge patriarchal social norms and advocate for their priorities) contributes to outcome 2 (Women and women’s organisations meaningfully participate in evidence-based decision-making, monitoring of governmental commitments and advocacy for GEWE priorities).

In the results model of the Sida-funded project (see graph below), there are no linkages among the outputs as well as between the outputs and the other outcomes. This gives the impression of a project working in silos. However, this is not the case, as the interviews revealed. All three outcomes of the project are linked to ensure that women participate in and equally benefit from gender-responsive recovery and EU integration. E.g. Outcome 1 on capacity development and expert support to the government relates to Outcome 2 on partnership with CSOs, as women’s CSOs are engaged in all consultations on development of policies and legal framework covered by Outcome 1. The project is building capacity in Outcome 2 of women and their CSOs to participate in dialogues with government conducted within Outcome 1. The private partnership outcome 3 contributes to the cooperation with the government and CSOs on economic empowerment of women. Government and CSOs are engaging private companies for their programmes on women economic empowerment. The results model is clear, however, it does not show linkages between the outputs and outcomes, despite the fact that these linkages exist in reality.

The results model includes assumptions at the level of the project, goal, and the outcomes. The assumptions are realistic. The project proposal includes also a risk analysis and a risk mitigation strategy. While all risks are highly relevant, the biggest risk – the full-scale invasion of Russia against Ukraine – has not been foreseen in 2021 when the project was designed.

Graph 3. Results model of Sida-funded UN Women project

Project indicators

In the results framework for the Sida-funded project, UN Women Ukraine presents for Outcome 1 four indicators, for Outcome 2 three and for Outcome 3 two indicators. However, these indicators all formulated at output level (e.g. number of new/revised laws, number of GEWE documents, number of flagship initiatives implemented). The project proposal does not foresee higher-level indicators. In the table below you find some examples of indicators and how they could be linked to higher level changes and respective indicators:

Table 5. Selected indicators of Sida project

Indicator of the Sida project (selection)	Level of change (individual, institutional, policy, societal) (not outlined in the Sida project)	Possible higher-level changes (not included in the Sida project indicators)
Indicator 1A: Number of new/revised laws and national policies approved by the government, which advance GEWE in Ukraine.	Change at policy level: laws and policies adopted	GEWE is anchored in the legislation. <i>Comment: how this can be measured?</i>
Indicator 1.1.2: Number of knowledge and research products prepared in collaboration with government institutions, to strengthen the evidence base for implementing and monitoring GEWE commitments.	Change at institutional level: monitoring strengthened	GEWE commitments are implemented.
Indicator 2.A: Number of national GEWE documents (laws and government strategies/ plans) that incorporate gender considerations and recommendations from women and women's CSOs.	Change at institutional level: government consults with women's CSOs; laws and policies are co-designed by women's CSOs	GEWE is anchored in the legislation and national strategies and government plans.

Indicator of the Sida project (selection)	Level of change (individual, institutional, policy, societal) (not outlined in the Sida project)	Possible higher-level changes (not included in the Sida project indicators)
Indicator 2.1.1: Percentage of women's rights advocates trained, that demonstrate improved knowledge and skills in developing and monitoring of GEWE commitments.	Change at individual level: skills improved	Women rights advocates present findings and recommendations on the better implementation of GEWE commitments by the government.
Indicator 2.2.1: Number of people reached through communication campaigns, led by women's rights advocates on GEWE, who demonstrate active engagement with the content.	Change at individual level: people learn about gender equality through media campaigns	People change attitudes. <i>Comment: how this can be measured?</i>
Indicator 3.1.1: Number of private sector companies that have WEPs Plans based on a self-assessment/gender gap analysis.	Change at institutional level: companies are aware about gender equality standards	Companies implement WEP Plans. Number of women employed/in decision making
Indicator 3.1.2: Percentage of private sector employees trained, that demonstrate improved knowledge of and attitudes towards gender equality and anti-discrimination in the workplace.	Change at individual level: knowledge and attitudes improved	Gender equality is institutionalized in the private sector. <i>Comment: how this can be measured?</i>

The analysis of the Sida-funded project shows the following:

- When reporting to Sida, UN Women does not differentiate in Annex A: Progress Against Project Indicators between indicators at output and outcome level.
- There are no indicators formulated at the level of the project goal.
- There are indicators that point to changes at individual, institutional and policy levels. There are no indicators that point to societal changes.
- Higher level indicators – here formulated by the Evaluation Team – could be formulated. In some cases, they are difficult to measure.

Effectiveness of UN Women Ukraine's support

The project indicators (output level) are being monitored regularly using the Project Monitoring Framework, which is attached to the annual donor report. Since October 2023, UN Women has a Planning, Monitoring and Reporting Policy. It is based on Results-Based Management (RBM), aimed at ensuring the totality of its work is driven by specific, measurable, attainable, relevant and time-bound Results while ensuring the effective and efficient use of entrusted resources. In addition, one RBM expert has been hired. Except for two indicators, most of the project targets have been achieved and surpassed, because of the great demand from the government and CSOs to support women and their rights.

Impact of UN Women Ukraine's support

UN Women's support leads to changes at policy and institutional levels. E.g. amendments to existing legislation are introduced; new legislation is drafted; institutions are more gender-responsive due to gender audits and gender mainstreaming; Women Empowerment Principles are introduced. As it was agreed in the Sida-funded project, UN Women does not track changes at society level; this is time- and resource-consuming; in case of UN Women would do so, UN Women would have difficulties to demonstrate in as far it contributed to societal changes through its Sida-funded project activities. For more detailed information, see next section "sustainability of UN Women's support".

Sustainability of UN Women Ukraine's support

UN Women's project results are sustainable at policy, institutional, community and individual levels. The following will stay:

Policy level (see evaluation question 3 and Annex 9):

- **Contributing to the alignment with international standards:** adoption and implementation of Istanbul Convention by the Government of Ukraine in 2022, joint advocacy for gender responsive recovery in 2024 (Gender Alliance); support to gender mainstreaming and reforms linked to the EU access process since 2024
- **Contributing to gender strategies and implementation plans:** State Strategy for Ensuring Equal Rights and Opportunities of Women and Men for the period up to 2030, [National Strategy](#) for Reducing the Gender Pay Gap in Ukraine until 2030 and operational action plan for its implementation for 2023-2025 (Commission on Coordination of Interaction between Executive Bodies on Ensuring Equal Rights and Opportunities of Women and Men)
- **Incorporation of gender components in strategies and directives:** Government's Priority Action Plan for 2024; Strategy for Regional Development till 2027; Ministry of Social Policy's methodological recommendations for integrating gender approaches in municipal activities (Platform for gender mainstreaming and inclusion in recovery)
- **Contributing to draft laws:** draft Law of Ukraine "On the legal status of victims of sexual violence related to the armed aggression of the Russian Federation against Ukraine, and family members of the dead (deceased) of such persons"; amendments to the Law "On ensuring equal rights and opportunities for women and men"

Coordination (see above, evaluation question 3 and Annex 9):

- **Committing donors to include gender** in their project planning and their fundraising for gender (Gender Alliance), gender programming/streamlining gender in projects and institutions (UN agencies, EU Ukraine Plan)
- Contributing to advocacy campaigns (16 Days of Activism Against Gender-Based Violence against Women and Girls),
- Promoting the inclusion of civil society in inter-agency working groups and the introduction of gender focal points in sectorial group;

- Within the UN family: improved coordination, synergy and operational effectiveness; improved capacities of clusters and UN agencies to mainstream gender
- Gender mainstreaming at the Ukraine's Recovery Conference (URC) 2024: participation of diverse women leaders and CSO

Institutional level

- Publishing a National Study on the impact of full-scale invasion on WEE in partnership with the Deputy Prime Minister's (DPM) Office and Government Commissioner
- Contributing to gender mainstreaming in the MFA through gender audits whose recommendations are consequently implemented
- Contributing to career paths: public servants were trained on gender in the high school of public servants, those persons are included in gender desks in government institutions
- Contributing to revised curricula: In partnership with the Ministry of Finance and National Agency for Civil Service, curricula on gender-responsive planning and budgeting for civil servants of categories B, C and local level were institutionalized; a training curriculum on "Gender Mainstreaming Tools in Policymaking" for categories B and C of Civil Servants by National Agency for Civil Service was approved
- Providing a template for subnational strategies: a Guide on Gender Mainstreaming into the Strategies of Regional and Local development drafted, yet to be validated with the Ministry of Social Policy and shared with the regional and local authorities
- Creating a link between the government and non-governmental organisations: By establishing a dialogue between community-based organisations and central government authorities, UN Women facilitated a connection between grassroots efforts and national policymaking. This bridge-building function strengthens the capacity of CSOs to influence policy and advocate effectively.

Community level

- Promoting gender-sensitive practices in media: By introduction of gender-sensitive language in media products, UN Women contributed to some extent to a cultural shift in how gender issues are communicated. This change contributes to greater awareness and encourages more equitable representation in the media – in some ways.
- Enhancing women's business capacities: Support for women entrepreneurs by addressing the needs of women in business during wartime highlights UN Women's adaptability and relevance in providing targeted, context-specific support, contributing to the resilience of women entrepreneurs in challenging circumstances.
- Collaboration with UN Women positively impacts the reputation of partner CSOs, enhancing their credibility and enabling them to secure additional partnerships and

donor support. This reputational boost increases the long-term viability of these organisations.

Individual level

- Increasing understanding of the importance of gender issues: 103 representatives of local authorities and women's CSOs in Donetsk, Dnipro, Kharkiv, and Poltava raised their awareness on using gender tools for community recovery
- Capacity building sessions on WEPs for private sector of more than 100 employees raised their awareness on WEPs

The Evaluation Team identified the following areas where sustainability is yet to be ensured:

- It is unlikely that in the near future the national consultants financed by UN Women will be contracted by the government. One interviewee pointed to the circumstances and stated: "At this point, there is no way that the ministry will hire gender experts." In the longer-term UN Women should seek for sustainability in their support to the government, either by training government officials as gender experts that stay in government or by seeking the government to include UN Women consultants in their government's payroll.
- High institutional capacities and complex financial management systems required by UN Women pose challenges for smaller organisations to apply for grants within the Sida-funded project. Addressing these barriers could enhance inclusivity and foster broader engagement at the community level.
- Adaptation of international best practices for local contexts. Efforts to adapt tools such as the Georgian WEPS handbook to the Ukrainian context and to develop GRB training package using global and regional experience of UN Women demonstrate sustainability in knowledge transfer. However, the absence of UN Women's formal endorsement highlights a gap that could hinder broader dissemination and impact.

Transformation through UN Women Ukraine's support

UN Women's transformative work can be strengthened as follows:

- Continue gender mainstreaming in supporting the government in legislative and policy drafting (also on gender-based violence)
- Continue working with select women rights organisations at local level
- Continue advocacy for gender and against stereotypes
- Create more synergies among activities of different sectors (government, CSOs, UNW, donors)

Conclusion: The analysis of the Sida-funded project's results model and UN Women Ukraine's reporting on indicators reflects changes at the individual, institutional, and policy levels, but lacks indicators for societal change. Higher-level indicators could be

developed, though difficult to measure. UN Women's project activities are sustainable at the policy, institutional, community, and individual levels. To further strengthen its transformative work, UN Women should continue gender mainstreaming in government legislative and policy support, focus on gender-based violence at the policy/legislative level, collaborate with select women's rights organizations locally, advocate for gender equality and against stereotypes, and create greater synergies across government, CSOs, UN Women, and donor activities.

4 Evaluative Conclusions

This section presents the ET's conclusions in relation to the nine evaluation questions. It provides the ET's overall conclusion of UN Women's relevance in relation to applicable Ukrainian and Swedish strategies and Ukrainian stakeholders and target groups, preparedness for flexible SN funding, coherence, cooperation with civil society and the Ukrainian government, and effectiveness and sustainability more generally.

4.1 STRATEGIC COOPERATION SIDA – UN WOMEN

Relevance for Ukraine's public policies for Gender Equality including in Reconstruction and EU Accession processes

UN Women's draft Strategic Note 2025-2029 is in line with key Ukraine public policies relating to gender equality, including the Law On Ensuring Equal Rights and Opportunities for Women and Men, State Strategy on Gender Equality, National Action Plan for the implementation of the Security Council Resolution 1325 on Women, Peace, Security until 2025, and the National Strategy for Overcoming the Gender Pay Gap for the period up to 2030. EU accession is a central part of the Ukrainian policies and action plans assessed.

Relevance for the new Swedish Reform and Reconstruction Strategy with Ukraine

UN Women's draft Strategic Note 2025-2029 corresponds to Sweden's priorities, as set out in the Strategy for Sweden's reconstruction and reform cooperation with Ukraine 2023-2027. The Swedish strategy has, in some respects, a broader gender equality and women's rights approach than what is reflected in the Strategic Note. Thus, Sweden's support to UN Women Ukraine is, and needs to be, complemented by support to other actors concerned with gender equality and women's rights. Issues such as sexual and gender-based violence, human trafficking and exploitation, and sexual and reproductive health and rights, which are all prioritised issues under the Swedish strategy, are not strongly prioritized by the CO UN Women under SN 2025-2029. These issues are, however, addressed in other interventions receiving Swedish support, such as Sida's support to UNFPA and Sida's cooperation with OHCHR.

UN Women Ukraine's preparedness for a more flexible support from Sida

Overall, UN Women has many of the systems, processes, and capabilities Sida should expect from a UN agency receiving SN support. During the past few years, it has taken important actions to address several of the remaining shortcomings. In some areas (e.g. results-based monitoring, financial and narrative reporting), however, UN Women Ukraine needs to reform or strengthen its practices before it meets what should reasonably be expected for SN support.

The dialogue between Sida and the UN Women CO could have been more optimal for creating an efficient and meaningful flow of information that contributed to developing trust. Thus, there is room for Sida and UN Women Ukraine to establish a more efficient dialogue aligned with COs processes, harmonized with the requirements of other donors, and thus better suited for SN support.

If the added value of SN support should be maximised, it is essential that UN Women and as many of its donors as possible agree on how the SN should be followed up and what UN Women's reporting should entail. While UN Women's SN Direct Funding Guidance states that UN Women should use a standard donor reporting template, collected data suggests that UN Women Ukraine would benefit from discussing with its donors in further detail what the consolidated donor report should entail to meet their requirements.

There is broad agreement on the need for UN Women to develop further its results-based management capacity, particularly its efforts to report on outcome-level changes. At the same time, it is essential to have realistic expectations of what higher-level changes can actually be captured and linked to activities implemented or supported by UN Women.

UN Women's ability to show its financial expenditures and total annual income in a disaggregated and transparent manner (e.g., showing the support received per donor and actual expenditures in relation to budget), is essential for anyone interested in assessing whether their support is an effective and efficient way of contributing to UN Women's operations and gender equality more generally. The fact that UN Women has not responded to requests of the Evaluation Team for a comprehensive financial report is of concern.

There is room for UN Women Ukraine to strengthen the coordination of its donors. Its plan of establishing a Steering Committee for its SN that encompasses all its donors is welcome.

It is unlikely that all, or even most, of UN Women Ukraine's donors will move to provide fully flexible SN funding. This means that the full potential of SN funding may not be attained. However, the fact that a fully flexible SN support allows UN women to repurpose funds within the country programme will nevertheless be of considerable value in the Ukrainian context.

UN Women CO has changed its organisational structure from one centred around projects to one structured according to themes and support functions. This new structure is conducive to SN support.

UN Women needs to ensure that it has a functioning recruitment system and a long-term staffing strategy to provide high-quality staff retention.

UN Women has addressed shortcomings identified in the recruitment of consultants and appears now to have appropriate systems and practices for such recruitment.

Independently from this evaluation, UN Women Ukraine has mandated a mid-term assessment that was conducted by person previously having worked for the CO. Sida and UN Women need to define what independent assessments and evaluations are and clarify which criteria for independence must be met. Generally, if a sound level of trust exists between Sida and UN Women, it would be valuable if the independent evaluations have a strong learning focus, primarily striving to assess UN Women's progress at the outcome level rather than applying a control focus aiming at confirming that UN Women has reached its activity and output level targets, something which its current M&E system can do.

Even though UN Women needs to show flexibility and adaptivity, it must also ensure that unplanned ad hoc requests for assistance by various government institutions and actors do not unduly influence its focus and activities.

4.2 UN WOMEN COORDINATION

UN Women Ukraine's coordination with other gender-related interventions in Ukraine

UN Women Ukraine contributes to coordination in a number of multi-lateral formats. The most effective contribution UN Women makes in those formats where it chairs or has a secretariat function. The CO's involvement in coordination led to changes the adoption and implementation of international standards, gender policies and gender legislation. There is a clear division of labour not only between UN Women and UNFPA, but also with other international organisations.

Added value of the support provided by UN Women Ukraine

The CO provides added value to government institutions, to some extent to civil society and to a limited extent to private sector. It contributes to policy and legislative drafting as well as institution building at national government level; it provides civil society a platform to participate in policy and legislative drafting at national level and in international fora globally, however, not to capacity building; it contributes to broadening Women Economic Principles (WEPS) among Ukrainian businesses.

Added value of Sida to UN Women Ukraine

Sida provides added value for UN Women Ukraine, not only by providing funding, but also by promoting new activity areas and seeking increased compliance standards by the CO. Sida is flexible to allow for the expansion of the project to additional strategic priorities of CO (e.g. by allowing UN Women to expand to humanitarian response, which was discontinued in 2024). The budget overview provided by UN Women for the years 2021-2024, does not confirm that UN Women shifted project activities to governance, while neglecting civil society. However, the amounts sub-granted to civil society has constituted a small share of the support received from Sida (January-June 2024: outcome 2: 18%).

4.3 SIDA-FUNDED UN WOMEN PROJECT ACTIVITIES

UN Women Ukraine's response to the needs of its stakeholders

UN Women's approach and project activities correspond to varying degrees, to the needs of its intended stakeholders. The data collected indicates that it does so most clearly in relation to select government institutions. Amongst civil society organisations, there are more mixed views, with some organisations being highly appreciative of the support provided by UN Women. In contrast, others would like to see UN Women, to a greater extent, focus on strengthening CSOs "in their own right" and supporting the needs and priorities they identify. The proposal for the Sida-funded project does not identify the target groups (final beneficiaries) in sufficient detail. This contributes to a somewhat unclear project focus, making it difficult to determine what specific changes UN Women is trying to contribute to. A shift towards fully flexible SN funding could increase the possibilities for UN Women to adjust its approach and activities, when necessary, to ensure that it responds to the needs of its stakeholders and beneficiaries in the best possible way. This requires, however, that UN Women's target groups are clearly and not too broadly defined and that UN Women, in some cases, makes further efforts to ensure that its support aligns with the priorities of its partners and intended beneficiaries.

UN Women Ukraine's cooperation with civil society

Within in the Sida-funded project, UN Women Ukraine's primary added value is not as a sub-granting facility. Its approach is not prioritizing core support that helps ensure that CSOs can set and focus on their own agenda and there are concerns that the CO's close relationship with the government will affect its preparedness to fund some WROs. There are many other sub-granting actors that operate at cost levels that will be difficult for UN Women to match, and that equally provide capacity building. Its capacity development efforts and initiatives to facilitate interaction between WROs and the government is appreciated by many interviewees. However, there is little evidence that the CO's primary added value is as a sub-granting facility to WROs working on advocacy and policy reform.

UN Women Ukraine's cooperation with government institutions

The cooperation with each government institution is not consistently based on agreements spelling out strategic directions. UN Women Ukraine has concluded Memoranda of Understanding with a number of ministries, however, not all (e.g. the Deputy Prime Minister's Office).

UN Women has improved its regulatory system for hiring national consultants since 2023. The one outstanding case of a conflict of interest has to be solved in a timely manner. Financing national consultants is not sustainable; there are no clear perspectives when their term ends and whether they are taken over by the respective government institution.

In many cases, UN Women provides detailed descriptions what results the national consultants are supposed to achieve. They closely monitor the consultants' performance at output level. UN Women's reporting about the results of consultancies is not fully transparent; linkages between consultancies and results could be clearer spelt out in annual reports to Sida. Interviews and project documents, however, proof that the national consultants show results: they draft gender legislation and strategies (policy change), promote gender mainstreaming through functioning coordination mechanisms (institutional change) and streamline gender in government institutions (institutional change).

Effectiveness, Impact, Sustainability of Sida-funded project activities

The analysis of the Sida project's result model and UN Women's reporting against indicators includes indicators that point to changes at individual, institutional and policy levels. There are no indicators that point to societal changes. Higher level indicators could be formulated. In some cases, they are difficult to measure. UN Women's project activities are sustainable at policy, institutional, community and individual levels.

Transformation through UN Women Ukraine

UN Women's transformative work could be further strengthened by UN Women continuing gender mainstreaming in supporting the government in legislative and policy drafting, continuing working on gender-based violence at policy/legislative level, continuing collaboration with select women rights organisations at local level, continuing advocacy for gender and against stereotypes and creating more synergies among activities of different sectors (government, CSOs, UNW, donors).

