**EVALUATION REPORT**

**OF THE “HUMAN RIGHTS FOR UKRAINE PROJECT (HR4U)” PROJECT**

**Timeframe of the Evaluation: 20th of June 2023 – 30th of September 2023**

**Date of Report: 14th of September 2023**

**Country of the Evaluation Intervention: Ukraine**

**Evaluation commissioned by UNDP Ukraine**

**Evaluation report prepared by Andrei IOVU**

Juris Doctor, International evaluation consultant

**KYIV, 2023**

**Acknowledgments**

The successful realization of this evaluation is attributable to the contributions of multiple individuals. Particular appreciation is extended to the UNDP Ukraine team for continuous and steadfast support in facilitating the evaluation process. Additional acknowledgments are extended to representatives of diverse entities who have generously provided valuable data and insights.

**Disclaimer**

The views expressed in this report are solely those of the author and are based on a specialized evaluation methodology. The opinions and perspectives presented herein do not necessarily reflect the views of any stakeholders, members of the evaluation reference group, UNDP, or the donor.

**Project and Evaluation Information Details**

|  |  |  |
| --- | --- | --- |
| **Project/Outcome Information** | | |
| **Project/ Outcome Title** | “Human Rights for Ukraine” Project | |
| **Quantum ID** | 00096842 | |
| **Country** | Ukraine | |
| **Date project document signed** | 5th of December 2018 | |
| **Project dates** | **Start** | **Planned end** |
| 1st of January 2019 | 31st of December 2023 |
| **Total committed budget** | 30,000,000 DKK/ USD 4,573,317.00 | |
| **Project expenditure at the time of evaluation** | USD 3,946,984 | |
| **Funding source** | Government of Denmark | |
| **Implementing Party** | UNDP | |

|  |  |  |
| --- | --- | --- |
| **Evaluation Information** | | |
| **Evaluation Type (project/ outcome/thematic/country program, etc.)** | Project Evaluation | |
| **Final/midterm review/ other** | Final | |
| **Period under evaluation** | **Start** | **End** |
| 1st of January 2019 | 20th of August 2023 |
| **Evaluator** | Andrei Iovu, Juris Doctor | |
| **Evaluator email address** | andrei\_iovu@ymail.com | |
| **Evaluation dates** | **Start** | **Completion** |
| 20th of June 2023 | 30th of September 2023 |

TABLE OF CONTENTS

[Project and Evaluation Information Details 4](#_Toc145591683)

[List of Acronyms and Abbreviations 6](#_Toc145591684)

[EXECUTIVE SUMMARY 7](#_Toc145591685)

[1. INTRODUCTION 10](#_Toc145591686)

[2. DESCRIPTION OF THE INTERVENTION BEING EVALUATED 12](#_Toc145591687)

[3. EVALUATION SCOPE AND OBJECTIVES 19](#_Toc145591688)

[4. EVALUATION APPROACH AND METHODS 21](#_Toc145591689)

[5. DATA ANALYSIS 26](#_Toc145591690)

[6. FINDINGS 28](#_Toc145591691)

[6.1. Relevance/ Coherence 28](#_Toc145591692)

[6.2. Effectiveness 41](#_Toc145591693)

[6.3. Efficiency 49](#_Toc145591694)

[6.4. Sustainability 59](#_Toc145591695)

[6.5. Impact 71](#_Toc145591696)

[7. CONCLUSIONS 76](#_Toc145591697)

[8. RECOMMENDATIONS 79](#_Toc145591698)

[9. LESSONS LEARNED 81](#_Toc145591699)

[10. GOOD PRACTICES 83](#_Toc145591700)

[11. ANNEXES 84](#_Toc145591701)

[Annex 1. Quantifiable Responses of the Questionnaire for the Final Evaluation of the “Human Rights for Ukraine” Project 84](#_Toc145591702)

[Annex 2. Questionnaire Overview in English 88](#_Toc145591703)

[Annex 3. Questionnaire Overview in Ukrainian 91](#_Toc145591704)

[Annex 4. TOR for the evaluation 94](#_Toc145591705)

[Annex 5. Quality Self-Assessment Table 104](#_Toc145591706)

[Annex 6. Evaluation Matrix 108](#_Toc145591707)