5 Recommendations

5.1 SIDA – UN WOMEN STRATEGIC COOPERATION IN THE LIGHT OF POSSIBLE SN FUNDING

Sida and UN Women Ukraine should revise their way of communication

UN Women and Sida should invest in timely, trust-building communication. In order to ensure efficiency and the development of trust, Sida and the CO need to develop and agree on a format for its future dialogue. This format should take into account the need for bilateral annual meetings, as set out in the standard agreement between the two agencies. While a need to expand the dialogue may occasionally emerge, Sida and UN Women should avoid an excessive ad hoc dialogue beyond a formally agreed dialogue centred around an annual bilateral meeting between the CO and Sida and the Steering Committee meetings. UN Women should consider convening SN Steering Committee meetings for all donors providing SN funding (either fully flexible or earmarked at outcome level).

UN Women Ukraine should broaden communication with SN donors

UN Women should revise the format of the interaction with donors. UN Women could consider a retreat inviting all donors for a strategic planning session. In case of Sida deciding for Strategic Note funding, this strategic planning format should be revised. Other donors could be brought in that also provide Strategic Note funding – to share information and to discuss first with UN Women separately and then jointly with the partners strategic directions.

UN Women Ukraine should create new reporting format for SN reporting

Taking the UN Women standard reporting template and what is outlined in the Preparation and Submission of Donor Reports Procedure as a starting point, the UN Women Ukraine should consult with its donors in order to reach an agreement on what UN women's consolidated SN reporting should entail to meet the requirements of its donors. This agreement should take into account that SN funding requires UN Women to show a level of flexibility and preparedness to harmonize their own requirements with those of other donors and to align behind the processes of UN Women.

Sida should require UN Women to produce a comprehensive financial report showing income per donor and expenditures in a disaggregated manner. UN Women should provide its donors with financial reports that covers all financial contributions, disaggregated per donor, to the Strategic Note.

UN Women Ukraine should further improve results-based management

UN Women should continue developing its capacity for results-based management, and in particular its capacity to assess and report on outcome level contributions. UN Women should continue working on a SN monitoring system.

UN Women Ukraine should focus thematically

Within the Sida-funded project, UN Women Ukraine should continue to provide advice on policies and legislation as well as technical support to the government. Additionally, it could increase its support at sub-national level on gender mainstreaming and women economic empowerment.

UN Women Ukraine should ensure independence of mid-term assessment team |

UN Women should revise its criteria for recruiting evaluators, ensuring their independence.

5.2 UN WOMEN'S COORDINATION

UN Women Ukraine should analyse the effectiveness of its engagement in working groups

There are numerous international, national, and UN working groups, some of which would benefit of an analysis in regard to inclusiveness, effectiveness and sustainability. However, this is an issue that the chairs of the respective coordination groups would have to decide. UN Women could analyse the effectiveness of its own engagement.

UN Women Ukraine should seek more coherence on networking events for women rights organisations

In 2024, there were several women congresses in Ukraine; UN Women held a regional congress at regional level in April 2024 and a nation-wide congress in November 2024. UN Women could seek for better communication about the coherence of its activities.

UN Women Ukraine should improve cooperation with key government institutions

UN Women could further increase their added value by clarifying their thematic focus and their scope of work with the Ukrainian government, so both sides know which expertise to provide respectively to request from UN Women. UN Women should engage with the Government of Ukraine (Office of the Deputy Prime Minister) to negotiate a MoU. UN Women should ensure that within its team appropriate language for UN Women's involvement in coordination mechanisms is used.

UN Women should continue having strategic planning sessions with each government institutions regularly, where they determine strategic priorities in line with the mandate of UN Women and the strategies of the Government of Ukraine.

Sida and Swedish MFA should coordinate

Sida should reach out to the Swedish MFA for coordination of their dialogue with, and funding to, UN Women Ukraine.

5.3 UN WOMEN SIDA-FUNDED PROJECT

UN Women Ukraine should improve its annual reporting to Sida: more analysis and lessons learnt, no overburdening with details, while at the same time stating the facts. For example. UN Women could provide an overview of the consultancies (how many national consultants are seconded to which government institution for how many days, for which period and the tasks, and expected results - combined with an analysis of key outcomes and lessons learnt.

Sida should review its priorities towards UN Women Ukraine

Within the Sida-funded project, changes in strategic priorities should be carefully considered by both Sida and UN Women, given the limited human and financial resources provided to UN Women. There is a need of a more thematic focus. Considering that UN Women's primary added value is not as sub-granting donor for Ukrainian civil society actors working on policy reform, Sida should, if committed to support WROs in Ukraine, consider other facilities and modalities for providing its support. Sida should consider providing support to civil society through well-established Ukrainian organisations, not primarily through UN Women. UN Women and Sida should focus on vulnerable groups by streamlining their rights and needs in policies and legislation.

UN Women Ukraine should adhere to compliance rules in employment of national consultants

UN Women should avoid being perceived as paying government officials.

UN Women Ukraine should improve its theory of change

Sida and UN Women should define jointly their level of ambition with the Sida-funded project (e.g. to which higher-level changes UN Women can contribute, and which changes UN Women can realistically without major efforts to track results). UN Women should revise their indicators whether they best document the results of their project activities planned for 2025 and 2026. UN Women should consider formulating new, SMART (specific, measurable, achievable, result-oriented and time-bound indicators) indicators for higher level changes. UN Women should keep a simplistic theory of change, however, clearly elaborating the existing linkages among the outputs and between the outputs and outcomes.

Annex 1 - Terms of Reference

Terms of Reference for the Evaluation of UN Women Ukraine

Date: 2024-05-30

1. General information

1.1 Introduction

Sida has supported UN Women in Ukraine since 2017 with totally SEK 79,4 million up until today, with the aim to consolidate the efforts of government, parliament and civil society to remove structural barriers to gender equality and women's human rights. The current cooperation Transformative Approaches to achieving Gender Equality in Ukraine runs until February 2026.⁸

The background to this evaluation is an identified need from Sida and the Embassy in Kyiv to get better information on how to support UN Women in Ukraine in the best way forward.

Sida/the Embassy have come to the conclusion that they need more information on the pros and cons with different types of support including recommendations in moving forward to support UN Women Ukraine. This includes questions around UN Women's capacity, added value, mandate, coordination with other projects, effectiveness, transfer of ownership, out-reach and impact as well as OneUN approach. Sida/the Embassy needs to better understand what needs be in place at UN Country Office as well as resources needed from Sida/the Embassy in order to shift from project support to more flexible support, in this case in the form of a "Strategic Note" (i.e. Country Programme).

Furthermore, Sida/the Embassy needs to be reassured that UN Women's work is in line with Swedish priorities including the Swedish strategy for reconstruction and reform support to Ukraine 2023-2027, and that decisions, priorities and plans are made in a transparent and inclusive manner. There are already experiences from the "Strategic Note" set-up in Moldova, Albania and Bosnia-Herzegovina. There was also a Sida evaluation⁹ done to identify pros and cons from earlier Country Programme support to

⁸ Contribution numbers: UM2017/00128//KIEV, UM2022/00556/KIEV

⁹ The Sida evaluation 2022:4 Evaluation of Country Programme Support to UNFPA, UNICEF and UN Women by Niras | Sida

UN partners. These experiences and evaluations should be taken into consideration in the forthcoming evaluation.

Development problem

Gender transformative work in Ukraine has a momentum in terms of policy and legislative framework in place, political will and commitments on paper and in line with EU accession processes. There are recent positive trends in attitude towards gender equality. Women are filling important gaps in the military, in private as well as public sectors.

On the other hand, women suffer from an acutely increased level of violence in the society and domestic violence. The war has also brought back negative gender ideals and norms. Both men and women survivors of GBV/CRSV suffer from lack of psychosocial and legal support. There is a tendency that gender equality or women's rights are down-sized in priority both on national and local level since there tend to be "more important war-related issues" to deal with.

The emerging development problem in Ukraine is the increased drafting of men in armed forces. This raises the need for qualified women labour force for professions that were considered male dominated in the past (such as truck drivers, builders, carpenters etc.). For example, Swedish SCANIA started a training program for Ukrainian women truck drivers. The number of women business owners and CEOs also increases.

Sida/the Embassy has for a long time invested and supported projects for Gender-responsive budgeting. The collaboration with UN Women and others has resulted in the important normative framework and the women's machinery in place today. There is still lack of participation and voice from the women's rights movement in key processes and programmes for reconstruction and recovery.

How Sweden works in the area and what other actors do

Sida has supported UN Women since 2017 (see more details during section 1.2) and is traditionally the largest donor. In addition, Sida/the Embassy supports UNFPA and NDI in the gender equality area. UNFPA is assumed to complement UN Women in achieving the gender equality objectives of the Swedish Reconstruction and Reform Strategy for Ukraine. In addition, the Swedish MFA has channeled funds to UN Women and UNFPA, however the Swedish support to UN Women in Ukraine is not coordinated.

The donors who have the formal lead on gender equality coordination are Sweden and Canada. However, nowadays Sweden is relatively seen, not very visible when it comes to dialogue with the Ukrainian government on gender equality and the inclusion of women in the workforce and in decision making.

Other donor countries that have been allocated resources to be in the forefront of gender transformative work, including conflict related sexual violence and mainstreaming of the main reconstruction and reform processes are UK (FCDO) and Germany.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is the cooperation between Sida and UN Women's Country Office (CO) in Kyiv, Ukraine. The data that could be obtained from progress reports from UN Women and Sida's Conclusion of performance should give the consultant a good picture of UN Women's work and performance. However, the consultant is expected to do interviews with key persons to get a fuller picture.

Sweden is the largest donor to UN Women in Ukraine and has supported the Country Office with project support since 2017. In addition, UN Women Ukraine benefits from the Swedish MFA Core Funding to UN Women HQ. In 2023, the Swedish Government decreased general core funding to UN Women by 40%. At the same time MFA provided 36 million SEK 2023-2024 as earmarked core support to UN Women in Ukraine in addition to Sida's project support of 49 million SEK 2017-2021 and 49 million SEK 2022-2025. The Embassy and Sida has limited information on the support from MFA. The following information relates to the project support and cooperation from Sida/the Embassy.

A project document and log frame which was agreed in 2021 stated that “the new project will focus on contributing to two main thematic areas of UN Women's Strategic Plan: (1) Governance and Participation in Public Life: women and girls participate in leadership and decision-making and benefit from gender-responsive governance; and (2) Women's Economic Empowerment (WEE): women have income security, decent work and economic autonomy.” It means that, originally the Project has three key partners: government, CSOs and private business:

- Project Outcome 1. “Key national-level institutions develop, implement, monitor and coordinate Ukraine's international and national commitments to GEWE” and
- Project Outcome 2. “Women and women's organisations meaningfully participate in evidence-based decision-making, monitoring of governmental commitments and advocacy for GEWE priorities” contribute to the Governance and Participation portfolio.
- When the Outcome 3 “Private business companies contribute to advancing GEWE in the workplace, in value chains and in communities” contributes to the Women Economic empowerment (WEE). This Outcome 3 built on the work of UN Women Country Office (CO) with private partners.

Thus, UN Women does not address all four of UN Women's corporate impact areas (Governance & Participation in Public Life; Women's Economic Empowerment; Women, Peace and Security, Humanitarian Action and Disaster Risk Reduction; Ending Violence Against Women and Girls). When the full-scaled Russian invasion started in February 2022, UN women and the Embassy of Sweden agreed to temporarily do some reprogramming. The Project continued focusing on the key partnership (government, CSOs and private sector), however contracted/partnered several women's CSOs to support and empower women affected by the war, including at the community level. Work on WEE in particular was extended to go beyond partnership with the private sector, and to include cooperation with the government and

women's CSOs (addressing pay gap, support of women's entrepreneurs, providing economic empowerment support to the women IDPs and veterans). The reprogramming was short-termed and covered 2022 and 2023 and corresponded to the Project Result Framework with adding additional short-term indicators.

In 2024, and considering the impact of the full-scale Russian invasion to Ukraine and its negative aftermaths on women and girls, UN Women's Country Office (CO) strengthened its presence in Ukraine and extended its thematic and geographic interventions in the country. A new 2024 Strategic Note (not funded in full by Sida, which continued with project support) covers three main areas: Humanitarian Response, Women Peace and Security/Conflict Related Sexual Violence as well as Governance and Participation.

The Project "Transformative Approaches to Achieving Gender Equality in Ukraine", funded by Sweden 2022-2025, according to its Result Framework mainly fall under the Governance portfolio and is lead by the Governance Unit in the CO. It contains mainly support to several experts in key government institutions, some agreements with NGOs, procurements as well as funding for strategic activities – such as Women in Arts Award, participation in the CSW etc.

The priority areas of the Governance unit are gender-responsive recovery and EU integration (in partnership with the National Women's Machinery, line ministries and CSOs). Partnership with CSOs will remain a key priority to ensure women benefit from and meaningfully participate in all processes, according to UN Women, but unclear from Sida/the Embassy how this will be done. The Project will continue contributing to the WEE within its partnership with the government, CSOs and private sector. The CO is hoping to scale up its work on WEE in the 2025-2029 Strategic Note, which will be ready by July 2024.

Sida HQ has done its own central assessment of UN Women 2021 (case no. 21/000506). It describes the dialogue issues that have been most prioritised from Sida's side:

"The last couple of years the most important issues addressed by Sida have been: UN Women's strong normative work; its strong convening role and ability to cooperate well with many stakeholders; its sometimes too fragmented programming and operational work; the need for further strengthening its coordination within the UN family at country level; the worryingly uneven capacity at country level; the need to avoid longer vacancies at management level in country offices; and the need to ensure that all country offices work well within UN Women's three mandates and therefore the need to strengthen its oversight mechanisms."

Two programme officers are involved in the follow-up work of UN Women, one at the Embassy in Kyiv (Khrystyna Rybachok) and one in Sida HQ (Marianne von Malmberg) in Stockholm.

1.3 Evaluation rationale

The Embassy has since the start of 2023 had discussions with UN Women to shift to providing more flexible support in the form of support to a so called “Strategic note” (support to the full Country Programme). The Sida officers involved, based in Kiev and Sthlm, experience that UN Women in Ukraine is a “normative backbone” of the gender equality portfolio and has a unique role with entry points to rights holders and duty bearers. However, Sida would like to understand how UN Women can be strengthened further in terms of the transformative work, for instance reaching out outside Kyiv, transfer ownership to Ukrainian partners, support the civil society, involve men and boys, what is UN Women mandate and expertise to influence high level steering documents and processes for Reconstruction and EU Reform, fulfil gender equality coordination mandate both for UN bodies and for the Ukrainian government.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

Overall purpose/objective: Give Sida/the Embassy advise on and arguments for the best way (most effective and relevant) for Sida to support gender equality in Ukraine through UN Women.

The primary intended users of the evaluation is Sida’s Ukraine Team in Stockholm and Kyiv, as well as UN Women. Secondary users are UN Women’s partners, and the Swedish FM, and other donors.

The evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process. Other stakeholders that should be kept informed about the evaluation include UN Women and its main partners, the so called women’s machinery consisting of the Ukrainian government, civil society and private sector.

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

2.2 Evaluation scope

The evaluation scope is limited to the current cooperation period between UN Women Ukraine and Sida/the Embassy, i.e. 2022-2025. It should cover the questions described under 2.3. It requires a trip to Ukraine but not to other Sida countries, where there should be sufficient to interview the Sida programme officers on-line.

The evaluation should take a starting point in the 1) Strategic Note for 2025 and forward as well as looks at 2) results/lessons learnt from our latest programme period 3) lessons learnt from other contexts with Sida-UN Women cooperation 4) current situation of sector needs and context, policy frameworks, donors, stakeholders.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

2.3 Evaluation objective:

Criteria and questions The objectives of this evaluation are to provide Sida's Ukraine Team with recommendations and better basis for decision on which type of support, design of the cooperation and contribute a better understanding of how UN Women can be strengthened further in terms of the transformative work, for instance reaching out outside Kyiv, transfer ownership to Ukrainian partners, support the civil society, involve men and boys, influence high level steering documents and processes for Reconstruction and EU Reform, fulfil gender equality coordination mandate both for UN bodies and for the Ukrainian government.

Questions to focus on:

- According to the stakeholders in Ukraine, what are the needs and how well does UN Women respond to these needs?
- How well is UN Women in line with Ukraine's NAP and Strategies for Gender Equality including in Reconstruction and EU Accession processes? How well is UN Women's country programme in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?
- How are the beneficiaries chosen, for instance experts within ministries?
- How compatible has the intervention been with other interventions in the country, sector or organisation where it is being implemented?
- What is the added value of UN Women, considering other actors and donors?
- What is the added value of Swedish support to UN Women and GE in Ukraine?
- How well is UN Women in Ukraine prepared for a more flexible support from Sida and others? Does UN Women CO has the capacity to handle a Country Programme in order to work transformative, strategic and integrated? What would be the main differences from how Sida and UN Women collaborates today?
- What would be assessed as criteria to be fulfilled in order for Sida to enter into the kind of support that the Strategic Note in Ukraine is? What would be the pros and cons between different types of support to UN Women?
- How transformative, effective, sustainable is UN Women support to:
 - Ukrainian government, the so-called Women Machinery?
 - women rights organisations (WROs)? What is UN Women's role in building capacities of WROs?
 - business and private companies?
- Does UN Women apply strategic approach and intersectional analysis to addressing the needs to women and girls, especially vulnerable ones, like IDPs, women with disabilities, women living in rural areas, women living under the margin of poverty and facing multiple discrimination?

Taking into account (but not only):

- The Swedish Strategy for Reconstruction and Reform with Ukraine

- Strategi för Sveriges Uppbyggnads- och reformsamarbete med Ukraina 2023-2027 (Relevance)
- The Swedish National Action Plan for Women, Peace and Security 2024-2028
- The Ukrainian National Action Plan for Women, Peace and Security and other national commitments and strategies - EU Aquis
- Complementarity of other actors – UNFPA, Ukrainian civil society, Kvinna till Kvinna, FBA and more
- And what other donors do
- The Sida evaluation 2022:4 Evaluation of Country Programme Support to UNFPA, UNICEF and UN Women by Niras
- UN Women Ukraine's Mid Term Evaluation from 2024 - Experience from Sida in Moldavia, Bosnia-Herzegovina and Albania
- UN Women's CO's capacity (like prioritization/planning, selection of technical experts/partners, Results based management, cooperation with different stakeholders and more)
- OneUN
- The Swedish Strategy for UN Women Strategy for Sweden's Cooperation with UN Women 2018- 2022.pdf (sida.se)

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A gender-responsive approach/methodology, methods, tools and data analysis techniques should be used.

Sida's approach to evaluation is utilization-focused, which means the evaluator should facilitate the entire evaluation process with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by Sida's Ukraine team in Stockholm and Kyiv. The intended user is/are Sida's Ukraine unit and the embassy in Kyiv. The evaluand has been well informed about the coming evaluation and will be provided with an opportunity to comment on the inception report as well as the final report, but will not be involved in the management of the evaluation. Hence the commissioner will evaluate tenders, approve the inception report and the final report of the evaluation. The start-up meeting and the debriefing/validation workshop will be held with the commissioner only.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's quality standards for development evaluation⁴. The evaluators shall use the Sida OECD/DAC glossary of key terms in evaluation⁵ and the OECD/DAC better criteria for better evaluation⁶. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out between June and October 2024. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase

Deliverables	Participants	Deadlines
1. Start-up meeting/s at Sida office in Rissne and Teams	Marianne von Malmberg, Sida Rissne Khrystyna Rybachok, Embassy in Kyiv	TBD
2. Draft inception report		4 August 2024
3. Inception meeting at Sida office in Rissne and Teams	Marianne von Malmberg, Sida Rissne Khrystyna Rybachok, Embassy in Kyiv	9 August 2024

4. Comments from intended users to evaluators (alternatively these may be sent to evaluators ahead of the inception meeting)		9 August
5. Data collection, analysis, report writing and quality assurance	Evaluators	Between August – September
6. Debriefing/validation workshop (meeting)	Marianne von Malmberg, Malin Perhult, Sida Rissne Khrystyna Rybachok, Adam Amberg, Embassy in Kyiv	Tentatively 15 September
7. Draft evaluation report		Tentative 30 Sept
8. Comments from intended users to evaluators		Tentative 10 Oct
9. Final evaluation report		Tentative 20 Oct
10. Seminar?	TBD	

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology including how a utilization-focused and gender-responsive approach will be ensured, methods for data collection and analysis as well as the full evaluation design, including an evaluation matrix and a stakeholder mapping/analysis. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation. The final report shall be written in English and be professionally proof read. The final report should have clear structure and follow the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two.

The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the

gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues. Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term. The report should be no more than 30 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation⁷.

The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning (sida@ljungbergs.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies: Someone in the team shall have specific experience working with or in Ukraine, in addition to relevant thematic knowledge (gender equality) according to the framework agreement.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is 1 800 000 kr. Invoicing and payment shall be managed according to the following: The Consultant may invoice a maximum of 50 % of the total amount after approval by Sida/Embassy of the Inception Report and a maximum of 50 % after approval by Sida/Embassy of the Final Report and when the assignment is completed.

The contact person at Sida/Swedish Embassy is Marianne.von.malmborg@sida.se and Khrystyna.Rybachok@gov.se. The contact person should be consulted if any problems arise during the evaluation process. Relevant Sida documentation will be provided by the above.

Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by the above. The evaluator will be required to arrange for all the logistics in terms of booking interviews, preparing for visits etc. including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

See paragraph 2.3.

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	Transformative Approaches to Achieving GE in Ukraine
ID no. in PLANIt	14790
Dox no./Archive case no.	UM2022/00556/KIEV
Activity period (if applicable)	2022-03-01 - 2026-02-28
Agreed budget (if applicable)	49 Million SEK
Main sector	Human Rights and Gender Equality
Name and type of implementing organisation	UN Women's Country Office in Ukraine
Aid type	Project
Swedish strategy	Reconstruction and Reform with Ukraine 2023-2027

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Sida Ukraine Unit and The Swedish Embassy in Kyiv
Contact person at unit/Swedish Embassy	Marianne.von.malmborg@sida.se , Khrystyna.Rybachok@gov.se

Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	NA
ID no. in PLANIt (if other than above).	NA

Annex C: Decentralised evaluation report template**Annex D: Project/Programme document**

- Programme proposal to Sida
- Recent narrative reports
- The Strategic Note
- Central Assessment from Sida
- Sida's Conclusions of Performance

Annex 2 – Evaluation Matrix

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
Strategic Cooperation Sida – UN Women				
1	Relevance/coherence: To what extent is UN Women Strategic Note in line with Ukraine's Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes? In as far is UN Women's Strategic Note in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?	AC1.1: UN Women has a strategic note. AC1.2: The UN Women strategic note is aligned with key national laws/policies in key points with Ukraine's Strategies and NAPs for Gender Equality including in Reconstruction and EU Accession processes. AC1.3: The UN Women strategic note matches in key points with the new Swedish Reform and Reconstruction Strategy with Ukraine.	Sida, UN Women, Ukrainian government and EU representatives Swedish Reform and Reconstruction Strategy with Ukraine Ukraine's Strategies and NAPs for Gender Equality EU progress reports on Ukraine accession UN Women Strategic Note documents	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data
2	Effectiveness: To what extent is UN Women in Ukraine prepared for a more flexible support from Sida and others (e.g. prioritization/planning, selection of technical experts/partners, results-based management,	AC2.1: Sida has formal criteria for supporting UN Women in a more flexible way (e.g. prioritization/planning, selection of technical experts/partners, results-based management, cooperation with different stakeholders). <i>What are Sida's formal requirements UN Women needs to meet to be eligible for strategic note support?</i> AC2.2: Sida has identified good practices of Sida-UN Women cooperation in Moldova, Bosnia-Herzegovina and Albania how best to structure Strategic Note Support to UN Women.	Sida, other Swedish Embassies providing support strategic note, UN Women, UN Resident Representative UN Women's Strategic Note UN Women documents on planning, M&E processes and cooperation Sida evaluations of cooperation with	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
	sustainability, cooperation with different stakeholders)?	(e.g. Niras evaluation) such as: 1. strategy alignment (Sida and UN Women); 2. capacity, track record, and relationship of Sida with the UN in the country [UN Women's position in the UN country team perhaps]; 3. common understanding of how Strategic Note Support can serve common interests; 4. agreement on the shape and form that the partnership dialogue should take; 5. Strong financial and narrative reporting covering the whole country programme. <i>What additional good practices have been identified for Strategic Note support (for instance in the Niras study)?</i> AC2.3: UN Women meets Sida's requirements identified under AC2.1 and AC2.2 for receiving Strategic Note Support. Issues to probe: dialogue between Sida and UN Women (guidance developed?), agreement design, reporting requirements, RBM, adaptive management, presentation of comprehensive consolidated budgets and financial reports.	UN agencies (e.g. Niras)	
UN Women coordination				
3	Coherence: To what extent UN Women is coordinating with other gender-related interventions in Ukraine?	AC3.1: UN Women has the mandate and expertise to influence high level steering documents and processes for Reconstruction and EU Reform, fulfil gender equality coordination mandate both for UN bodies and for the Ukrainian government. AC3.2: There are other interventions on gender/gender equality in Ukraine. There is a number of coordination mechanisms. UN Women and Sida participate in coordination efforts. <i>What kind of coordination & or mechanism bodies exist? Who participates in these coordination bodies (government/donors/UN agencies and civil society)? What is UN Women's role in these coordination mechanisms? Is UN</i>	Sida, UN Women, Ukrainian government and EU representatives, other donors, implementing partners UN Women annual reports	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
		<i>Women coordination of GE well synchronized (coordinated) with other stakeholders, especially government and CSOs?</i> AC3.3 UN Women (co) leads its own coordination mechanism. It shares information with other donors, government actors, UN agencies and civil society, coordinates project activities and conducts joint advocacy campaigns. <i>With which UN institutions in Ukraine does UN Women closely coordinate its activities? Over which period of time does this coordination take place? What is the goal of this close coordination (sharing information, coordinating project activities, jointly implementing project activities, jointly conducting advocacy campaigns)?</i> <i>What are key results of this close coordination with government institutions?</i> <i>To what extent has UN Women's involvement led to changes in national gender policies? How has UN Women's advocacy influenced legislative or policy reforms in Ukraine?</i> AC3.4: UN Women coordinates with UNFPA. <i>To what extent and how does UN Women cooperate with UNFPA? Which topics/activities UN Women is covering – and which ones UN FPA? How overlapping is avoided? Do UN Women and UN FPA have a joint strategic note/approach?</i>		
4	Coherence: In relation to the support other organisations/donors provide on gender to the Ukrainian government, civil society and businesses, what is the added value of the support provided by UN Women?	AC4.1: Other actors and donors working on gender have their specific strengths and weaknesses – in relation to UN Women (e.g. other sectoral focus, other geographic focus, other target groups). <i>To what extent are there synergies and overlaps between the support provided by UN Women and the support provided by others to the Ukraine government, civil society and businesses?</i> AC4.2: UN Women provides an added value to the Ukrainian government, civil society and private sector (e.g. through outreach to grass-root organisations working with vulnerable	Sida, UN Women, Ukrainian government and EU representatives, other donors Websites of donors, government actors Documents on coordination meetings	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
		groups, financial and personnel resources, gender equality expertise, regional coverage - networks internationally and within the country -, and impact on policy and society levels, AC4.3 The Strategic Note of UN Women outline key principles and approaches Cross-cutting priorities: leave no one behind: Reaching the most marginalised women and girls (UN principle); transforming social norms, accelerating women's participation in decision-making, creating enabling environments for women's rights organisations Key Strategies and Approaches: strengthening global norms, standards and accountability; building capacities of partners to respond to women & girls; technical support to strengthen legal & policy frameworks; strengthen UN joint action and system-wide accountability; improve gender data, statistics, evidence and knowledge		
5	Coherence: To what extent does the Swedish support provide value to UN Women and gender equality in Ukraine?	AC5.1: There is financial support to UN Women from Sida and the Swedish MFA, as well as expert support through seconded staff (JPO on M&E, Communication & Data, and WEE specialist) and SPF 3. Sida and the Swedish MFA are seen/present themselves as a team Sweden. <i>How does UN Women use the Swedish support (Sida, Swedish MFA)? Which activities of UN Women are supported by Swedish funding? What are the expected results and what results are achieved?</i> <i>Which Sida expertise does UN Women appreciate/ use?</i> AC5.2: The Swedish support focuses on gender equality (SDG 5) – especially on sensitive issues (e.g. working with LGBTIQ community). <i>What are expectations from UN Women towards Sida on gender equality? Does Sida not only give money for project implementation, but also provide support to capacities of UN</i>	Sida, UN Women	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
		<i>Women? How flexible is Sida to changes in the context and to programme changes?</i>		
Sida-funded UN Women project activities				
6	Relevance: To what extent does UN Women respond to the needs of its stakeholders?	AC6.1: Stakeholders of Sida-funded project activities are defined. Stakeholders include government and parliament, civil society , private sector, media and development partners and donors involved in gender transformative work, and final women beneficiaries (Kyiv-based or/and rooted outside Kyiv, most in need/most vulnerable groups of women). <i>Which stakeholders are not covered by UN Women?</i> AC6.2: UN Women project documents (surveys, research, coordinating meeting documents/documents of other donors) and interviewees define the needs of stakeholders that are supported by Sida funding. <i>Who are key stakeholders of UN Women according to their mandate? Who are currently the key target groups of UN Women in Ukraine? How are their needs identified and how stakeholders are selected?</i> AC6.3: UN Women applies a strategic approach and intersectional analysis to addressing the needs to women and girls, especially vulnerable ones, like IDPs, women with disabilities, women living in rural areas, women living under the margin of poverty and facing multiple discrimination. AC6.4: Current Sida-funded project activities respond to the stakeholders' needs as outlined in the project proposal (government, civil society and businesses). <i>Overarching question: How would the strategic shift serve UN Women beneficiaries?</i>	Sida, UN Women, Ukrainian government and EU representatives, other donors, implementing partners, beneficiaries List from Sida and UN Women about key stakeholders, i.e. institutions (national/regional/local government; CSOs; academy; private sector; media; expert community, implementing partners) and their roles they play in needs assessment, planning, project design, implementation, monitoring Documents of steering meetings outlining needs of stakeholders and of UN Women prioritization of the needs/stakeholders Needs assessments of UN Women and other stakeholders	document analysis semi-structured qualitative interviews online working session content analysis of qualitative data
7	Relevance/ effectiveness: In which way UN Women does cooperate with civil society?	AC7.1: UN Women has a clear mandate to support civil society. UN Women support of civil society is linked to the localisation agenda, understanding civil society's needs and	Sida, UN Women, implementing partners/civil society UN Women document outlining	document analysis semi-structured qualitative interviews online working sessions

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
		challenges in the cooperation with UN Women (e.g. in regard to financial management and reporting to UN Women). AC7.2: Sida-funded project activities include civil society. There are partner agreements and institutional contracts to provide support to the women affected by the war and to the women's CSOs. Also, this support is aimed at mobilizing and strengthening capacity of CSO as well as establishing dialogues to create opportunities for their meaningful participation.	approach towards civil society evaluation on UN Women	content analysis of qualitative data descriptive analysis of quantitative data (e.g. monitoring data of UN Women on number of civil society actors engaged and the results of their engagement)
8	Effectiveness: In which way UN Women does cooperate with government institutions? How are the beneficiaries chosen (e.g. line ministries and regional authorities)? Which results does their work yield?	AC8.1: UN Women has a clear mandate to support government institutions. Their approach towards government institutions is outlined in key project documents. <i>How does UN Women work with government? Which government institutions are involved? What types of support does UN Women provide (expert advice, capacity development, etc.)</i> AC8.2: Sida-funded UN Women project activities include national and international consultants that provide expert and policy advice to government institutions. <i>How is expert support provided? In which way/for which purposes does UN Women use these experts?</i> AC8.3: UN Women has compliance rules for choosing experts to provide advice to the ministries and regional authorities (e.g. avoiding conflict of interest in the case experts working for UN Women are government officials). The respective government institutions have their own compliance rules for their employees working as experts. AC8.4: UN Women's experts' involvement in Sida-funded project activities yields concrete results. <i>Does UN Women have clear descriptions which results the experts are supposed to achieve? Which concrete results did</i>	UN Women, experts, government UN Women work plans UN Women reports UN Women ToRs for experts	document analysis semi-structured qualitative interviews online working session content analysis of qualitative data descriptive analysis of quantitative data (e.g. monitoring data of UN Women on number of experts and the results of their engagement)

ANNEX 2 – EVALUATION MATRIX

	Evaluation question	Potential assessment criteria (AC) indicating the fulfilment of the evaluation question	Information source	Data collection & analysis methods
9	Effectiveness, Impact, Sustainability of Sida-funded project activities: To what extent is the UN Women support transformative, effective, sustainable in regard to: Ukrainian government, the so-called Women Machinery? women rights organisations (WROs)? What is UN Women's role in building capacities of WROs? business and private companies?	<i>the experts achieve? Is there a work plan? How are ToRs, work plans and overall results aligned?</i> AC9.1: Sida-funded UN Women project activities are effective and enable impact. <i>To what extent UN Women project activities are grounded in a theory of change? To what extent are there clear linkages between activities, outputs, outcomes?</i> <i>Does UN Women have specific indicators to measure the results? How does UN Women monitor and report on the achievement of results?</i> AC9.2: UN Women project activities are sustainable; positive results continue over time, even after the end of UN Women support. <i>How UN Women can be strengthened further in terms of the transformative work, for instance reaching out outside Kyiv, transfer ownership to Ukrainian partners, support the civil society, involve men and boys?</i>	UN Women, Ukrainian government, women rights organisations, business and private companies Documents such as information on UN Women's project activities and their results	document analysis semi-structured qualitative interviews online working sessions participatory observation content analysis of qualitative data descriptive analysis of quantitative data (e.g. monitoring data of UN Women)
Conclusions				
10	To what extent does UN Women Country Office have the capacity to handle a Strategic Note in order to work transformative, strategic and integrated? What would be the main differences from how Sida and UN Women collaborates today?	AC10.1: The Sida-funded project foresees gender transformative, strategic and integrated work. AC10.2: Sida's current and possible future forms of support to UN Women have advantages and disadvantages (pros and cons) for both Sida and UN Women.	Sida, UN Women UN Women documents, incl. UN Women Strategic Plan, Strategic Note, other documents on its capacities Transformative results of UN Women	document analysis semi-structured qualitative interviews online working sessions content analysis of qualitative data

Annex 3 - Methodology

A3.1 OVERALL APPROACH

The evaluation was utilisation-focused and participatory. Thus, the methods for data collection and analysis (see Chapter 2.2 and 2.3) were chosen on the basis of what was most useful to users, Sida HQ, Swedish Embassy in Kyiv and UN Women. Thus, the evaluation engaged the users at each step of the evaluation process as illustrated in Table 2:

Table A 3.1: involvement of intended users in the evaluation

Involvement of users in the evaluation	Sida HQ	Embassy, Kyiv	UN Women
Inception phase			
Online start-up meeting 9 August 2024	x	X	
Online meeting on the draft inception report 11 October 2024	x	X	
Online working meeting with UN Women and Sida Ukraine Desk on the evaluation questions 28 August 2024	x	X	X (provided written feedback)
Data collection and analysis phase			
Online working meetings on policies/strategies and Sida-UN Women cooperation 9, 10, 15, 17, 22, 30 October 2024	x	X	x (management)
Semi-structured qualitative interviews 7 October 2024 – 13 November 2024	x	X	x
Participatory observation 26 September 2024, 17 October 2024, 18 October 2024			x (UN Women staff, stakeholders, beneficiaries)
Reporting and dissemination phase			
Internal validation working sessions of the Evaluation Team 29 October 2024 and 19 November 2024			
Debriefing/validation workshop for Sida Ukraine Team Tbd	x	x	
Verification and discussion meeting with UN Women 31 October 2024			x
Two pager with key recommendations 31 October 2024	x	x	
Dissemination workshop	(x)	(x)	x

The evaluation was **gender-responsive**. The Evaluation Team incorporated gender and women's rights dimensions into evaluation approaches, methods, and processes. Hereby, the Evaluation Team sought to be as inclusive as possible. The Evaluation Team consisted of four women and one man. The guidelines for interviews included different gender perspectives, herewith specifically focussing on vulnerable and marginalised groups. The national evaluators were both female – with an explicit expertise in interviewing vulnerable groups. The inception and the evaluation report were written in a gender-sensitive way, reflecting multiple perspectives – especially of vulnerable persons.

The evaluation was also applying a **human rights-based approach**. This impacted on the selection of interviewees, formulation of interview questions and the lens applied for analysis, presentation of evaluation findings, conclusions, and recommendations. As it was challenging to collect data directly from certain marginalized, excluded and discriminated rightsholders, the Evaluation Team primarily focused on interviewing representatives of civil society organisations working for, and managed by, persons belonging to these groups. In addition, they referred to studies on marginalized, excluded and discriminated rightsholders (see Annex 6 Documentation).

The evaluation was **conflict-sensitive** in two ways: (i) sensitive to the war environment, seeking security and safety for all evaluation stakeholders (including evaluators), and (ii) sensitive in its approach towards the evaluation stakeholders, herewith following a do no harm approach, keeping strict neutrality and objectivity and not putting evaluation stakeholders at risk. Data protection was taken care of as follows: Before the start of participatory observation, workshop or interview, all evaluation stakeholders were informed about the confidentiality of the information that they provide and the anonymity of the information cited in the evaluation report.

A3.2 METHODS AND TOOLS FOR DATA COLLECTION

The methods utilized the best mix of data-gathering tools to yield the most reliable and valid answers to the evaluation questions and generate maximum learning within the limits of resources, time and availability of data. The Evaluation Team collected data through both quantitative and qualitative methods, as presented in Table 3:

Table A3.2: Data collection methods

Level	Data collection method
Strategic Cooperation Sida – UN Women	– Primary and secondary document review – Online working sessions (i.e. extensive interviews along the evaluation questions) with Sida Ukraine Team and UN Women – Semi-structured qualitative online interviews: individual and group – Participatory observation
UN Women coordination	– Primary and secondary document review – Semi-structured qualitative online interviews: individual and

	- group – Participatory observation
UN Women project activities	– Primary and secondary document review – Online working sessions with the UN Women project team on the evaluation questions – Semi-structured qualitative interviews: individual and group / online and in person – Participatory observation

Document review

During the **inception phase**, the Evaluation Team analysed documents provided by UN Women and the Sida Ukraine Desk – with an aim verify whether necessary documents were available for the evaluation. The evaluation identified additional primary documents that were necessary to answer the evaluation questions (e.g. the UN Women Strategic Note 2025-2029, Sida reply to the 2023 UN Women annual report to Sida). The Evaluation Team conducted their own research of secondary data (e.g. on gender studies). During the **data collection phase**, the ET asked Sida (e.g. project evaluation 2022) and UN Women to provide additional documents (e.g. UN Women on their internal rules and procedures, on the contracting of consultants, on the financial allocations according to Sida project outcomes). The ET reviewed not only documents provided by Sida Ukraine Desk and UN Women, but also obtained from other interviewees and researched by the Evaluation Team themselves (e.g. on gender legislation and other donors' gender activities). The document review contributed to **focus and frame key informant interviews** (individual and groups interviews) and helped **in answering the evaluation questions**. A list of documents analysed during the evaluation can be found in Annex 6. During the **reporting phase**, the Evaluation Team analysed the primary and secondary documents for their reliability and bias. Wherever they were in doubt, they requested additional documents from Sida Ukraine Desk and UN Women and conducted additional interviews.

Semi-structured qualitative interviews online and in person

The Evaluation Team obtained diverse perspectives through interviewing key stakeholders (Sida and UN Women representatives; representatives of donors, embassies and international organisations; UN Women partner organisations and beneficiaries, gender experts). Using a purposeful sampling approach, the Evaluation Team interviewed 84 key informants (see Annex 7). Out of these, 25 individuals were interviewed that they identified through Sida recommendation, own research and referral sampling (snowballing) throughout the evaluation. That way the Evaluation Team reached key informants beyond those provided by UN Women and Sida Ukraine Desk. Sampling criteria were the following : the interviewee had knowledge or experience of the operations of UN Women and the Sida-supported project, knew well the overall context and coordination mechanisms in which the project was implemented, was familiar with Strategic Note support modalities generally, had expertise in Gender Equality and Women's Empowerment in Ukraine, was UN Women project staff with relevant sectoral expertise and/or involved in Sida-funded project

management, was a UN Women expert, was an implementing partner and/or beneficiary of Sida-funded project activities. The selected interviewees met one or more of these criteria. This approach enabled a rich understanding of different perspectives about the cooperation between Sida and UN Women, UN Women coordination mechanisms, and Sida-funded UN Women project activities – independently of each other. The interviewees were reporting on their own experiences and provided their insights into the context. The Evaluation Team interviewed several women rights organisations, out of which four had an ongoing partner agreement with UN Women.

Depending on the respective stage of the evaluation, there were introductory orientation discussions, in-depth expert interviews, standard interviews and interviews to clarify outstanding questions. At the beginning of each interview, the evaluators clarified the timeframe, explained the context of the interview and assured confidentiality and anonymity. The interviewees briefly informed the evaluators how they were linked to the evaluated project. The interviews were conducted either online or in person (68 individuals interviewed online and 16 individuals in person).

As the evaluation questions (Chapter 1.3; Annex 2) were complex and diverse, the interviews were very different; the ET developed a guide for issues to be explored during the semi-structured qualitative interviews. For each interview, the evaluators drafted sets of **interview questions** to collect information relating to the evaluation questions and to make the partners think about the achievements of the project and the role, set-up and functioning of the project and UN Women Ukraine generally. The questions for the semi-structured qualitative interviews are set out in Annex 2. Annex 5 provides the introduction to semi-structured qualitative interviews that were used by the ET. Annex 6 outlines issues that were further explored during interviews.