[Annex 7. Sources and Supporting Documents for the Evaluation 118](#_Toc145591708)

[Annex 8. Stakeholder-Based Grouping of Interviewed Individuals and Groups 119](#_Toc145591709)

[Annex 9. Analysis of Evaluation Questions: Addressing the Information Needs of Users Through Detailed Analysis of Main Questions 120](#_Toc145591710)

[Annex 10. Pledge of Commitment to Ethical Conduct in Evaluation 125](#_Toc145591711)

# **List of Acronyms and Abbreviations**

|  |  |
| --- | --- |
| CEDAW | UN Committee on the Elimination of Discrimination against Women |
| CoE | Council of Europe |
| CRSV | Conflict-Related Sexual Violence |
| CSDR | “Civil Society for Enhanced Democracy and Human Rights in Ukraine” Project |
| CSO | Civil Society Organization |
| DIA | “Digital, Inclusive, Accessible (DIA) Support” Project |
| DKK | Danish Kroner |
| DMFA | Danish Ministry of Foreign Affairs |
| ENNHRI | European Network of National Human Rights Institutions |
| FGD | Focus Group Discussions |
| GBA | Gender-based approach |
| GBV | Gender-based violence |
| HIV | Human Immunodeficiency Virus |
| HRBA | Human Rights Based Approach |
| HRBS | Human Rights Baseline Study, Ukraine 2016 |
| HRMMU | UN Human Rights Monitoring Mission in Ukraine |
| IDP | Internally displaced person |
| IMRP | Integrated Monitoring and Reporting Platform |
| KII | Key Informant Interviews |
| MP | Member of Parliament |
| NACS | National Agency on Civil Service |
| NGCA | Non-Government controlled areas |
| NHRI | National Human Rights Institution |
| NHRS | National Human Rights Strategy |
| NPM | National Preventive Mechanism |
| OHCHR | Office of the High Commissioner for Human Rights |
| OO | Ukrainian Ombudsperson’s Office |
| PwD | Persons with Disabilities |
| RPA | Responsible Party Agreement |
| SDG | Sustainable Development Goals |
| SIDA | Swedish International Development Cooperation Agency |
| ToC | Theory of Change |
| UNDP | United Nations Development Programme |
| UNFPA | United Nations Population Fund |
| UNRPP | UN Recovery and Peace Building Programme |
| UPR | Universal Periodic Review |
| USD | United States Dollar |

# **EXECUTIVE SUMMARY**

**Description of the Intervention Evaluated**

The “Human Rights for Ukraine” Project represents a development intervention aimed at strengthening the human rights landscape in Ukraine. The initiative emerges against a backdrop of considerable challenges, including political instability, armed conflict, systemic corruption, and weakened public trust in institutions. These factors have often resulted in the marginalization of human rights considerations in favor of security and political expediencies.

The overarching aim of the Project is to strengthen the capacities of national actors to effectively promote and protect human rights, particularly focusing on vulnerable and conflict-affected groups. The initiative incorporates the innovative Ombudsman Plus model and works on a multifaceted expected results framework, strategically aligned with key national and international development frameworks.

The project comprises six key outputs, ranging from capacity-building of the Ombudsperson's Office network to enhancing data collection, raising human rights awareness, and strengthening the knowledge and skills of key stakeholders to address human rights challenges, especially in conflict-affected regions.

The Project has a total budget allocation of USD 4,573,317 over five years and a diverse human resources architecture that includes roles such as Human Rights Team Lead, Human Rights Specialist, Knowledge Management, and Communication Specialist, among others. Additional support has been secured from UNDP's shared service team for quality assurance, monitoring and evaluation, procurement, and other functions.

The intervention functioned within a highly complex and dynamic environment marked by sociopolitical volatility, economic strains, and an evolving security landscape, intensified by the ongoing COVID-19 pandemic and the Russian military aggression against Ukraine. These factors have necessitated adaptive strategies and a flexible approach to implementation.

**Purpose and Objectives of the Evaluation**

The primary purpose of this evaluation is to conduct a comprehensive assessment of the “Human Rights for Ukraine” Project after five years of implementation. The evaluation seeks to summarize key outcomes, identify lessons learned, and outline best practices to inform future adaptations, programming, and policymaking efforts. The recommendations generated from this evaluation will specifically contribute to the forthcoming “Democratization and Human Rights 2023-2026” Project under the aegis of the United Nations Development Programme (UNDP).