Working sessions with UN Women and Sida Ukraine Desk

To gain a better understanding of the Sweden's and UN Women **strategies and policies**, and their coherence, as well as of the **Sida-UN Women cooperation** the ET held working sessions with Sida, the Embassy in Kyiv and the leadership and project management team of UN Women on 9, 10, 15, 17, 22 October 2024.

Online group interviews with CSO representatives

Four online group interviews were conducted (1) with representatives of CSOs engaged through a contractual agreement UN Women, (2) with private sector and (3+4) with beneficiaries of two women rights' organisations (Womens' Perspective and Women For The Future initiative). Participants were asked to answer a set of targeted questions. The ET encouraged the participation of all individuals invited and kept a neutral stance throughout the group interviews. The participants were encouraged to agree or disagree with one another to reveal and explore different perspectives on an issue and to collect a range of opinions and ideas.

Participatory observation

The ET participated in three UN Women activities as observers to get a better understanding of the modus operandi of UN Women, the relevance and effectiveness of its Sida-funded project activities, its cooperation with key project stakeholders. Activities that were observed by the ET are listed below.

The ET attended either online or in-real-life the following events that UN Women or its partners organised:

- Sida-UN Women Steering Committee meeting – 26 September 2024
- Presentation of research findings on “Challenges to Women's Empowerment in the Labour Market and Entrepreneurship in the Context of Full-scale Warfare” – 17 October 2024
- Community group meeting in Zhovkva, Lviv oblast under UN Women grant activities provided to NGO Women’s Perspective, Lviv – 18 October 2024

A3.3 PROCESS OF ANALYSIS AND DEVELOPING CONCLUSIONS

The evaluators analysed data and information collected through the document analysis, the participatory observation and the interviews. The **data analysis was adjusted** to the data collection methods:

Qualitative data were analysed for their content, herewith categorizing collected data by classifying, summarizing and tabulating the data, and for their narrative, herewith reformulation of stories presented by respondents taking into account the context of each case and the different experiences of each respondent.

Quantitative data were used to provide descriptions e.g. about the quantity of results achieved or the funds allocated to Sida project outcomes.

The quality of data that the Evaluation Team obtained was generally good. The Evaluation Team did not receive all primary documents that they requested from UN Women, as a result some specific aspects could not be sufficiently evaluated (e.g. quality of financial reporting). The quality of secondary data (e.g. webpages outlining other donors’ project activities, studies on vulnerabilities) were sufficiently good.

The data analysis drew on the ET’s experiences and **understanding of the context**. This helped to make sense of the collected information and to answer the evaluation questions. To avoid a biased interpretation, the evaluator’s approach included three additional steps. First, the analysis was characterized by an **iterative approach** involving all ET members. While the analysis started on an individual level during the document review, it continued through discussions within the ET during data collection and report writing phases. Thus, data analysis was an activity distinct from data collection. The ongoing analysis informed the data collection and helped to ensure that it was relevant for addressing the evaluation questions.

Second, the ET engaged with UN Women in **verification of findings** and conclusions. A similar meeting with the Sida Ukraine Desk is planned as well. Third, **triangulation** was key to ensuring reliability and validity of findings and to mitigate any biases that may arise from one single method or a single observer. The ET triangulated among the methods of gathering data, data sources, and stakeholder perspectives and across team members. As part of the data analysis, the ET **disaggregated** collected data according to gender, position, geographical location to help identify and clarify any gender-based, regional and target group differences. When analysing attainment of outcome and impact level results, the team reflected on UN Women's contribution taking into account the timing, quality and intensity of its outputs, and the degree to which other actors may have contributed to the same result. A tool for structuring the data collected in relation to the evaluation questions is included in Annex 6.

During workshops, individual and group interviews (online and in person), and participatory observation, the evaluators took **notes** and completed them hereafter. Quality of data was assured through the comparison of notes that each evaluator has written, project-related documentation and when possible, secondary data. Where discrepancies appeared, notes were compared and the quality criteria for qualitative research (transparency, intersubjectivity and replicability) applied. In case of only one evaluator taking interviews, conducting online working sessions (i.e. extensive interviews along the evaluation questions) and/or participating in project activities, information was triangulated with relevant project-related documents, available secondary data and notes of other interviews. While analysing the notes, both the manifest and the latent meaning was looked upon. Relevant content of **documents, project activities, online workshops and semi- structured qualitative interviews** was collated along the questions in the evaluation matrix. Differences were identified and analysed during internal validation working sessions of the ET on 29 October 2024 and 19 November 2024.

The Evaluation Team applied a mixed of contribution analysis and most significant change during data collection and analysis for OECD/DAC criteria Effectiveness, Impact and Sustainability

The analysis of all data lead to relevant, concrete and specific recommendations.

A3.4 ETHICS AND PARTICIPATION

The evaluation has been guided by the propriety standards set out in the **UNEG ethical standards for evaluation** to ensure that an evaluation is conducted with integrity, accountability, respect and beneficence.¹⁰ On issues of ethics and the principle of Do

¹⁰ <http://www.unevaluation.org/document/detail/2866>

No Harm, Sida and UN Women would have been consulted. The Evaluation Team, however, did not encounter any issues.

The ET has ensured that the evaluation does not present information that may be harmful to individual stakeholders or stakeholder groups. Informants have been interviewed on the basis of **voluntary participation**. Their informed consent was requested. It has been possible for interviewees to choose to be anonymous. Interviewees have been interviewed individually when there have been heightened concerns about confidentiality and about the influence of the presence and responses from others on that person's answers. No children under the age of 18 have been interviewed. In the evaluation report, no comments were directly or indirectly ascribed to any individual.

The ET has acknowledged the context and circumstances of the interviewees in Ukraine, striving to accommodate their needs to the best of its ability. This included being available at times most convenient for the interviewees and allowing ample time for reflection during the interviews.

Extent of participatory processes and how these are organised

The ET engaged a large number of people in interviews. Interviewees represented Sida and the Swedish Embassy, UN Women Ukraine, stakeholders of Sida-funded project activities and independent experts.

During the data collection and analyses phases, both Sida and the Embassy, along with UN Women Ukraine, have been regularly consulted, and the ET has ensured opportunities for feedback and verification throughout the process. The ET has also given emphasis on participatory observation and participated the Sida-UN Women Steering Committee meeting on 26 September 2024 and the UN Women presentation of research findings on “Challenges to Women's Empowerment in the Labour Market and Entrepreneurship in the Context of Full-scale Warfare” on 17 October 2024. Besides, the ET travelled to Lviv and participated in a community group meeting in Zhovkva, Lviv oblast under UN Women grant activities provided to NGO Women's Perspective on 18 October 2024.

On 31 October 2024, the ET shared preliminary findings and conclusions with both Sida and the Embassy. On 24 November 2024, the ET circulated draft evaluation report, with findings, conclusions and recommendations for comments.

Handling comments and criticism

The analyses in this external evaluation are supported by triangulated information. Any comments or criticisms received will prompt re-verification of data and analyses. Should differing interpretations persist, the ET will address them transparently in the final evaluation report.

A3.5 LIMITATIONS

The ET faced the following methodological limitations and took the following mitigation measures:

1. Political Sensitivities and Security Concerns:

Risk: Discussions around gender issues (including violence) in Ukraine, especially in the context of the full-scale invasion of Russia in Ukraine, are highly sensitive. There was a risk that public authorities at different levels may be reticent to share information or that evaluators may inadvertently solicit sensitive data (Ukraine is in the state of martial law).

Mitigation: The ET ensured that its members were briefed on the political context and sensitivities. Questions were designed to avoid sensitive topics, and reassurances were given to interviewees that only non-sensitive, anonymized data were used.

2. Access to Data and Information:

Risk: Given the gender-based violence and war situation, accessing detailed data might be restricted due to confidentiality and security policies.

Mitigation: The team worked closely with the UN Women to define the scope of accessible data early in the planning phase. Alternative data sources (such as reports from other donor-funded projects/reports/research) and qualitative assessments were used where necessary.

3. Stakeholder Availability and Engagement:

Risk: Key stakeholders may have limited availability (including due to risks associated with air alarms, blackouts and increased workload due to the intense phase of the war)

Mitigation: The ET scheduled interviews and discussions well in advance, offering flexible times and virtual options to maximise participation. Engaging stakeholders early in the process to schedule participation helped mitigating this risk. Further on, the ET extended the data collection period until 13 November 2024.

4. Adapting to Rapidly Changing Contexts:

Risk: The fast-evolving nature of war-related threats and the political situation in Ukraine may impact the evaluation's relevance and the feasibility of its methodology.

Mitigation: The ET implemented an agile evaluation approach that allowed for real-time adjustments to the methodology and focus areas as needed. Regularly review the evaluation framework ensured it remained aligned with current contexts.

5. Ensuring Gender Sensitivity and Inclusion:

Risk: Failing to adequately consider gender perspectives.

Mitigation: The Evaluation Work Plan included specific gender-related questions in the evaluation framework and ensured diverse stakeholder representation in interviews. The ET identified and highlighted gender impacts and inclusion.

Robustness of the evaluation

The robustness of the evaluation findings and conclusions was assured through the combination of qualitative and quantitative data collection and tested data analysis methods, allowing at all stages of the evaluation process for reflection, discussion and learning with and between the intended users. To a limited extent, the ET was confronted with bias that the team sought to mitigate in various way:

- **Evaluation bias:** Evaluations are vulnerable to cognitive and behavioural biases, such as seeing patterns where there are not, or attribution biases where causes are identified only by internal characteristics rather than external circumstances. Mitigation: The ET was as systematic, transparent, and reflexive as possible, systematic by following a clear plan, transparent in the way judgements were generated using triangulation, and reflexive by noting that the bias problem may occur throughout the process.
- **Gender Bias:** Individuals have conscious and unconscious gender biases, including opinions about appropriate roles and behaviour of males, females, and LGBTQIA+. Mitigation: Data analysis was conducted whenever possible to tease out gender differences. The ET also included both male and female members to mitigate gender bias in analysis and interpretation that members brought to bear.
- **Response Bias:** Response bias comes into play when a person, consciously or unconsciously, provides a response influenced by a variety of factors. The individual may give a positive response in order to please the interviewer, influence the donor or present their organisation or culture in a positive light. During group interviews, individuals may echo the opinions voiced by someone of higher rank. Mitigation: When response bias was suspected, the ET offered individuals alternative interview options, such as a one-on-one interview if the bias was detected in a group ingroup interview.

Annex 4 – Data collection tools

Data collection tools include:

1. Data/documents review

2. Key Informant Interviews protocol (KII) (semi-structured) for the representatives of the following stakeholder groups and beneficiaries.

Stakeholder Groups:

- 1 Sida/Embassy/International Partners/UN institutions
- 2 National Government, Parliament, Government Agencies
- 3 Implementing partners (CSOs, experts)
- 4 Private sector
- 5 UN Women staff

Beneficiaries:

- 6 Four different beneficiary groups/beneficiaries

3. Participatory Observation

This matrix provides an overview the audience for each evaluation question. This matrix served as the basis for the expanded, complete protocols that follow.

#	Area/ Evaluation question	Stakeholders					Ben- ries
		1	2	3	4	5	6
Strategic Cooperation Sida – UN Women							
1	Relevance/coherence: To what extent is UN Women’s country programme in line with Ukraine’s Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes? To what extent is UN Women’s country programme in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?						
2	Effectiveness: To what extent is UN Women in Ukraine prepared for a more flexible support from Sida and others (e.g. prioritization/planning, selection of technical						

#	Area/ Evaluation question	Stakeholders					Ben- ries
	experts/partners, results-based management, sustainability, cooperation with different stakeholders)?						
UN Women coordination							
3	Coherence: To what extent UN Women is coordinating with other gender-related interventions in Ukraine?						
4	Coherence: In relation to the support other organisations/ donors provide on gender to the Ukrainian government, civil society and businesses, what is the added value of the support provided by UN Women?						
5	Coherence: To what extent does the Swedish support provide value to UN Women and gender equality in Ukraine?						
Sida-funded UN Women project activities							
6	Relevance: To what extent does UN Women respond to the needs of its stakeholders?						
7	Relevance/ effectiveness: In which way UN Women does cooperate with civil society?						
8	Effectiveness: In which way UN Women does cooperate with government institutions? How are the beneficiaries chosen (e.g. line ministries and regional authorities)? Which results does their work yield?						
9	Effectiveness, Impact, Sustainability of Sida-funded project activities: To what extent is the UN Women support transformative, effective, sustainable in regard to: • Ukrainian government, the so-called Women Machinery? • women rights organisations (WROs)? What is UN Women's role in building capacities of WROs? • business and private companies?						
Conclusion							
10	To what extent does UN Women Country Office have the capacity to handle a Strategic Note Programme in order to work transformative, strategic and integrated? What would be the main differences from how Sida and UN Women collaborates today?						

Annex 5 - Introduction to semi-structured qualitative key informant interviews

NOTE: This guide is presented as a sample or illustrative interview protocol. Please note that because the interviews will be semi-structured, these questions may not necessarily be asked verbatim or in this order. Instead, the guide will act as a memory aide or checklist for the interviewers to ensure that relevant topics have been covered to the extent possible. Additionally, successful semi-structured interviewing requires the interviewer's flexibility to pursue useful themes outside of those listed or to focus on a subset of themes where a source is particularly informative. As such, this guide will serve as a "living" document and questions may be dropped, added, or revised during fieldwork.

Introduction (all Stakeholder groups and Beneficiaries)

Hello,

My/our name(s) is/are _____ and I/we is/are independent consultant(s). The Swedish International Development Cooperation Agency Sida has commissioned an evaluation of its support to UN Women in Ukraine. The evaluation is conducted by the Cowater International Sweden AB (Sweden). Sida is the largest donor to UN Women in Ukraine and has supported the Country Office with project support since 2017. This evaluation is part of the cooperation between Sweden and UN Women in Ukraine. The evaluation aim is to provide lessons for future collaboration and how best Sweden could support UN Women in Ukraine in its work for gender equality.

The evaluation will cover interventions planned and/or implemented starting from 2019 up to the period of the evaluation data collection (October 2024).

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. We want to hear your thoughts, based on your experience and your involvement with the activities. The interview should not take more than 60 minutes to complete. Following the interview, we may want to contact you again in a few days to confirm or clarify some of the information you have shared.

The information you provide us will be important to understand the achievements of the UN Women. The findings will be presented in a generalized manner without

providing any identification information related to you. Your responses during the interview will be kept confidential.

In case of any further questions related to the evaluation, please contact Ms. Marianne von Malmberg, Programme Manager, Ukraine Team from Sida at: Marianne.von.malmberg@sida.se, or Helka Lamminkoski, Project Manager / Research Assistant from Cowater International Sweden at: helka.lamminkoski@cowater.com

Does the respondent wish to remain anonymous? **Yes** ☐ **No** ☐

If you have no objection, we would like to record this discussion, but wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for analysis purposes only. Do you have any other questions about the study or this interview?

The study has been explained to me. My questions have been answered satisfactorily. I understand that I can change my mind at any stage and it will not affect me in any way.

Do you agree to participate in this study (automatic if interview is scheduled)? **Yes** ☐ **No** ☐

GENERAL INFORMATION

Date of interview:	____ October 2024
Mode of interview (mark appropriate):	• Online • Face-to-face/in person
Name of person interviewed:	A.
Respondent sex:	• Male • Female
Name of Organisation/affiliation:	
Organisational type:	1. Sida/Embassy/International Partners/UN institution 2. National Government, Parliament, Government Agencies 3. Implementing partners (CSOs, experts) 4. Private sector 5. UN Women staff 6. Other, please specify 7. Beneficiaries groups/beneficiaries
Area	• Strategic Cooperation Sida-UNW • UN Women Coordination • Sida-funded UN Women project activities • Other, please specify
Name of interviewer:	• Dr. Marie-Carin von Gumpfenberg, Team Leader • Dr. Yevheniia Bondarenko, Team Member • Dr. Lyubov Palyvoda, Team Member • Mr Henrik Alffram, Team Member • Ms Helka Lamminkoski, Research Assistant

Annex 6 - List of issues explored during semi-structured qualitative interviews

List of issues to be discussed under each EQ (to be further sharpened if needed)

Strategic Cooperation Sida-UNW

EQ1: RELEVANCE/COHERENCE: To what extent is UN Women's country programme in line with Ukraine's Strategies and National Action Plans (NAPs) for Gender Equality including in Reconstruction and EU Accession processes?

To what extent is UN Women's country programme in line with the new Swedish Reform and Reconstruction Strategy with Ukraine from July 2023?

1. To what extent is the UN Women country programme aligned with key national laws/policies in key points with Ukraine's Strategies and NAPs for Gender Equality including in Reconstruction and EU Accession processes?
2. To what extent does the UN Women country programme match key points with the new Swedish Reform and Reconstruction Strategy with Ukraine?

EQ2: EFFECTIVENESS: To what extent is UN Women in Ukraine prepared for more flexible support from Sida and others (e.g. prioritization/planning, selection of technical experts/partners, results-based management, sustainability, cooperation with different stakeholders)?

3. What are Sida's formal requirements for UN Women needs to be met to be eligible for country programme support?
4. What additional good practices have been identified for country programme support (for instance in the Niras study, by Sida in other countries, by other donors, by UN Women)?
5. To what extent do UN Women meet Sida's requirements for receiving Country Programme Support?

Mark all appropriate from AC1 and AC2:

AC1: prioritization/planning, selection of technical experts/partners, results-based management, sustainability, cooperation with different stakeholders)

AC2:

1. *strategy alignment (Sida and UN Women);*
2. *capacity, track record, and relationship of Sida with the UN in the country [UN Women's position in the UN country team perhaps];*
3. *common understanding of how Strategic Note Support can serve common interests;*
4. *agreement on the shape and form that the partnership dialogue should take;*
5. *Strong financial and narrative reporting covering the whole country programme.*

In-depth issues :

- Is UN Women's financial reporting sufficiently detailed and comprehensive for Sida.
- Do financial and project-related deviations follow contractual agreements and are effectively communicated to Sida?
- Do Sida's and UN Women's have a common understanding of Sida's role when Sida is providing Country Programme Support (where Sida as a donor is coming in – especially in regard to UN prioritization and planning, information sharing about deviations from the originally agreed project activities)?
- Is there their cooperation is based on solid systems, good dialogue, trust and openness?
- Is there is transparent, timely information sharing on both sides?

Issues to probe: dialogue between Sida and UN Women (guidance developed?), agreement design, reporting requirements, RBM, adaptive management, presentation of comprehensive consolidated budgets and financial reports.

UN Women Coordination

EQ3: COHERENCE: To what extent UN Women is coordinating with other gender-related interventions in Ukraine?

General overview

6. To what extent has UN Women the mandate and expertise to influence high level steering documents and processes for Reconstruction and EU Reform, fulfil gender equality coordination mandate both for UN bodies and for the Ukrainian government?
7. What kind of coordination bodies do exist (on gender/gender equality in Ukraine)? *Mark from the list (TBD)*

8. Who participates in these coordination bodies (government/donors/UN agencies and civil society)?
9. What is UN Women's role in these coordination mechanisms?

UN Women's specific role

10. With which UN institutions in Ukraine does UN Women closely coordinate its activities? Over which period does this coordination take place?
 - *Government (insert names)*
 - *UN Agencies (insert names)*
 - *Other Embassy/donors (insert names)*
 - *Other (specify)*
11. What is the goal of this close coordination? *Please mark all appropriate*
 - *sharing information,*
 - *coordinating project activities*
 - *jointly implementing project activities*
 - *jointly conducting advocacy campaigns*
 - *other (specify)*
12. What are key results of this close coordination?
13. To what extent has UN Women's involvement led to changes in national gender policies? How has UN Women's advocacy influenced legislative or policy reforms in Ukraine?

UN Women and UNFPA

14. To what extent and how does UN Women cooperate with UNFPA? Which topics/activities UN Women is covering – and which ones UNFPA? How overlapping is avoided? Do UN Women and UNFPA have a joint strategic note/approach?

EQ4: COHERENCE: In relation to the support other organisations/donors provide on gender to the Ukrainian government, civil society and businesses, what is the added value of the support provided by UN Women?

15. What are other donors focusing on in the area UN Women works (other sectoral focus, other geographic focus, other target groups)?

16. To what extent are there synergies and overlaps between the support provided by UN Women and the support provided by others to the Ukraine government, civil society and businesses?
17. What is the UN Women added value to the Ukrainian government, civil society and private sector (e.g. through outreach to grass-root organisations working with vulnerable groups, financial and personnel resources, gender equality expertise, regional coverage - networks internationally and within the country, and impact on policy and society levels?
18. What are the UN Women key principles and approaches outlined in its strategic plan?

Mark from the lists

UN Women cross-cutting issues:

- *leave no one behind: Reaching the most marginalised women and girls (UN principle);*
- *transforming social norms,*
- *accelerating women's participation in decision-making,*
- *creating enabling environments for women's rights organisations*

UN Women key strategies and approaches:

- *strengthening global norms, standards and accountability;*
- *building capacities of partners to respond to women & girls;*
- *technical support to strengthen legal & policy frameworks;*
- *strengthen UN joint action and system-wide accountability; improve gender data, statistics, evidence and knowledge*

EQ5: COHERENCE: To what extent does the Swedish support provide value to UN Women and gender equality in Ukraine?

19. Which kind of Swedish support (Swedish MFA, Sida, secondment) does UN Women receive?
20. How does UN Women use the Swedish support? Which activities of UN Women are supported by Swedish funding?
21. Which Sida expertise does UN Women appreciate/ use?
22. What are the expectations from UN Women towards Sida ? How flexible is Sida to changes in the context and to programme changes? In which areas is such flexible support potentially needed?

Sida-funded UN Women project activities
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EQ6: RELEVANCE: To what extent does UN Women respond to the needs of its project stakeholders and target groups?

23. Who are key target groups of UN Women according to their mandate?
24. Who are currently the key target groups of UN Women in Ukraine?
25. How are their needs identified and how stakeholders/target groups are selected?
26. Which stakeholders are not covered by UN Women?
27. To which extent does UN Women apply a strategic approach and intersectional analysis to addressing the needs of women and girls?

Specific focus: vulnerable persons, like IDPs, women with disabilities, women living in rural areas, women living under the margin of poverty and facing multiple discrimination.

28. To which extent do current Sida-funded project activities respond to the stakeholders/target groups' needs as outlined in the project proposal (through cooperation with government, civil society and businesses)?
29. Overarching question: How would the strategic shift serve UN Women beneficiaries?

EQ7: RELEVANCE/ EFFECTIVENESS: In which way UN Women does cooperate with civil society?

30. What is the UN Women mandate to support civil society?
31. What types of support (program, capacity building, etc.) do UN Women provide to civil society?
32. Is the UN Women support of civil society linked to the localization agenda, understanding civil society's needs and challenges in the cooperation with UN Women?

EQ8: EFFECTIVENESS: In which way UN Women does cooperate with government institutions? How are the beneficiaries institutions chosen (e.g. line ministries and regional authorities)? Which results does their work yield?

33. What is the UN Women mandate to work with the government? How does UN Women work with government?
34. Which government institutions are involved at national/regional levels in Side-funded project activities?

35. What types of support do UN Women provide (expert advice, capacity development, etc.) to government institutions?
36. How is expert support provided? In which way/for which purposes do UN Women use these experts? What compliance rules for choosing experts to provide advice to the government institutions are used by UN Women?
37. Does UN Women have clear descriptions what results the experts are supposed to achieve? Which concrete results did the experts achieve? Is there a work plan? How are ToRs, work plans and overall results aligned?
38. Do the respective government institutions have their own compliance rules for their employees working as experts?

EQ9: EFFECTIVENESS, IMPACT, SUSTAINABILITY OF SIDA-FUNDED PROJECT ACTIVITIES: To what extent is the UN Women support transformative, effective, sustainable regarding i) Ukrainian government, the so-called Women Machinery; ii) women rights organisations (WROs)? What is UN Women's role in building capacities of WROs; and iii) business and private companies?

39. To what extent UN Women project activities are grounded in a theory of change? To what extent are there clear linkages between activities, outputs, outcomes?
40. What are the expected results of the Sida-funded project activities? To what extent results were achieved at effectiveness and impact levels?
41. To what extent are UN Women project activities sustainable? To what extent do positive results continue over time, even after the end of UN Women support?
42. How does UN Women measure its results? Does UN Women have specific (output/outcome) indicators to measure the results?
43. How do UN Women monitor and report on the achievement of results?
44. How UN Women can be strengthened further in terms of transformative work, for instance reaching out outside Kyiv, transferring ownership to Ukrainian partners, supporting civil society, and involving men and boys?

Conclusions

EQ10: To what extent does UN Women Country Office have the capacity to handle a Strategic Note Programme in order to work transformative, strategic and integrated? What would be the main differences from how Sida and UN Women collaborates today?

45. To what extent does UN Women Country Office have the capacity to handle a Country Programme in order to work transformative, strategic and integrated?
46. What UNW capacity is missing?
47. What would be the main differences from how Sida and UN Women collaborates today?
48. What are the current and possible future forms of Sida support to UN Women?
49. What are advantages and disadvantages of each form of support for both Sida and UN Women?

Annex 7 - Documentation

A7.1 PRIMARY SOURCES OF INFORMATION

UN Women Ukraine Annual Reports, and report related statements, and workplans

- UN Women Ukraine Annual donor report 2022, incl. Annexes A-I
- 2023 Annual report to the Government of Sweden – UN Women project Transformative Approaches to achieving gender equality in Ukraine., incl. Annexes A-K
- UN Women Transformative Approaches to Achieving GE in Ukraine Phase II 2022-2026,

UN Women Ukraine Annual Work Plans (Excels)

- UN Women Ukraine Sweden funded Project "Transformative Approaches to Achieving Gender Equality in Ukraine" Annual Work Plan for 2022 (131114_SWE-11 AWP 2022.xlsx)
- UN Women Ukraine Sweden funded project “Transformative Approaches to Achieving Gender Equality in Ukraine” Annual Work Plan for 2023 (AWP_SWE-11 AWP 2023)
- 2024 AWP_Sweden Project_2024_updated as of 06.09.24

UN Women Ukraine Strategic Notes

- Strategic Note 2018-2022 – UN Women Ukraine, 7 Nov 2017 (pdf & word), with annexes 1-6
- UN Women Ukraine Integrated Resources and Results Framework
- Strategic Notes – Peer Review Group comments, 20 Oct 2017
- UN WOMEN Ukraine Strategic Note 2023, SEPT 2022, with annexed self-assessment checklist and guidance
- UN Women Ukraine Interim Strategic Note 2023 (two-pager)
- UN Women Ukraine Strategic Note 2023 - Outcomes and Outputs V3. - 19 September 2022
- UN WOMEN Ukraine Strategic Note Programme Document For 2024, November 2023
- Strategic Note Ukraine 2025-2029, UN Women – Brochure
- Advancing Gender Equality Amidst the War and Recovery – UN Women Ukraine, PPT (SN 2025-29)
- Ukraine Country Programme Narrative – UN Women Ukraine, 2025-2029

- Strategic Note Direct Funding (SNDF) Guidance – Narrative Donor Reporting
- UN Women Ukraine 2025&2029 – From gender-responsive humanitarian response to recovery efforts
- UN Women Strategic Note 2025-2029, December 2026
- UN Women Strategic Note 2025-2029, Development Results Framework, December 2024
- UN Women Strategic Note 2025-2029, Organizational Effectiveness and Efficiency Indicators, December 2024
- UN Women Strategic Note 2025-2029, Risk Register, December 2024

UN Women Ukraine Progress reports

- Empowering Women and Girls in Ukraine – UN Women Progress Update, 2025-2029. January-June 2023
- Securing gender equality in Ukraine amidst the war – an update on UN Women’s work I 2022 (In Brief)
- Championing Gender Equality Amidst the War in Ukraine – An Update on UN Women’s Work in 2023
- Women’s economic empowerment in Ukraine during Russia’s invasion – In Brief

UN Women Ukraine project proposal, reporting and documentation on Sida funded activities:

- “Transformative Approaches to Achieving Gender Equality in Ukraine” March 2022 – February 2026 - Project Document (ProDoc), UN Women Ukraine, incl. Annexes 1-3
- First annual report to the government of Sweden, UN Women Ukraine
- Second Annual Report to the Government of Sweden: 2023 Annual Report to the Government of Sweden – UN Women Project Transformative Approaches to Achieving Gender Equality in Ukraine (Donor Report 2023_30.05.2024_Final), with the accompanying letter to the Embassy
- Final Evaluation of the UN Women project “Enhancing Accountability for gender equality and women’s empowerment in national reforms, peace and security in Ukraine” (May 2017-February 2022), Evaluation Brief
- Final Evaluation of the UN Women Project “Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms, Peace and Security in Ukraine” (May 2017 – February 2022), Evaluation Report
- UN Women Ukraine Phase II – Sammanfattande resultatuppdatering - Conclusion on Performance, Embassy of Sweden, 20230428
- Proposal for management response and actions regarding the Central Evaluation “Country Programme Support to UNFPA, UNICEF and UN Women”, Sida, 2022-06-30
- Delivering Impact For Women And Girls In Ukraine: Spotlight On Funding From Sweden, UN Women Ukraine, (In Brief)
- Central Assessment for Sida Contribution Management UN Women, 16 Dec 2019

- UN Women Sweden II Project Results 2022-2023, Presentation for the Project Steering Committee Meeting, 18 April 2023
- Project Steering committee meeting – 26 September 2024, PPT-presentation, Key Results 2024
- Mid-Term Assessment (MTA) – “Transformative Approaches to Achieving Gender Equality in Ukraine (2022-2026)”. A UN Women project funded by the Swedish International Development Agency (Sida), 2024, Felicia Dahlquist & Iryna Miniailo

UN Women-related further reports and presentations:

- Report on Mapping of Gender Responsive-Budgeting (GRB) in Ukraine, 8th November 2023
- Analytical report on the impact of entrepreneurial and digital skills on the well-being of displaced women in the Dream and Achieve educational program, March 2024
- Evaluation of Country Programme Support to UNFPA, UNICEF and UN Women Final report, Niras Sweden AB, Sida Evaluation, 28-10-2022
- UN Women Ukraine 2023 & 2024 – From the humanitarian response to early recovery (PPT)
- Strategic Note – Ukraine 2025-2029 (Brochure)
- UN Women Ukraine – uncovering the Impact of 2023 (PPT)

UN Women Financial Data

- Interim Financial Statement for Period ended 30 June 2024 / Government of Sweden (Sida) / Transformative Approaches to Achieving Gender Equality in Ukraine - Phase II
- Donor agreements signed in 2024 with flexible funding modalities
- Project budget breakdown per outcomes
- Certified Financial Statement for Period ended 31 December 2023, Government of Sweden – 000231, Strategic Note For Ukraine the 2023 calendar year

UN Women Policies and manuals

- Special Service Agreement (SSA) Policies
- Planning, Monitoring And Reporting Policy, 10 Oct 2023
- UN Women – Management of Programme Partners (ppt)
- Programme Partner Management Policy, 8 Aug 2023
- Sub-granting Manual

UN Women Ukraine National Consultants’ ToRs:

- National Consultant on Technical Support on the Implementation of the Action Plan on Equal Rights and Opportunities of Women and Men of the Ministry of Foreign Affairs of Ukraine

- National Consultant on Support to the Private Sector Partners on Implementation of Women Economic Empowerment Initiatives
- National Consultant to Conduct a Mid-Term Project Assessment “Transformative Approaches to Achieving Gender Equality in Ukraine”
- Terms of Reference for National Consultant on expert support to the Office of Parliament Commissioner on Human rights in Ukraine
- Terms of Reference for National Consultant on the Issues of Implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention)
- Gender Advisor on Women Economic Empowerment to the Ministry of Economy of Ukraine
- National Consultant on Civil Society Engagement and Administration of the Platform “Equal Rights and Opportunities”
- National Consultant on Implementation of the State Policy on Gender Equality to the Office of Government Commissioner on Gender Equality Policy
- UN Volunteer description of assignment
- Terms of Reference for National Consultant to Assist the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration in Communications Related to the Work of the Survivor Assistance Web-Platform

UN Women Coordination

Alliance

- ALLIANCE FOR GENDER RESPONSIVE AND INCLUSIVE RECOVERY – Events Schedule
- Justification for Hiring Iryna Drobovych as a National Consultant on Women’s Leadership and Political Participation to UN Women Ukraine
- FW_Minutes of the 1st Meeting of the Gender Alliance, 27 June 2024
 - 10 steps gender recovery
 - Fact sheet- Alliance for Gender Responsive and Inclusive Recovery
 - Minutes_1st Meeting – Gender Alliance
 - Sectoral Working Group on Gender Equality
- Platform for the Private Business within the Alliance
 - WEPs CEO Statement of Support
 - Commitment Sheet Gender Alliance Private Sector
 - Women’s Empowerment in Business Initiative for the Alliance Coordination

Commission on Coordination of Interaction between Executive Bodies on Ensuring Equal Rights and Opportunities of Women and Men

- Minutes of the Coordination Mechanism Meetings; 9th, 10th, 11th meeting
- Minutes of the meetings of the Ombudsperson Civil Expert Council on Equal Opportunities and Non-Discrimination (27.04.2023; 06.07.2023).
- Minutes of the inaugural meeting of the Council on Human Rights, Gender Equality and Diversity under the Ministry of Foreign Affairs of Ukraine

- Agenda and notes for meetings: 2022.09.15 / 2022.11.10 / 2023.09.13 / 2023.12.06 / 2023.12.21

Gender Theme Group (GTG) Meetings

- UNCT Ukraine Gender Theme Group (GTG) 2024 Annual Work Plan, semifinal draft 2 May 2024
- TOR UNCT Gender Theme Group (GTG) Ukraine - DRAFT – UN only
- Minutes GTG 2024.03.27 / 2024.05.08 / 2024.08.21

Inter-Agency Working Group on CRSV

- Minutes and agendas for meetings held in 2023 and 2024

MFAs Council on Human Rights, Gender Equality and Diversit

- Agendas for meetings 2023.12.18 and 2024.05.17

Platform on gender responsive and inclusive recovery

- PlatformWorkplan
- !порядок_денний_засідання_KP_30_травня_2024.pdf

Sectorial Working Group “Gender Equality” on coordination of international technical assistance

- Agendas and notes for meetings held in 2022, 2023 and 2024

Sida-funded Project Steering Committee meetings

- Agendas and notes for meetings held in 2022, 2023 and 2024

Multi-stakeholder dialogue with Women’s Civil Society Organizations in Kharkiv Oblast

- OUTCOME STATEMENT 12 March 2024, OCHA Sub-Office Kharkiv
- UN Women documents on GIHA meetings

UN Women Memorandum of Understanding (MOU)

- Memorandum of Understanding between the United Nations Entity for Gender Equality and the Empowerment of Women and Office of the Deputy Prime Minister of European and Euro-Atlantic Integration (unsigned)

UN Women partner agreements and monitoring plans

- Non-Governmental Organization “Ukrainian Women Lawyers Association “JurFem, incl. 2 Amendments
- ACO POSITIVE WOMEN, incl 2. amendments
- Ukrainian Women Veteran Movement, incl. 1 amendment
- NGO Centre "Women's Perspectives" – Agreement, amendments and monitoring plan
- NGO Girls – Agreement and monitoring plan
- DII-Ukraine – Agreement and monitoring plan

- NGO PROFESSIONALS OF THE FUTURE – Agreement and monitoring plans
- Trade Facilitation Center – Agreement

A7.2 SECONDARY SOURCES OF INFORMATION

UN Women social media sites

[UN Women Ukraine Twitter](#), English

[UN Women Ukraine FB](#), Ukrainian

[HeForShe UA Instagram](#), Ukrainian

[UN Women - Ukraine website](#), Ukrainian and English

UN Women's civil society organisations' websites and social media sites

NGO Positive Women - [website](#), [Facebook](#)

NGO DII-Ukraine - [website](#), [Facebook](#), [She Media School page](#)

NGO Girls - [website](#), [Facebook](#)

NGO Women's Perspectives Center - [website](#), [Facebook](#)

NGO Ukraine Investment & Trade Facilitation Center - [website](#), [Facebook](#)

NGO Professionals of the Future - [website](#), [Facebook](#)

Investment and Trade Facilitation Center (ITFC) - [website](#), [Facebook](#), [Women in page](#)

Professionals for the Future - [website](#), [Facebook](#)

Ukrainian Center for Social Reforms (USCR) - [website](#)

Ukraine Women Machinery's websites

- Office of the Deputy Prime Minister for European and Euro-Atlantic Integration – [EU integration portal](#), [Facebook](#)
- Office of the Government Commissioner for Gender Equality Policy – [website](#), [Facebook](#)
- Ministry of Social Policy – [website](#)
- Office of the Ombudsperson (the Parliament Commissioner for Human Rights) - [website](#)

International organisations' conventions and key principles

- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) 1979
- Beijing Platform for Action 1995
- International Labor Organization Convention No. 190 on Violence and Harassment 2019
- Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence or "Istanbul Convention" 2011
- Global Compact: Women's Empowerment Principles

International organisation's strategies for Ukraine

- EU Communication on EU Enlargement Policy 2024

- EU Ukraine facility until 2027
- EU Gender Action Plan III
- CoE Gender Strategy 2024-2029
- United Nations in Ukraine Transitional Framework (September 2022-December 2024)
- USAID Country Development Cooperation Strategy 2019-2024

National strategies and legislation

- National Strategy for Ensuring Equal Rights and Opportunities of Women and Men for the period up to 2030
- National Strategy for Bridging the Gender Pay Gap for the period up to 2030 and operational action plan for its implementation for 2023-2025
- Government's Priority Action Plan for 2024
- Strategy for Regional Development till 2027
- Ministry of Social Policy's methodological recommendations for integrating gender approaches in municipal activities
- draft Law of Ukraine "On the legal status of victims of sexual violence related to the armed aggression of the Russian Federation against Ukraine, and family members of the dead (deceased) of such persons"
- Law "On ensuring equal rights and opportunities for women and men"
- Draft Law "On register of the persons, lives and health of which were impaired by the military aggression of the Russian federation against Ukraine" (#10256)

International organisations' websites (coherence with UN Women's activities)

- UNDP Ukraine
- UNICEF Ukraine
- UNFPA Ukraine
- UN Resident Coordinator
- USAID Ukraine
- EU Delegation Ukraine
- Council of Europe Ukraine
- National Democratic Institute Ukraine
- GIZ Ukraine

Key studies on gender in Ukraine (context information, relevance of UN Women's activities to the needs of beneficiaries)

- [Care](#): Ukraine Rapid Gender Analysis 2024
- [Global Public Policy Institute](#): Gender Considerations in the International Response to Russia's Full-Scale Invasion of Ukraine 2024
- [Global Protection Cluster](#): Ukraine. Protection Analysis Update. The Critical Need for Protection amongst Armed Conflict and Violence 2024
- [Government of Ukraine](#): Ukraine. National Report on the results of a comprehensive review at the national level on the implementation of the Beijing Declaration and Platform for Action (1995) in 2020-2024

- [IOM](#): Mental Health in Ukraine: Displacement, Vulnerabilities and Support - Thematic Brief 2024
- [NDI](#): Survey: Ensuring Equal Rights and Opportunities for Women and Men in Ukrainian Society 2024
- [Plan International](#): Adolescent Girls in Crisis. Voices from Ukraine, Poland and Romania. Research Report 2024
- UNHCR: [Vulnerability to trafficking in persons in the context of the war in Ukraine](#) 2024
- [World Vision](#): Gender-Based Violence in Ukraine Amid War: An Assessment Report 2024
- [Women in Media](#): Study on gender equality in Ukrainian media during Wartime 2024

Annex 8 - List of interviewees

The evaluation team interviewed the following categories and number of respondents. For confidentiality reasons the full list of interviewees is not included in the report, but is available if necessary.

Name	
Sida, MFA	
8 interviewees	
UN Women Ukraine	
14 interviewees	
Sida-funded project activities	
Government component	
14 interviewees	
CSOs partnership component	
13 interviewees	
Private sector component	
5 interviewees	
Project Beneficiaries	
17 interviewees	
International Development Partners and UN System	
11 interviewees	
Gender experts	
2 interviewees	

Annex 9 - Coordination Mechanisms (non-exhaustive list)

Personal information has been removed from this table for GDPR reasons.