The main objectives of the evaluation are:

* To assess the degree to which the Project's objectives have been met, employing six OECD/DAC criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.
* To identify lessons learned and best practices to guide future human rights initiatives.
* To provide actionable recommendations for UNDP's next phase of the Human Rights Programme.

**Brief Description of the Evaluation Approach and Methods**

The evaluation employed a non-experimental design adapted to the context of the HR4U Project. Methodological flexibility was integrated to allow adaptability in generating actionable findings, aligned with UNDP's system of tracking recommendations through Management Response.

Data Sources and Collection

* + Document Review: A thorough analysis of 588 documents, both internal and public, was conducted to understand project design, performance, and overal implementation trends. The list of materials included a range of documents such as internal memos, meeting minutes, and other types of institutional and project-specific documentation that contributed to the comprehensiveness of the evaluation. To note, the list of sources in Annex 7 is not exhaustive and it includes a representation of key documents that substantively contributed to the evaluation, and it is part of a larger set of 588 documents that were reviewed.
  + Key Informant Interviews (KII): Interviews with 11 key stakeholders provided qualitative insights, especially crucial due to the absence of field visits.
  + Focus Group Discussions (FGD): Four FGDs with the project team and other stakeholders helped to evaluate the project's impacts and effectiveness.
  + Remote Sensing and Secondary Data Analysis: This supplemented the primary data by providing quantitative evidence, compensating for the lack of field visits.
  + Questionnaires: Semi-structured and closed questions were disseminated to 25 individuals, receiving 18 responses, to gauge various facets of project implementation.
  + Observation: Defined parameters enabled a non-intrusive examination of ground-level project dynamics.
  + Stakeholder Analysis: Categorized into three key groups to facilitate targeted data collection and analysis.
  + Reiterative Document Review: Used for cross-verification and contextualization of findings.
  + Gender Mainstreaming: Ensured through significant participation of women in KII and FGDs, and the incorporation of gender-related questions.

Addressing Methodological Limitations

* Self-reported Data: Mitigated through triangulation and methodological rigor.
* Remote Nature of Evaluation: Addressed by integrating and triangulating various data sources.

Ethical Considerations

The evaluation adhered to the United Nations Evaluation Group's (UNEG) Ethical Guidelines, focusing on informed consent, confidentiality, information protection, harm avoidance, cultural sensitivity, transparency, accountability, and alignment with human rights principles.

**Summary of Principal Findings**

Relevance and Coherence:

* High alignment with national and international frameworks, including SDGs 5, 10, and 16.
* Notable strategic alignment and multi-stakeholder collaboration, especially with the Council of Europe and UN agencies.
* Robust attention to vulnerable populations and gender issues, backed by specific strategies and audits.
* Exceptional adaptability to rapidly changing contexts such as security conditions and the COVID-19 pandemic.

Effectiveness:

* Achievement of primary objectives, evidenced by robust multi-stakeholder engagement and performance indicators.
* Encountered external challenges, but demonstrated remarkable resilience, as evidenced by a high level of national ownership and sustainability.

Efficiency:

* High Project Delivery Rate of 86% and effective resource utilization.
* Strong focus on human rights and gender-sensitive approaches.
* Resilience to unforeseen challenges and successful leveraging of partnerships for resource mobilization.

Sustainability:

* Long-term viability demonstrated through strategic repositioning and exist strategy.
* Risks such as staff retention and financial instability are recognized, necessitating risk mitigation strategies.

Impact:

* Measurable advancements in public perception of human rights and institutional capacity.
* Tangible gains at both policy and grassroots levels, including increased public trust and efficacy of human rights institutions.

**Summary of Conclusions**

The “Human Rights for Ukraine” Project is highly relevant and coherent, fulfilling both national and international commitments. It demonstrates high degree of adaptability and strategic foresight, making it an indispensable initiative for the human rights landscape in Ukraine. The project largely achieved its intended outcomes, despite unforeseen challenges. Its resilience and high level of national ownership ensure its ongoing impact and sustainability. Efficiency metrics indicate that the project has successfully steered operational challenges, including resource utilization and adaptability, to achieve its objectives with financial integrity and stakeholder satisfaction. There is robust evidence of the project's sustainability, though some areas require further attention. The project's impact is broad and sustainable, offering both tangible and intangible gains to a range of stakeholders.