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
International donor coordination						
Sectoral Working Group on Coordination of International Technical Assistance "Gender Equality" (since July 2020) part of the three level system of ITA coordination in UA since 2020: 1. Development Partnership Forum 2. Strategic Forum 3. Sectoral Working Groups (SWGs)	Chairs: Government Commissioner for Gender Equality Policy Office of the Deputy Prime Minister for European and Euro-Atlantic Integration Head of the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration Canadian	The Parliament, line ministries, other central executive bodies, civil society, business representatives and international organisations	3-4 times per a year +internal meetings for co-heads once per a month	Plans for 2024-2025 Prioritizing and coordinating gender equality issues in all sectors (gender equality –cross-cutting issues in all spheres of the state policy) Strengthening and visualization of gender equality issues in Euro integration processes Strategizing the integration between SWG «Gender Equality», Platform and International Alliance Providing expertise for gender mainstreaming in recovery, including in donor coordination (functioning of the Platform for Gender Mainstreaming and Inclusion in Recovery, Consultative NGOs Panel) Amendments to the Law of Ukraine “On ensuring equal rights and opportunities for women and men” (the draft of Law was	Coordination efforts, technical and expert assistance, ensuring of equal and inclusive participation of different stakeholders in the SWG functioning	Key Results include: 1 Introduction of Gender Mainstreaming: Gender mainstreaming has been integrated into the activities of various working groups. 2 Identification and Collaboration with Gender Focal Points: Gender focal points within working groups have been identified,

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
	Embassy Swedish Embassy			prepared for consideration and approval) Prevention and combating all forms of GBV (implementation the Istanbul Convention), Conflict-Related Sexual Violence (From the beginning of 2024, UN women launched the Pilot Project on Immediate Interim Reparations for Survivors of CRSV with the financial support of the Global Survivor Fund and with the Government of France. 500 people affected by CRSV will receive interim reparations under the project) Monitoring of implementation the NAP 1325. Starting the processes of development the Third NAP Implementation of the Strategy for ensuring gender equality in education until 2030 and Action Plan of its implementation Implementation of the National Strategy for Reducing the Gender Pay Gap in Ukraine until 2030 and Action Plan of its implementation Support and monitoring of the implementation of the state policy and international commitments in the area of ensuring equal rights and opportunities for women and men (implementation of the adopted Strategies, Biarritz Partnership, etc.)		fostering cooperation and coordination. 3 Collaboration with the Alliance for Gender Responsive and Inclusive Recovery: Joint activities have been implemented in partnership with the Alliance, enhancing the focus on gender-responsive and inclusive recovery efforts.
Continuation of the above Sectorial Working Group	Senior Project Coordinator, Embassy of Canada to Ukraine.	Embassies, Government Commissioner for Gender Equality Policy, Co-chair of the	every six months	Agenda for 19.09.2024 to present the priorities of the Government of Ukraine in the field of gender policy that require donor support in 2024-2025 to present the Alliance for Gender Responsive and Inclusive Recovery and coordination of interaction		

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
	Co-chair of the GE sectoral working group Programme Officer, Embassy of Sweden in Ukraine Co-chair of the GE sectoral working group	GE sectoral working group Deputy Coordinator of the Platform for Gender Mainstreaming and Inclusion in Recovery; Deputy Minister of Social Policy of Ukraine for European Integration; Advisor to the Vice Prime Minister for European and Euro-Atlantic Integration, Co-Chair of the Gender Equality Sectoral Working Group		between the SWG, the Alliance, the Platforms for gender mainstreaming and inclusion in recovery, the advisory panel of civil society organisations to discuss the Matrix of joint results of the Government of Ukraine and development partners in the field of implementation of the policy of ensuring equal rights and opportunities for women and men for 2024-2025		
Alliance for gender responsive and inclusive recovery (since June 2024) The Alliance will work closely with the Platform for Gender Mainstreaming and Inclusion in Recovery (see below) and its	Germany + the Board (Donors, Govt+NGOs+UN Women). The GoU assigned the Sectorial Working Group "Gender Equality" of	URC 2024:The Alliance has been established under the initiative of the Governments of Germany and Ukraine and UN Women.	Depending on the occasion, once per quarter for plans and results achieved discussion	INTEGRATING A GENDER PERSPECTIVE INTO FUNDING AND RESOURCES FOR RECOVERY:1. By increasing the share of funding to recovery projects or programmes in Ukraine that advance gender equality, the empowerment and protection of women and girls as a principal or significant objective; applying the OECD DAC's gender policy marker;	The Alliance is not about the creation of new structures, but about nurturing a momentum to advance gender equality through Ukraine's recovery. Those who have	Joining efforts of 66 members from donors, GoU, private sector and CSOs for gender-responsive recovery;

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Consultative Panel of CSOs	donor coordination (see below more information on the Group) to be a body to coordinate the Alliance. The Working Group is co-chaired by the GoU (Deputy Prime Minister Office, Government Commissioner) and two donors - Sweden and Canada). UN Women is providing regular expert and capacity development support to the Working Group, as well as provides two national consultant (with Sweden funds) to ensure effective	Sweden is coordinating with the gender alliance the Alliance consists of more than 60 members, including: 16 governments, 17 international organisations and international financial institutions, 4 enterprises, 29 civil society organisations, and participation in the Alliance is open. He also announced the start of mapping the representation of gender projects on the territory of Ukraine, and that the Terms of Reference for		monitoring, tracking and reporting on the allocation of funds. ENSURING WOMEN'S FULL AND EFFECTIVE PARTICIPATION AND REPRESENTATION². By supporting women's and women's rights organisations' full, equal and meaningful participation in decision-making on recovery and reconstruction at all levels, including in the Multi-agency Donor Coordination Platform (MDCP) for Ukraine, future Ukraine Recovery Conferences (URCs), sectoral, national, regional and local recovery and development planning processes. PRIORITIZING WOMEN'S RIGHTS AND NEEDS³. By delivering financial and technical assistance that meet the needs of women and girls and advances their rights, through the use of tools of gender-responsive planning and budgeting; and financing gender-responsive projects identified and/or stated in the Ukraine Plan and in the Rapid Damage and Needs Assessment (RDNA) (see Annex 3). Commitment Sheet Gender Alliance	signed on have committed to help make progress in 1) financing 2) women's participation and 3) programming for women and girls. The Alliance first steps are to: 1) set up a methodology to measure progress on commitments; 2) facilitate regular communication and experience sharing on gender equality; 3) continue to raise awareness on the need for recovery which is gender responsive and inclusive.UN Women tries to coordinate donors to ensure that funding is gender-responsive (Alliance – created at URC 2024): have now 15 governments contributing, start monitoring contributionsUN	advocacy and commitments for gender-responsive funding of the recovery

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
	operation of the WG.	sectoral working groups were presented to international experts and received preliminary approval.			Women serves as secretariat of the alliance; key goal: coordinate the donor community ensure that more donor money is allocated to gender equality	
Women`s Empowerment in Business Initiative Platform for Coordination of Private Members of the Alliance of Gender-Responsive and Inclusive Recovery	UN Women and UN Women partners Ukrainian Investments and Trade Facilitation Centre (Partner agreement under the Sweden funded project)	private companies (including WEPs signees) and CSOs, working on women economic empowerment	online platform with regular trainings/works hops and exchange of experience (once-twice a month)	The initiative "Empowering Women in Business" support capacity building of the private sector on WEPs and WEE, exchange of experience and building partnership with CSOs. It provides the following services: Training on the implementation of the Women's Empowerment Principles (WEPs) is a 3-day training and training manual to help Roadmap for developing partnerships to support women's economic empowerment Workshops "Synergy of cooperation of business and public organisations to improve the situation of women in Ukraine" to share experience and spread the best practices of Ukrainian business in support of women during a full-scale war and reconstruction Preparation and publication of stories of successful implementation of the Women's Empowerment Principles (WEPs)	UN Women: Women's Empowerment Principles	
Ukraine government-run coordination						

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Commission on Coordination of Interaction between Executive Bodies on Ensuring Equal Rights and Opportunities of Women and Men (since September 2020)	Deputy Prime Minister on European and Euro-Atlantic Integration	members of the Commission (Representatives of the Cabinet of Ministers, Parliament, Central executive bodies - Deputy-Ministers coordinators on gender issues), international organisations, CSOs	twice in 2022 and 2023, no meeting in 2024?	- preparation of proposals for the formation and implementation of state gender policy;- identify ways to solve problems that arise during the implementation of state gender policy;- enhance the efficiency of central and local executive bodies in the implementation of state gender policy;- improve the legal framework for coordination, formation and implementation of state gender policy;- facilitate coordination of cooperation with international and donor organisations on the inclusion of equal rights and opportunities for women and men in international technical assistance programs.	Technical and expert support of the meetings	State Strategy for Ensuring Equal Rights and Opportunities of Women and Men for the period up to 2030 (2022); National Strategy for Reducing the Gender Pay Gap in Ukraine until 2030 (2023); Government's Priority Action Plan for 2024 Establishment of coordination mechanisms under the Commission:- Inter-Agency Working Group on Implementation of the Plan for Implementation of the Framework of Cooperation between the

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
						Government of Ukraine and the United Nations on Prevention and Response to Conflict-Related Sexual Violence Revision of the Law on Equal Rights and Opportunities
Platform for Gender Mainstreaming and Inclusion in Recovery under the Commission on coordination the interaction of executive bodies to ensure equal rights and opportunities for women and men The Platform has a Consultative Panel of CSOs to coordinate with civil society	Deputy Prime Minister for European and Euro-Atlantic Integration (Coordinator)+ GE Govt Commissioner (Deputy-Coordinator) UN Women is providing a national consultant to support the Government Commissioner with expert advice on the Platform related work	The Parliament, line ministries, other central executive bodies, civil society, business representatives and international organisations	Workplan in May 2024	Ensure coordinated cooperation between executive authorities, civil society, business representatives, development partners and international organisations to ensure that the principle of gender equality and inclusion is upheld in the process of Ukraine's recovery Priorities of the Platform for 2024-2025 include: amendments to legislation aimed at enhancing the integration of gender mainstreaming and inclusion in the recovery process; implementation of the Strategy for Ensuring Gender Equality in Education until 2030 and the Action Plan for its implementation; implementation of the National Strategy for Overcoming the Gender Pay Gap in Ukraine until 2030 and the Action Plan for its implementation.	UN Women serves first of all as an active member of the Platform to ensure GRR in Ukraine. UN Women also provides technical and expert advice as well as general coordination of the Platform functioning.	Incorporation of Gender Components in Policy: updated State Strategy for Regional Development till 2027 Integration of Gender Approaches at Municipal Level: Ministry of Social Policy's methodological recommendations for Integrating gender

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
						approaches in municipal activities. Support for Women-Owned Businesses and Retraining Programs: advanced gender inclusion by the Ministry of Economy through training and support for women entrepreneurs. Contribution of the National Agency for Civil Service: promoting gender inclusion within its operations and policies. Analytical Support from Civil Society: Analytical centers, in cooperation with the

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
						government, produced essential reports on integrating gender equality and inclusion standards into recovery efforts.
Inter-Agency Working Group on Prevention and Response to the Conflict Related Sexual Violence (established under the above-mentioned Government Commission on Coordination of Gender Equality Policy) The Inter-Agency Working Group was established for Implementation of the Plan for Implementation of the Framework of Cooperation between the GoU and the United Nations on Prevention and Response to Conflict-Related Sexual Violence. It has 5 sub-groups headed by the GoU, UN agencies and CSOs. One Sub-Group 5 “Reparations and	Adviser to the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine, Co-Chair of Sub-Group 5; Project Coordination Analyst CRSV, UN Women, Co-Chair of Sub-Group 5. Programme Analyst, Access to Justice GBV/CRSV, UN Women Ukraine, Co-Chair of Sub-Group 5.	Government Commissioner for Gender Equality Policy, Chair of the Inter-Agency Working Group (IWG) on Prevention and Response to Conflict-Related Sexual Violence Head of the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine, the Vice Chair of the IWG on CRSV		Multi-stakeholder coordination of state entities, women's CSOs, CRSV survivors, UN entities, INGOs on reparations and compensations to survivors of CRSV. UN Women is supporting development of draft laws on urgent interim reparations to CRSV survivors, a lot of discussions and work of Sub-Group 5 is on the development of the national legal framework. UN Women ensures compliance of the national legal framework with the international standards, namely with the Rome Statute of the International Criminal Court. Joint advocacy and communication campaigns on reparations to CRSV survivors are discussed and developed by the membership of Sub-Group 5.	Co-chair of the working sub-group; supporting with expert advice and organising the meetings and work of all subgroups (support provided under the Sida funded project)	Draft Law of Ukraine " On the legal status of victims of sexual violence related to the armed aggression of the Russian Federation against Ukraine, and family members of the dead (deceased) of such persons" Evaluation of the Implementation Plan of the UN-Ukraine Framework on Preventing and

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
compensations” is co-chaired by UN Women		Office of the Special Representative of the UN Secretary-General on Sexual Violence in Conflict (OSRSG-SVC) Group of experts: IOM, Global Survivors Fund				Responding to Conflict-Related Sexual Violence 2023 project ‘Urgent Interim Reparations for Victims of Conflict-Related Sexual Violence’ 2024
Council on Human Rights, Gender Equality and Diversity at the Ministry of Foreign Affairs of Ukraine (since December 2023)	MFA of GU	International organisations, Embassies, civil society	As needed	It is a permanent MFA advisory body to provide expert assistance, support the activities of the MFA and foreign diplomatic missions of Ukraine, and hold consultations on the topics of human rights, gender equality and diversity. The Council is a platform for exchanging views and finding creative solutions.	UN Women serves as a member of the Council providing expert support during the Council’s meetings.	

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Working group "Community Support Team"	Ministry for Communities, Territories and Infrastructure Development of Ukraine	Staff of the Ministry for Communities, Territories and Infrastructure Development of Ukraine (Deputy Minister and line departments), international organisations, donors, NGOs, technical assistance projects working on recovery, experts and consultants, academia	Once per a month (now the work of the platform is on pause)	Uniting the efforts of all development partners and the Ministry by developing joint solutions, synchronizing recovery measures, and prioritizing priority needs. This platform is open to all initiatives, projects, and programs that work or plan to work at the local level.	To ensure GE and Inclusion principles are mainstreamed in the recovery and policy making processes.	Key Results: 1 Draft Concept on the division of powers between state and local authorities prepared. 2 Expert support allocated to international programs for implementing the decentralization reform roadmap provided. 3.Recommendations (including on GE) to the Law on Recovery of Ukraine provided 4. Awareness on gender responsive and inclusive recovery tools of the WG members raised

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Several Inter-Agency Working Groups on coordination of capacity development of civil servants	National Agency of Civil Service	Governmental institutions, development partners,	As needed	To coordinate preparation of training curricula for civil servants, ensure quality of training curricula;	Member of the groups to ensure gender mainstreaming to the training of civil servants and support with development of gender equality curricula and TOT	The NACS is regularly developing and institutionalizing gender equality curricula for civil servants
Civil Expert Council on Equal Opportunities and Non-Discrimination	Ombudsperson Office, UN Women was invited to be a member of the Council	33 representatives of International organisations, CSOs, including women's CSOs	twice in 2023 and twice in 2024	Meetings of the Council were conducted to monitor the implementation of the human rights and gender equality commitments, identify challenges and develop the plan of actions to provide expert support and advice to the Ombudsperson Office.		
CSO Platform "Equal Opportunities" under the Government Commissioner on GE Policy	Government Commissioner of Gender Equality Policy	women's CSOs representing different groups of women	online platform	to coordinate partnership of the government with CSOs, to ensure CSOs participation in policy making, provide platform for dialogues of CSOs with the GoU and voice the needs of different groups of women and advocate for their rights	UN Women supported establishment of the Platform and providing expert advice to ensure effective functioning of the platform	CSOs participated in the development of strategies, policies and laws; their propositions have been accepted to the policy and legal documents;

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Coordination within UN family						
Gender Theme Group (GTG) (before the war set up, dysfunctional in 2022 and 2023, revitalised in 2024) UN interagency coordination mechanism to strengthen the development performance of the UN agencies and their partners on gender equality by providing technical support and expertise on gender mainstreaming and coordination on development programming and advocacy issues within the UNTF/UNSDCF and, more widely, within the gender and development landscape in Ukraine in which the UN system operates.	UN Women as Chair and Secretariat, group reports to the UNCT	15 agencies' focal persons	quarterly + ad hoc	Workplan 2024 Activity 1.1.1 Provide support to the official GoU delegation to actively participate in 68CSW and contribute to the Agreed Conclusions Activity 1.1.2: UN Women provides briefing to GTG members on progress of enhancing gender mainstreaming in Ukrainian legislation in adherence to the EU accession process Activity 1.1.3 Support the Government in preparations for the Recovery Conference in Berlin, June 2024 Activity 1.1.4: UN Women provides briefing to GTG members on latest developments regarding revision, monitoring, and implementation of the NAP 1325 in Ukraine Activity 1.1.5 Support capacity development and networking for government institutions and WRO/ WLO/ WHRD, to respond to gender recovery needs Activity 1.1.6 Support Government to prepare Beijing +30 National Review Activity 1.1.7 Agencies participating in UNJP on CRSV provide briefings to GTG and PMT members on CRSV s in Ukraine Activity 1.1.8 GTG members maintain and update common	Chair and Secretariat	

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
				calendar of gender-related UN agency events to keep members informed Activity 1.1.9 Support LGBTIQ + Action Plan 2024 and LGBTIQ+ Conference Activity 1.1.10 Support to the Government of Ukraine in effective implementation of the National Strategy to Eliminate the Gender Pay Gap Activity 1.2.1 To conduct UN-government joint gender advocacy events/ campaigns for the 16 Days Campaign and other key UN International Days in close cooperation with UNCT Communication and Advocacy Group Activity 1.2.2 Preparation of joint UN advocacy materials on gender topics for government, media /or public audiences		
Civil society platform	UNCT Ukraine/UN Women			(1) UN Thematic Dialogue (civil society platforms): assessing the needs of women's organisations, accountability matrix: tracking the recommendations and what has been done to meet the needs; (2) UN Women yearly meeting with civil society; (3) participates in interagency groups (youth, HIV/Aids, LGBTQI)		
Operation Management Team (OMT)		All UN agencies Heads of Operations	Monthly + ad hoc meetings for task teams	Operational coordination and support	Member	improved coordination, synergy and operational effectiveness.

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
UN HR Working Group		All UN agencies Heads of HR	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and HR effectiveness.
UN Finance Working Group		All UN agencies Heads of Finance	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and Finance effectiveness.
UN ICT working Group		All UN agencies Heads of ICT	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and ICT effectiveness.
Procurement Working Group		All UN agencies Heads of Procurement	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and Procurement effectiveness.
Risk Management and Compliance Working Group		All UN agencies Heads of Operations	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and Risk/compliance effectiveness.
HACT- Harmonized Approach to Cash Transfer Working Group		All UN agencies Heads of Operations	Monthly + ad hoc meetings for task teams		Member	improved coordination, synergy and HACT effectiveness.
SMT (security)						

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
www.unpartnerportal.org				IOM, UN Secretariat, UN Women, FAO, UNFPA, UNHCR, UNICEF, UNOPS, WFP, and WHO with operational support from UNICC, have joined forces to deliver the UN Partner Portal, a platform for Civil Society Organisations (CSOs) to engage with the UN on partnership opportunities. The UN Partner Portal is designed to facilitate a harmonised, efficient and easy collaboration between the UN and its partners.		
<u>GBV Area of Responsibility</u>	UNFPA	UN entities, civil society organisations, state entities, international organisations	Bi-monthly at the national level, monthly at the sub-national level	GBV AoR ensures coordination of multiple stakeholders in all regions of Ukraine on prevention and response to GBV including CRSV, it develops guidelines on GBV in emergencies, conducts trainings and information sessions, collects data from GBV actors, runs a dashboard of GBV services, develops and updates referral pathways and region-specific referrals maps.	Member of the Strategic Advisory Group of the GBV Area of Responsibility	
<u>PSEA Network/PSEA Technical Working Group</u>	Office of the UN Resident and Humanitarian Coordinator	UN entities, civil society organisations, state entities, international organisations	Monthly meetings of the PSEA Network+ monthly meetings of the PSEA Technical Working Group	PSEA Network is the primary body for technical-level coordination and oversight of PSEA activities in line with the corresponding annual PSEA Action Plan and multi-year PSEA Strategy. The PSEA Network covers the whole of Ukraine, but sub-national structures may be created in line with the decentralisation approach of the cluster system to support the operationalization of activities based on their specific risks and needs, access barriers and existing resources . The PSEA Network will be supported by a Technical Working Group consisting of PSEA/safeguarding experts.	Member	

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
Humanitarian Inter-Agency Coordination (grouping UN, INGOs, NGOs working under guidance of the RC/HC and the Humanitarian Country Team)						
Gender in Humanitarian Action Working Group (GiHA WG)	UN Women, NGO Girls, CARE International co-chairs	NGOs, INGOs, UN agencies, cluster focal points	Monthly + ad hoc meetings for task teams	Offers interagency and intersectoral technical capacity to the Humanitarian Coordinator, the Humanitarian Country Team and all other stakeholders involved in the humanitarian response, including government authorities, to ensure the integration of gender equality and the empowerment of women and girls. • Enhance decision-making and communication on gender equality within humanitarian clusters and stakeholders • Provide technical and policy support on gender equality and empowerment of women and girls • Strengthen capacities for gender analysis, gender transformative programming, and gender-responsive strategies • Advocate for inclusive, meaningful participation and leadership of women's and LGBTIQ+ individuals	Co-chair/secretariat	Improved capacity of clusters, CSOs, UN agencies to mainstream gender considerations Humanitarian related gender considerations are taken into consideration via major humanitarian assessments such as HNRP, RGA, MSNA.
Sida-UN Women cooperation						
Steering Committee	UN Women	Ministry of Social Policy higher school of public governance Ombudsperson	Bi-annually	To report to the donor to ask partners for their feedback/plans for the upcoming period		

ANNEX 9 – COORDINATION MECHANISMS (NON-EXHAUSTIVE LIST)

	Who runs the group	Who participates	Meeting frequency	What are key goals	Role of UN Women	What are key results
		CSOs: e.g. she media private sector				
Coordination within UN Women						
regular meetings with civil society (women rights organisations) and private sector	UN Women					
regular weekly operations meeting	UN Women	All UN Women Ops team	Weekly	Improve coordination, understanding and operational effectiveness	Internal UN Women organised.	Improved and well coordinated operations to effectively support program delivery.
LGBTIQ+ ECA focal points	UN Women (RO/HQ)	Focal points representing different country offices from Europe and Central Asia region	Quarterly	To coordinate, to share updates from the region, experiences from different COs on working with LGBTIQ+ rights, in the future some joint initiatives might be initiated. UN Women is being developing action plan to implement the UN Secretariat Strategy on Protection from Violence and Discrimination of LGBTIQ+ persons, members of the group participated in focus groups contributing to the action plan.	Led by UN Women	
WEE community of practice	UN Women (RO)	WEE focal points of country offices in the ECA region	quarterly	to coordinate, to share updates from the region, experiences from different COs on WEE initiatives, to discuss joint initiatives like EXPO.	membership	EXPO, WEE Congress, WEPs signing

Annex 10 - National Consultants employed by UN Women 2024

Personal information has been removed from this table for GDPR reasons.

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
1	>Name removed	National Consultant on Gender Mainstreaming to the Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine	Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine	• In consultations with the Ministry and UN Women develop work plan for the provision of advisory services, including tasks, indicators for measuring progress, and a timeline of deliverables (by 30 September 2021); • Provide gender analysis and elaborate gender-responsive propositions to the new draft and current legal and normative acts developed by the Ministry, ensuring that the needs and interests of diverse women affected by the conflict are integrated (by 30 September 2021); • Provide support with gender analysis and gender-responsive policy advice on the development, implementation, monitoring and evaluation of the gender-related obligations of the Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine, including but not limited to (by 30 September 2021): - o Provide expert support with the development and implementation of the Gender Equality Action Plan of the Ministry till 2023; - o Provide expert support with implementation of the new NAP 1325;	No	2021-01-25	2022-12-15	2021-002

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				• Provide expert advice on gender mainstreaming to the legislative acts, policies and programmes on reintegration and deoccupation, as well as transitional justice related issues, including documentation, assessment and compensation of damages to conflict-affected women and men (by 30 September 2021); • Facilitate dialogue with representatives of the civil society organisations, especially those working with IDPs, and other affected by the conflict wen and women, boys and girls (by 30 September 2021): o ensuring consultations with and meaningful participation of displaced and other conflict-affected women in policymaking of the Ministry (it could be done via and in coordination with the Civil Council of the Ministry); o promoting and supporting initiatives on women's leadership in peacebuilding and recovery processes; o supporting the needs assessment and support to internally displaced and other conflict-affected women in response to COVID-19 impact; • Provide expert support with organising and conducting capacity building initiatives within the Ministry with the purpose to institutionalize gender equality trainings for the staff (by 30 September 2021); • Take part in working groups, meetings and learning sessions on Women, Peace and Security, including those organised by UN Women (by 30 September 2021); • Provide technical and expert support to the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration on implementation of national and international commitments on gender equality from 25 May 2021 and till				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				15 December 2022 (including commitments under the Women Peace and Security agenda from 01 October 2021 till 28 February 2022); • Provide technical and expert support to the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration to organise the work of the Commission for Coordination of Interaction of Executive Authorities in Ensuring Equal Rights and Opportunities for Women and Men in its efforts on gender equality policy coordination implementation and monitoring; • Provide technical and expert support to the work of the Sectorial Working Group “Gender Equality” within the Donor Coordination Architecture, co-led by the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, to strengthen synergy among the Government and the development partners from 25 May 2021; • Provide technical and expert support to the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration on implementation of DPMO Flagship Initiatives 1325 from 01 October 2021 till 28 February 2022. • Provide technical and expert assistance to the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration to mainstream gender equality and women’s empowerment to the coordination of the humanitarian support in Ukraine (from 1 March-till 15 December 2022)				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
2	>Name removed	NC on the Methodology and Practice of Gender Audit to Support the National Agency for Civil Service with Training Sessions on the Gender Audit	National Agency for Civil Service	1. As part of the trainers' team, contribute to development of the online training agenda in order to effectively meet learning objects, envisaged by the NACS training curriculum; 2. Develop training materials in line with training curriculum adopted by the NACS (Thematic Module 3. "Goals, Principles and Directions of Gender Audit", Thematic Module 4 "The Order of Conducting Gender Audit" and Thematic Module 5. "Mechanism of Summarizing the Results of Gender Audit"); 3. Contribute to 10 standardized training sessions for civil servants from different executive bodies, organised by the NACS and the Ukrainian School of Governance; 4. Contribute to evaluation of the increase in participants' knowledge; 5. Prepare and submit training report.	No	2022-06-28	2022-08-31	2022-013
3	>Name removed	NC on Gender Approach in Public Administration to Support the National Agency for Civil Service with Training Sessions on the Gender Audit	National Agency for Civil Service	1. As part of the trainers' team, contribute to development of the online training agenda in order to effectively meet learning objects, envisaged by the NACS training curriculum; 2. Develop training materials in line with training curriculum adopted by the NACS (Thematic Module 1. "Gender Approach in Public Administration" and Thematic Module 2. "Review of Modern Approaches to the Gender Audit"); 3. Contribute to 10 standardized training sessions for civil servants from different executive bodies, organised by the NACS and the Ukrainian School of Governance; 4. Develop online tests for pre- and post-training evaluation of the increase in participants'	No	2022-06-28	2022-08-31	2022-014

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				knowledge and conduct respective analysis; 5. Prepare and submit training report.				
4	>Name removed	NC on Istanbul Convention	Office of the Deputy Prime Minister for European and Euro-Atlantic Integration (DPMO)	1. Conduct analysis of national legislation in terms of its compliance with provisions of the Istanbul Convention and develop a set of recommendations on proposed amendments/ legal initiatives – by 5 August 2022; 2. Facilitate multi-stakeholders' consultations on the analysis results and recommendations with the government, in particular central executive bodies, including Ministry of Internal and Ministry of Social Policy, civil society organisations and development partners – by 12 August 2022; 3. Summarize, analyse and incorporate comments and propositions, provided by government authorities, civil society and other key partners during the consultations; update draft analysis and recommendations, as relevant, and submit finalized documents to the DPMO – by 18 August 2022.	No	2022-07-21	2022-09-30	2022-015
5	>Name removed	National Consultant on Methodology and Preparing Analytical Report of the Private Sector's Best Practices in Women Economic Empowerment During the	UN Women	1. Provide support in development of the draft concept note of the analysis of the private sector's best practices in women economic empowerment during the full-fledged war and its methodology, including background, justification and methodology. 2. Facilitate methodology discussion and validation with the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, other governmental partners (including, but not limited to the Government Commissioner on Gender Equality Policy, Ministry of Social Policy, Ministry of Economy), employers organisations, business associations, women's CSOs, UN Agencies and other development partners, as well as other relevant stakeholders.	No	2022-08-09	2022-12-09	2022-018

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
		Full-Fledged War		3. Finalise the concept note and methodology based on the above consultations and develop a work plan. 4. Make analysis of the field data (results of the survey, focus-group discussions, interviews) collected by the UN Women National Consultant on Data Collection for Analysis of the Private Sector's Best Practices in Women Economic Empowerment During the Full-Fledged War and NGO "Professionals of the Future". 5. Develop a draft analytical report on the results of analysis of the private sector's best practices in women economic empowerment during the full-fledged war. 6. Elaborate recommendations for the private sector companies in Ukraine in women economic empowerment during the full-fledged war. (The recommendations will be an integral part of the analytical report). 7. Present preliminary analytical report (including the results of the good practices analysis and recommendations for the private sector) to the multi-stakeholder's meeting and facilitate the report validation with participation of the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, other governmental partners (including, but not limited to the Government Commissioner on Gender Equality Policy, Ministry of Social Policy, Ministry of Economy), employers organisations, business associations, women's CSOs, UN Agencies and other development partners, as well as other relevant stakeholders. 8. Finalise the analytical report on the analysis of the private sector's best practices in women economic empowerment during the full-fledged war.				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
6	>Name removed	National Consultant on Data Collection for Analysis of the Private Sector's Best Practices in Women Economic Empowerment During the Full-Fledged War	UN Women	1. Conduct a desk research of the private sector's best practices in women economic empowerment during the full-fledged war both in Ukraine and abroad according to the validated methodology. 2. Provide support with the field work, including conducting at least 3 focus-groups and at least 6 interviews according to the validated methodology and approved plan of work.	No	2022-08-09	2022-10-20	2022-019
7	>Name removed	NC on Equal Pay Strategy	Ministry of Economy of Ukraine	1. In consultations with representatives of the Ministry of Economy, UN Women and ILO, develop a roadmap for drafting the Strategy on Decreasing the Gender Pay Gap and validate it with national stakeholders – by 9 September 2022; 2. Facilitate at least one consultation with national stakeholders, including all four EPIC parties, to outline the main problems that cause the gender pay gap and identify possible areas of addressing the problems – by 12 September 2022; 3. Participate in at least one webinar with international experts to discuss the main approaches to decreasing the gender pay gap based on the experience of selected EPIC members. Based on the presented experience, prepare a brief analysis of international approaches to the gender pay gap decreasing – by 30 September 2022;	No	02.09.2022	10.11.2022	2022-023

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				4. Based on the above mentioned multistakeholder consultations, draft the Strategy structure, including the objective, strategic goals and expected results, and validate it with national stakeholders – by 10 October 2022; 5. Facilitate collecting of proposals on the detailed tasks and activities under a respective action plan from all national parties of the EPIC, including state authorities, employers, trade unions and non-government organisations – by 17 October 2022; 6. Coordinate and contribute to at least 3 strategic sessions aimed to elaborate detailed propositions on the tasks and actions proposed to achieve the Strategy goals, and summarize proposals of all national stakeholders for consideration of the Ministry – by 21 October.				
8	>Name removed	National Consultant on Conducting Additional Focus Groups and Interviews for the Analysis of the Private Sector's Best Practices in Women Economic Empowerment During the	UN Women	1. Provide support with the field work, including conducting at least 4 additional focus-groups with government representatives and beneficiaries of women economic empowerment programs implemented by private companies in Ukraine and at least 5 additional interviews with public authorities' representatives according to the validated methodology and approved plan of work.	No	14.09.2022	20.10.2022	2022-027

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
		Full-Fledged War						
9	>Name removed	National Consultant on Providing the Technical Support to the Office of Deputy Prime Minister on European and Euro-Atlantic Integration on Addressing the Conflict-Related Sexual Violence	Office of Deputy Prime Minister on European and Euro-Atlantic Integration	1. Provide technical support the DPMO and the GCGEP within the development of relevant legislation and policy framework on prevention and response to the CRSV, to be developed by the Government and the Parliament. 2. Support the DPMO and the GCGEP with facilitation of multi-stakeholders' consultations with relevant central, regional and local authorities, development partners, international experts, women's and human rights protection CSOs, as well as CRSV survivals' networks to develop and validate in participatory way propositions to the legal and policy framework on prevention and response to the CRSV. 3. Provide technical assistance to the DPMO within coordination of the development and strengthening of national legal and policy framework to prevent and respond to the CRSV. This includes providing support to organise the thematic Working Group on preventing and response to CRSV under the Commission on Coordination of Activities of Central Executive Bodies on Equal Rights and Opportunities of Women and Men.	No	15.09.2022	2022-12-12	2022-028

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
10	>Name removed	National Consultant on Gender Technical Support to the Office of the Deputy Prime Minister on European and Euro-Atlantic Integration	Office of Deputy Prime Minister on European and Euro-Atlantic Integration	1. Provide technical and expert support to organise the work of the Commission for Coordination of Interaction of Executive Authorities in Ensuring Equal Rights and Opportunities for Women and Men in its efforts to coordinate, implement and monitor gender equality policy; 2. Provide technical and expert support to the work of the Sectorial Working Group “Gender Equality” within the Donor Coordination Architecture, co-led by the Office of the Deputy Prime Minister on European and Euro-Atlantic Integration, to strengthen synergy among the Government and the development partners; 3. Provide technical and expert support for coordination of the implementation of the national and international gender equality commitments of Ukraine, in particular those related to implementation of the Istanbul Convention (coordination with the Parliament of Ukraine, central executive bodies, partners and donors).	No	28.09.2022	15.12.2022	2022-030

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
11	>Name removed	National Consultant to Provide Support to the Office of Deputy Prime Minister on European and Euro-Atlantic Integration on the Consultations related to the Framework of Cooperation between the Government of Ukraine and the UN on Prevention of and Response to the Conflict-Related Sexual Violence	Office of Deputy Prime Minister on European and Euro-Atlantic Integration	1. Provide expert and technical support to the DPMO and the GCGEP to conduct consultations related to the Implementation plan of the Framework of Cooperation between the Government of Ukraine and the United Nations on the prevention of and response to CRSV. 2. Provide expert and technical support to the DPMO and the GCGEP on other CRSV related issues including the organisation of the thematic meetings of the Intersectoral Working Group on Gender Equality and of the Interdepartmental working group on countering sexual violence related to Russia's armed aggression against Ukraine and providing assistance to victims.	No	2022-12-21	2023-03-07	2022-038

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
12	>Name removed	National Consultant to Assist the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration in Communications Related to the Work of the Survivor Assistance Centers	Office of Deputy Prime Minister on European and Euro-Atlantic Integration	1. To assist the DPMO in the development of the web-platform containing the key information about the work conducted and the services provided by the Survivor Assistance Centers following the 3 main UN principles: Human Rights-Based Approach, Leave No One Behind, Gender Equality and Women`s Empowerment. 2. To assist the DPMO in the coordination of the work of the information agency implementing the all-Ukrainian communication campaign devoted to increase awareness about services provided by the survivor centers (which might include meetings, inputs to the communication campaign, written communication etc). 3. Provide assistance to the DPMO to strengthen and increase coordination between the survivor assistance centers, as well as to involve more stakeholders to support the work of the centers.	No	2023-02-17	2023-04-27	2023-001
13	>Name removed	National Consultant on the Issues of Implementation of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence	Apparatus to the Government Commissioner on Gender Equality Policy	1. Development and implementation of a Roadmap on improvement of the legislation of Ukraine in line with provisions of the Istanbul Convention, 2. Contribution to the work on amendments to the present legislation of Ukraine stemming from the implementation of the Istanbul Convention, 3. Organisation and facilitation of advocacy events on the draft laws, developed in line with provisions of the Istanbul Convention, 4. Monitoring of draft legal and normative acts, submitted to the Secretariat of the Cabinet of Ministers of Ukraine to implement the Istanbul Convention, in terms of gender equality considerations,	No	2023-02-27	2025-02-28	2023-002

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
		(Istanbul Convention)		5. Contribution (according to the competencies) to cooperation with the Office of Deputy Prime Minister on European and Euro-Atlantic Integration on the coordination of activities of central executive bodies on formulating and implementing the state policy on combating gender-based violence, etc.				
14	>Name removed	National Consultant on Implementation of the State Policy on Gender Equality to the Office of Government Commissioner on Gender Equality Policy	Apparatus to the Government Commissioner on Gender Equality Policy	1. Development and implementation of a Roadmap on implementation of the State Strategy on Equal Rights and Opportunities of Women and Men till 2030 (the State Strategy), 2. Development and facilitation of national/sectorial and regional-level events to advocate for implementation of the State Strategy in all areas of a society's life, 3. Development of propositions on a cross-cutting integration of gender considerations to the National Recovery Plan and advocacy efforts to include the propositions in the normative and legal acts, 4. Development of information materials for a broad public on advancing gender equality in all areas of life, as well as about new GEWE developments, introduced by the Government of Ukraine, 5. Development of methodological and training materials on ensuring gender equality in all areas of a society's life, 6. Organisation and conducting capacity development and training activities on GEWE, 7. Support contribution, in line with the competencies, to the coordination of work of executive bodies, local self-governing bodies on implementation of the CEDAW Concluding Observations, 8. Support in conducting monitoring of integration of gender	No	2023-04-03	2025-04-04	2023-003

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				considerations by the Cabinet of Ministers, when adopting normative and legal acts, 9. Contributing, in line with the competencies, to organisation and conducting of GEWE international events with participation of the Government of Ukraine, 10. Support of conducting monitoring and oversight of the Government decisions in the area of GEWE.				
15	>Name removed	National Consultant on Prevention and Response to the Conflict-Related Sexual Violence to the Office of Deputy Prime Minister on European and Euro-Atlantic Integration	Office of Deputy Prime Minister on European and Euro-Atlantic Integration	1. Support the DPMO and the GCGEP through legal and policy advice on the development of relevant legislation and policy framework on prevention and response to the CRSV, to be developed by the Government and the Parliament. 2. Provide the DPMO and the GCGEP with the recommendations on further improvement of legal acts for harmonization of national legislation with international criminal and humanitarian normative frameworks. This includes gender analysis of laws and draft laws as requested by the DPMO and the GCGEP and elaboration of recommendations on the legislation amendments to bring it in line with international standards on prevention and response to the CRSV. 3. Support the DPMO and the GCGEP with facilitation of multi-stakeholders' consultations with relevant central, regional and local authorities, development partners, international experts, women's and human rights protection CSOs, as well as CRSV survivors' networks to develop and validate in participatory way propositions to the legal and policy framework on prevention and response to the CRSV. 4. Assist the DPMO with supporting coordination of the development and strengthening of national legal and policy	No	2023-03-01	2023-08-30	2023-004

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				framework to prevent and respond to the CRSV. This includes providing support to the thematic Working Group on preventing and response to CRSV under the Commission on Coordination of Activities of Central Executive Bodies on Equal Rights and Opportunities of Women and Men.				
16	>Name removed	National Consultant on Support to the Private Sector Partners on Implementation of Women Economic Empowerment Initiatives	UN Women	1. Adapt online-course on WEPs by adding relevant data and integrating best practices of Ukrainian companies implemented during the full-scale war; 2. Provide at least 6 capacity development sessions in 2023 and at least 15 capacity development and experience exchange sessions in 2024 for the employees and top management of the public and private companies, and business associations among actual and potential WEP's signatories; 3. Deliver consultancy services to the companies and facilitate self-assessment, development and implementation of Gender Action Plans by at least 8 WEPs signatories in 2023 and at least 10 signatories in 2024 to promote gender equality and women's empowerment in the workplace, marketplace and community, and gender parity in the management bodies and boards of the companies; 4. Develop at least 5 templates to assist private companies and business associations in implementation of internal policies and procedures on gender equality, incl. those aimed at preventing all forms of violence and sexual harassment; ensuring well-being, equal pay, gender parity in board, flexible working arrangements, maternity and paternity leave, equal participation in education and training programs; supporting women-owned and -managed companies in supply and value chains; realizing initiatives to support women in	No	2023-05-22	2025-02-28	2023-007

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				local communities; measurement and reporting; 5. Engage private sector companies to implement at least 3 flagship initiatives in 2023 and at least 5 flagship initiatives in 2024 that strengthen the position of at least 20 women small-business owners who benefit from technical assistance from-and/or cooperation with WEPs companies; 6. Conduct at least 6 meetings and consultations to coordinate cooperation and build synergies between business-associations, private companies and NGOs implementing women empowerment programs to promote gender equality and women's economic empowerment in Ukraine; 7. Elaborate tailored recommendations for the private sector partners in Ukraine on women economic empowerment during the full-fledged war and post-war recovery based on Analytical Report of the Private Sector's Best Practices in Women Economic Empowerment During the Full-Fledged War and results of cooperation with private companies during the contract period; 8. Analyze results of self-assessment of at least 15 potential and actual WEPs signatories in Ukraine to define their weaknesses and strengths on GEWE and plan further interventions with private sector to strengthen position of women in the workplace, supply chains and local communities; 9. Prepare report on at least 10 best practices of private companies in WEPs implementation during the full-scale war and recovery in Ukraine; 10. Prepare informational materials for digest on WEPs implementation and women's economic empowerment initiatives for partners among private companies, business				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				associations and NGOs; 11. Prepare a final report about the progress and achievements, lessons learnt, and recommendations on how to engage private sector partners to sign WEPs and implement women economic empowerment initiatives.				
17	>Name removed	National Consultant to Assist the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration in Communications Related to the Work of the Survivor Assistance Centers	Office of the Deputy Prime Minister for European and Euro-Atlantic Integration	1. To assist the DPMO with the support of the work of the web-platform containing the key information about the work conducted and the services provided by the Survivor Assistance Centers following the 3 main UN principles: Human Rights-Based Approach, Leave No One Behind, Gender Equality and Women's Empowerment. 2. To assist the DPMO with the update of the Survivors Assistance web-platform, preparation of the materials, promotion of the web-platform and with coordination between governmental partners on the platform's development and its operation. 3. To assist the DPMO in the coordination of the communication campaign to support the Survivors Assistance web-platform. 4. Participation and assistance in the development of the communication campaigns on gender equality and women empowerment, including prevention and response to all forms of sexual and gender-based violence, such as conflict-related sexual violence and domestic violence (including the 16 Days Against Violence Campaign, the International Alliance on Preventing Sexual Violence in Conflict, etc.) ensuring cooperation with the relevant stakeholders. 5. Support development and implementation of DPMO-UN Women communication campaigns and provide	No	2023-07-24	2024-12-31	2023-013

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				communications support of the joint initiatives of the DPMO and UN Women.				
18	>Name removed	National Consultant to Support the Gender Equality Audit in the Ministry of Foreign Affairs of Ukraine	Ministry of Foreign Affairs of Ukraine	1. Review and adjust (if needed) the 2019-2020 GEA methodology and tools developed by the MFA with expert support of UN Women; 2. In consultations with the Gender Equality Commission of the MFA and UN Women, develop a detailed Roadmap for conducting a new GEA, including the distribution of roles and responsibilities, proposed deadlines, etc.; 3. Conduct 1) gender analysis of the MFA internal documents, policies and sex-disaggregated statistics related to advancement or equal rights and opportunities of women and men in the diplomatic service (all needed documents and administrative data will be provided by the MFA) 2) analysis of the EU legislation on GE as well as LGBTIQ legal documents/ policies/strategies to ensure the GEA recommendations as well as the propositions to the MFA Action Plan on EROWM are aligned with the EU acquis. 4. Organise the process of primary data collecting and processing in line with an approved GEA methodology and tools, including but not limited to: 1) 6 individual interviews with key informants, 2) a survey of the MFA staff on individual GEWE experiences, perceptions and expectations, 3) at least 2 focus groups discussions with different categories of the MFA staff; 4) a self-assessment of the capacity of the Gender Equality Commission to mainstream gender in the MFA. 5. Conduct detailed analysis of all collected primary data, including multivariable analysis of a survey to identify any	No	2023-08-16	2024-06-14	2023-015

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				possible differences by sex and age of the respondents; 6. Based on conducted analysis of internal documents, administrative statistics and primary data collected, elaborate key findings and recommendations of the GEA, including assessment of the progress, challenges faced, and lessons learnt; 7. Facilitate experts' discussions, consultations, technical validation meetings and presentation events on the GEA findings and recommendations. 8. Facilitate development of propositions for the update/revision of the MFA Action Plan on EROW&M on 2023-2025 based on the GEA recommendations (in consultations with the Gender Equality Commission of the MFA).				
19	>Name removed	National Consultant on expert support to the Office of Parliament Commissioner on Human rights in Ukraine	Office of the Ombudsperson	1. Provide expert support to the Parliament Commissioner's Office in preparation of its regular and thematic reports, monitoring reports on the protection of human rights, including reports on the implementation of national commitments on women's human rights under CEDAW and CRPD. 2. Provide expert support in monitoring of implementation of CEDAW and CRPD Concluding Observations. 3. Provide expert support and assistance in effective advocacy and promotion of gender equality and women's empowerment, the development of knowledge products pertaining to women's human rights based on data and evidence, which could include research, studies, informational, analytical and thematic materials. 4. Provide recommendations to the policy documents, laws	No	2023-08-14	2025-01-31	2023-016

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				and regulations in the area of ensuring equal rights and opportunities for women and men, preventing and combating domestic and gender-based violence, discrimination in various areas of public life in terms of their compliance with international normative standards in the field of gender equality and rights of women facing multiple forms of discrimination. 5. Contribution (according to the competencies) in cooperation with the Office of Deputy Prime Minister on European and Euro-Atlantic Integration on the development of a mechanism to protect the rights of persons affected by conflict-related sexual violence. 6. Facilitation of elaboration and implementation of capacity development programs for the Office of Parliament Commissioner's staff and regional representatives on integration of gender equality and protection of rights of women facing multiple forms of discrimination into human rights monitoring. 7. Facilitate different multi-stakeholder's meetings organised by the Parliament Commissioner's Office on gender equality and women's human rights with engagements of the women's and human rights civil society organisations, governmental institutions on the national and regional level, local authorities and development partners.				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
20	>Name removed	National Consultant on Technical Support on the Implementation of the Action Plan on Equal Rights and Opportunities of Women and Men of the Ministry of Foreign Affairs of Ukraine	Ministry of Foreign Affairs of Ukraine	1. Policy advice, coordination and technical support to the MFA with step-by-step implementation of the Action Plan on EROW&M for 2023-2025 (including gender analysis of internal policies and documents, reviewing best practices of gender mainstreaming in the diplomatic service, analysis of sex-disaggregated data, improvement of monitoring and evaluation frameworks, and any other tasks, as requested by the MFA). 2. Coordination and technical support with preparatory works and implementation of the next MFA Gender Audit (in coordination with UN Women experts). 3. Coordination and technical support to strengthen capacity of the MFA and the diplomatic service staff on advancing GEWE (in coordination with UN Women experts). 4. Coordination and expert support to development of the MFA gender equality portfolio, including assistance in systematization, development and revision of internal information and communication documents, such as background and reference materials on gender equality.	No	2023-09-13	2025-04-14	2023-020
21	>Name removed	National Consultant on Legal Framework Improvement for the Apparatus to the Government Commissioner	Apparatus to the Government Commissioner on Gender Equality Policy	1.1 Development of a methodology for the analysis of legislation, in particular the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men". The methodology should include creation of a Working Expert Group consisting of representatives of key partners (governmental institutions, parliament, women's CSOs, development partners, etc.). The National Consultant will coordinate and organise the work of the Working Group. 1.2 Validation of the proposed methodology by conducting at least two consultations of the Working Expert Group	No	2023-09-22	2024-06-14	2023-022

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
		on Gender Equality Policy		with key partners (governmental institutions, parliament, women's CSOs, development partners, etc.) and finalizing the methodology considering the results of the consultations. 2.1 Conducting analysis of legislation, in particular, the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men", using the developed methodology by conducting desk review with document analysis, interviews, focus group discussions with the involvement of representatives of governmental institutions, parliament, women's CSOs, development partners, other key partners. 2.2 Preparation of the draft report, which will include the results of the analysis, conclusions, and recommendations for improving the legislation. 3.1 Validation of the results of the analysis by presenting and discussing the findings and recommendations during at least two consultations involving representatives of governmental institutions, parliament, women's CSOs, development partners and other key partners. 3.2 Preparation of the final report, which will include the results of the analysis, conclusions and recommendations for improving the legislation.				
22	>Name removed	National Consultant on Gender Mainstreaming under the Office of the Deputy Prime Minister for	Office of the Deputy Prime Minister for European and Euro-Atlantic Integration	1. Provide expert and policy advise support to the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration for coordination of the implementation of the national and international gender equality commitments of Ukraine taking into account the EU accession process and alignment of the national legislation with the EU acquis communautaire; 2. Establish cooperation and build synergies between the key	No. However, the issue of conflict of interest was raised by Sida. UN	2023-11-13	12.05.2025 (13.11.2023 - 22.01.2024 Sida funded, from 23.01.2024	2023-030

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
		European and Euro-Atlantic Integration		Government institutions on mainstreaming gender to the policies and reforms, including those related to minimize the impact of the full-fledged Russian aggression, prevention and response to CRSV, further post-conflict recovery and EU negotiations process, including provision of the expert and policy advise support to the work of the Commission for Coordination of Interaction of Executive Authorities in Ensuring Equal Rights and Opportunities for Women and Men in its efforts to coordinate, implement and monitor gender equality policy; 3. Organise the engagement with the civil society and women's groups under the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration to contribute to the government-civil society dialogue on gender equality and women's empowerment commitments development, implementation and monitoring and evaluation; 4. Organise regular multi-stakeholder, multi-sectoral expert groups with diverse women's groups and inter-ministerial consultations, including expert and policy advise support to the work of the Sectorial Working Group "Gender Equality" within the Donor Coordination Architecture, co-led by the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration, to strengthen synergy among the Government and the development partners; 5. Provide management, coordination, monitoring and evaluation support to the Office of the Deputy Prime Minister for EU and Euro-Atlantic Integration on collaboration with the Parliament, women's groups and CSOs for strengthening the National Women's Machinery, taking into account the EU accession process.	Women Country Office reached out to the UN Women Ethics Office who advised that consultants should not identify simultaneously as UN Women Experts and Government Advisers if more than 40% of their work time is paid by UN Women. In instances where		- 12.05.2025 funded from other sources).	

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				6. Provide gender advisory support to the Office of the Deputy Prime Minister on European and Euro-Atlantic Integration in different interagency, multistakeholder working groups, councils, boards, platforms.	consultants allocate more than 40% of their work time to UN Women they should identify as such publicly			
23	>Name removed	National Consultant on the Gender Equality Legal Framework Improvement Facilitation under the Apparatus to the Government Commissioner on Gender Equality Policy (Consultations on the Law)	Apparatus to the Government Commissioner on Gender Equality Policy	1. Facilitate consultations and validate the results of the amendment to the law by presenting and discussing the findings and recommendations during at least two consultations involving representatives of governmental institutions, parliament, women's CSOs , development partners and other key partners. 2. In coordination with the Apparatus of the Government Commissioner on Gender Equality Policy and UN Women to contribute to organising capacity development support, sharing best practices, and exchanging experience, including the best European practices in the development of a gender legal framework and institutional gender mechanisms for implementation. 3. Facilitate multi-stakeholders' advocacy events on the amendment to the legislation, in particular, to the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men" organised by the Apparatus of the	No	2024-03-01	2024-05-31	2024-001

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				Government Commissioner on Gender Equality Policy in cooperation with UN Women. 4. Prepare a final report, which will include the results of the consultations and multi-stakeholders' advocacy events.				
24	>Name removed	National Consultant on the Gender Equality Legal Framework Development under the Apparatus to the Government Commissioner on Gender Equality Policy (Law Drafting)	Apparatus to the Government Commissioner on Gender Equality Policy	1. Providing expert support to the Working Group on updating the Law through compiling the propositions from the central and regional executive authorities, relevant development partners and CSOs and updating the comparative table; 2. Preparation of the draft updated Law, and explanatory note and supporting documents to the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Women and Men" to be submitted to the Cabinet of Ministers and the central executive bodies for validation; 3. Finalization of the draft Law and explanatory note.	No	2024-03-01	2024-05-31	2024-002
25	>Name removed	Gender Advisor on Women Economic Empowerment to the Ministry of Economy of Ukraine	Ministry of Economy of Ukraine	1. In consultations with representatives of the Ministry of Economy and UN Women, contribute to the development of WEE initiatives, which will include concept notes, the work plan/roadmap for implementing the interventions on WEE, including under the National Strategy and Action Plan for Bridging the Gender Pay Gap until 2030; 2. Facilitate consultations with national stakeholders, including all four EPIC parties, to validate the WEE interventions activities, including the National Strategy and Action Plan for Bridging the Gender Pay Gap until 2030. 3. Provide expert support to the Ministry of Economy on the implementation of WEE initiatives, including under the	No	2024-03-18	2024-11-29	2024-004

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				National Strategy and Action Plan for Bridging the Gender Pay Gap until 2030 4. Provide expert support to the Ministry of Economy to organise and conduct communication campaigns for WEE, including in partnership with the contracted Media Organisation/Company which will conduct an informational campaign “Of course you can!” for counteracting gender stereotypes in the labour market and implementation of the National Strategy on Decreasing the Gender Pay Gap in Ukraine and respective Action Plan; 5. Coordinate and contribute to organisation of different events, conferences, meetings, workshops, strategic sessions to be organised by the Ministry in partnership with UN Women within WEE initiatives and to achieve the Strategy goals and implement the respective Action Plan; 6. Facilitate and contribute to the organisation of the capacity development seminars, workshops, learning sessions and exchange of experience on WEE for the Ministry of Economy and other related partners.				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
26	>Name removed	National Consultant on Civil Society Engagement and Administration of the Platform “Equal Rights and Opportunities”	Apparatus to the Government Commissioner on Gender Equality Policy	1. Contribution (according to the competencies) to coordination of the work on engaging civil society organisations to formulating and implementing the state policy on gender equality at the national, regional and local levels, 2. Organisation and facilitation of events on advancing gender equality and combatting gender-based violence, involving international and civil society organisations, 3. Administration of the platform “Equal Rights and Opportunities”, 4. Development and dissemination of materials about activities of the Government Commissioner on Gender Equality Policy and the Office through the Cabinet of Ministers of Ukraine website, Facebook page and the platform “Equal Rights and Opportunities”. 5. Support communication and facilitation of coordination between the Government of Ukraine, donors, CSOs and private sector on the Alliance for Gender-Responsive and Inclusive Recovery functioning, including through the Sectoral Working Group “Gender Equality of Government-Donor Coordination Architecture”, Platform for Gender Responsive and Inclusive Recovery, CSOs Consultative Panel to the Platform and UN Women initiative for Private Sector “Women’s Empowerment in Business”. This work should be done in close coordination with all key stakeholders of the Government of Germany, UN Women, DPMO and Government Commissioner for Gender Equality. This task will include but not be limited to: • Regular communication with all key stakeholders mentioned above on the Alliance related issues. • Support with organisation of regular coordination working	No	2024-03-25	2024-12-22	2024-006

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				meetings of the key stakeholders on the Alliance working meetings. • In close cooperation with UN Women National Consultant on Gender Responsive Recovery to the Government Commissioner on GE to prepare informational materials. • Support with organising meetings of the members of the Alliance, including through the Sectoral Working Group on Gender Equality, as well as other forums, conferences, side events related to the Alliance. • Support with organising capacity development activities for the members of the Alliance in partnership with other stakeholders. • Facilitate engagement of CSOs to the functioning of the Alliance.				

ANNEX 10 – NATIONAL CONSULTANTS EMPLOYED BY UN WOMEN 2024

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
27	>Name removed	National Consultant to Conduct a Mid-Term Project Assessment “Transformative Approaches to Achieving Gender Equality in Ukraine”	UN Women	1. Inception Report and Planning In consultation with the UN Women Ukraine team, the consultant will develop an inception report, which will present a proposed plan for undertaking the final project assessment. The report should be no more than 5 pages and include a proposed methodology and framework to be able to respond to the key questions and areas of inquiry of the assessment (outlined above). The report should include a proposed plan and approach to conduct the assessment remotely, which is respectful of the current context in Ukraine and has minimal disruptions to projects and stakeholders important ongoing response to the crisis. Deliverable: Inception Report (3-5 pages) Time: 2 days 2. First Draft of Project Assessment Report The consultant will write a project assessment report based on a detailed desk review and interviews/focus group discussions, as outlined and deemed appropriate in the inception report. The desk review should include the documents related to the implementation of the project such as: - o Donor progress reports and annual corporate reporting contributions - o Project documents, budget and logframe - o Progress reports from implementing partners and consultants - o Knowledge products and other concrete outputs from the project The consultant may also conduct interviews and focus group discussions with project staff, relevant country office staff and with selected implementing partners and project consultants. Engagement with the project team should utilise a	No	2024-05-15	2024-11-29	2024-007

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				participatory approach and focus on providing support to clearly extract and formulate the key results of the project and opportunities for further work. The report should cover all areas of inquiry as outlined and agreed upon in the inception report, and for each area clearly articulate key findings, good practices and recommendations. Deliverable: First Draft Project Assessment Report (15-20 pages) Time: 12 days 3. Feedback Workshop, Final Project Assessment Report and Dissemination The consultant will prepare and conduct a comprehensive and participatory workshop with the project team and relevant country office colleagues. The aim of this workshop will be to review the preliminary findings, good practices and recommendations, and collectively brainstorm to expand on these. The consultant will then incorporate the feedback and results of the participatory workshop into the final project assessment report. In addition to finalising the report, the consultant will also prepare dissemination materials, including key talking points and a PowerPoint presentation (or similar), and conduct one internal and one external presentation of the assessment process, findings and recommendations. Deliverables: - Final Project Assessment Report (20-25 pages) - Dissemination materials, including talking points and PowerPoint presentation Time: 6 days Approach to Project Assessments UN Women sees this assessment as an opportunity to				

SSA Database funded by Sweden project as of 14.11.2024								
#	Name	Goods or Services provided under contract	Government Institution	Key goals and results of consultancies	Conflict of interest	Beginning of contract	End of contract	# contract
				creatively approach project assessments and innovate in monitoring and evaluation of projects. Due to the challenging context of conducting assessments in Ukraine, the Country Office is keen to get a fresh perspective on how to innovate in M&E. Therefore, UN Women is seeking a consultant who may have unique experiences in M&E, especially in crisis contexts, or may be able to leverage their experience to support the office in identifying new ways to monitor and evaluate projects through similar assessments in the future. Key priorities for the country office during this assessment is: - Identify clear opportunities for next steps, which are specific, realistic and actionable. - Identify effective, easy and useful M&E strategies for a rapidly changing context, which at the same time hold projects and partners accountable to achieving results. - Innovate in assessment frameworks, to look beyond the OECD-DAC criteria when assessing projects' results and their true value, with a gender transformative approach in mind. - Map out new ways to implementation project activities to increase the impact, and identify “does and don’ts”				

Annex 11 - Distribution of Sida project budget among outcomes

Project Outcomes	Original % in Sida project proposal	2022 (USD), %	2023 (USD), %	January- June 2024 (USD), %
Outcome 1. Provide expert and capacity building support to the institutions of the NWM (Government and Parliament) at the national level to develop legal and policy documents on GEWE, to implement, M&E GEWE commitments, as well as support effective and participatory coordination and communication on GEWE and strengthening coordination on GEWE within the development partners and UN coordination	29%	123,792.29 17%	475,660.25 33%	120,869.99 24%
Outcome 2. Provide technical and capacity building support to the women's CSOs to participate in the evidence-based development and monitoring of the governments' GEWE commitments and support partnerships and develop capacities of media and CSOs to jointly promote GEWE and conduct advocacy and communication campaigns on GEWE	16%	184,372.80 25,5%	348,879.13 25,4%	89,414.37 18%
Outcome 3. Provide technical and capacity building support to the private companies on WEPs implementation and		72,694.99	166,760.34	136,639.08

ANNEX 11 – DISTRIBUTION OF SIDA PROJECT BUDGET AMONG OUTCOMES

empower economically women suppliers, women in private companies and women in local communities	16%	10%	11,6%	27%
Direct Project Management Cost		257,989.40	349,348.92	152,626.29
Sub-total		638,849.48	1,340,648.64	499,549.73
Programme supporting cost		83,976.25	91,148.22	0
Grand Total		722,825.73	1,431,796.86	499,549.73

Annex 12 – Examples of organisations providing grants to Ukrainian civil society organizations

International donors

1. Canada Embassy
2. UK Embassy, FCDO
3. National Democratic Institute, USA
4. L'Oreal Paris, France
5. Estonian Refugee Council, Ukraine and Garage48
6. International Humanitarian organization - Help — Hilfe zur Selbsthilfe
7. Helvetas Swiss Intercooperation Ukraine
8. The Kvinna till Kvinna Foundation
9. Council of Europe
10. EU Pravo- Justice Project (Grants to LaStrada Ukraine, NGO Yurfem, Lviv)
11. USAID
12. German Marshall Fund of the United States (GMF)

Local organizations

1. Ukrainian Womens' Fund, Kyiv, Lviv
2. Womens' Perspective
3. Fight For Right NGO, Kyiv
4. Charitable Fund POMOGAEM, Dnipro
5. Charitable Foundation Zaporuka, Kyiv
6. Kharkiv Regional Youth Non-Governmental Organization "Enlightening Initiative"
7. Public Union "All-Ukrainian Association of Organizations in the Interest of Persons with Disabilities "League of the Strong", Kyiv
8. NGO "Coalition For Persons With Intellectual Disabilities", Kyiv
9. NGO "Institute Of Partnership And Sustainable Development", Lviv
10. Ukrainian Berries Association, Kyiv
11. Network of 100% of life, Zaporizhzhia
12. Zakarpattia Regional Charitable Foundation "Blaho"
13. Charitable Foundation for Assistance to Victims of Violence, Kharkiv
14. Womens' Opportunity in Ukraine Fund, Kyiv
15. NGO Yurfem, Lviv
16. GURT Resource Center
17. International Renaissance Foundation

State

1. Diia.Business
2. Ministry of Economy with financial support of Western NIS Enterprise Fund (USA) implemented by KSE Foundation (Ukraine) in partnership with OschadBank



Evaluation of UN Women Ukraine

The evaluation assessed the cooperation between Sida and UN Women's Country Office (CO) in Kyiv, Ukraine. The analysis was conducted at three levels: strategic cooperation between Sida and UN Women Ukraine, UN Women Ukraine's coordination work, and the Sida funded UN Women Ukraine project activities. The evaluation provides recommendations on the type of Sida's support, the design of the cooperation, and ways to enhance UN Women's transformative work further.

Conclusion

UN Women's Strategic Note (SN) 2025-2029 (draft at the time of the evaluation) was found to align with Sweden's priorities. Overall, UN Women Ukraine has the systems, processes and

capacities in place for receiving SN support. Sida is recognised to provide added value for UN Women Ukraine, and UN Women's approach and project activities are concluded to address most clearly the needs of the selected government institutions - the key stakeholder group.

Recommendation

The evaluation recommends further developing communication methods, reporting formats and approaches to result-based management. It also advises UN Women Ukraine to refine its thematic focus and prioritise effectiveness in its coordination efforts.

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