**Summary of Recommendations**

Firstly, there is a further need to *strengthen and expand regional outreach*. The project’s initiative to decentralize the Ombudsperson’s Office by establishing regional offices has been a commendable advancement. This activity has effectively broadened the project's reach and showcased a deep resonance with the human rights needs and concerns at local level. As for the future interventions, it is essential to earmark sufficient assistance for the operational costs of these regional offices.

Secondly, the ongoing armed conflict in Ukraine has brought to light the importance to further *boost institutional capacities in war and post-conflict settings*. The HR4U project has already exhibited tenacity by strengthening the Ombudsperson's Office in dealing with human rights challenges specific to these turbulent settings. There is an evident opportunity, and indeed necessity, to augment these efforts further.

Lastly, the role of Civil Society Organizations has been identified as paramount, necessitating further *enhancement of CSO engagement for future project effectiveness*. CSOs have been instrumental in the project's achievements, bringing a needs-based approach to the forefront and ensuring alignment with national and local goals. In future projects, early involvement of CSOs from the conceptualization phase will foster targeted and responsive designs.

1. **INTRODUCTION**

**Rationale of the Evaluation**

The overarching purpose of this evaluation is to undertake a comprehensive assessment of the “Human Rights for Ukraine” Project, implemented over a span of five years. The primary aim is to discern the degree to which the project has achieved its planned objectives, with a particular focus on key results, lessons learned, best practices, and recommendations. The assessment will inform the strategic development and operational design for the subsequent phase of UNDP's Human Rights Programme, specifically the “Democratization and Human Rights 2023-2026” Project.

The timing for this evaluation is both strategic and opportune, as it aligns with the conclusion of the HR4U Project. The timing enables the UNDP to reflect on the project's successes and challenges while providing actionable insights that can be integrated into the next phase of human rights programming.

The scope of the evaluation is comprehensive, embracing a multi-dimensional investigation grounded in the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability. These criteria provide a robust normative framework for conducting an evaluative study, guided by OECD/DAC principles, to ensure both quality and utility. In accordance with these principles, the evaluation has been tailored to meet the needs of relevant stakeholders and align with the context in which the project was implemented.

The evaluation questions, thoroughly outlined in the Terms of Reference, encompass a wide range of thematic areas such as the project's alignment with national priorities, its effectiveness in meeting its objectives, its efficiency in resource utilization, and its contributions to sustainability and long-term impact. The questions also reflect a strong commitment to gender mainstreaming and human rights-based approaches, particularly focusing on vulnerable groups, national ownership, and capacity-building of national human rights institutions.

**Identification of the Primary Audience**

The primary audience for the evaluation of the “Human Rights for Ukraine” Project includes multiple stakeholders involved in human rights programming and policy-making:

* United Nations Development Programme (UNDP) Leadership and Project Management Teams: The objective is to inform the strategic development of UNDP's future Human Rights Programme, with a particular focus on the "Democratization and Human Rights 2023-2026" Project.
* Governmental Institutions and Policymakers: The evaluation aims to offer insights into how the HR4U Project aligns with national human rights priorities and policies, thereby aiding in informed policy decisions.
* Donor: The purpose is to provide empirical evidence of the effectiveness, efficiency, and impact of the HR4U Project, which will be an important factor in future funding decisions.
* National Human Rights Institution and Civil Society Organizations: The goal is to guide their human rights advocacy and capacity-building initiatives more effectively.
* Vulnerable Groups and Gender-Focused Organizations: The objective is to ensure that the unique needs and perspectives of these populations are met in future human rights programming.

**Introduction to Report Structure**

The structure of this report has been thoughtfully designed in correspondence with the UNDP Evaluation Guidelines to provide a comprehensive, evidence-based assessment. It aims to align the purposes of the evaluation with the information needs of the intended users, facilitating actionable insights and data-driven decision-making.

The report is organized as follows:

* Project and Evaluation Information Details: Provides background and contextual information.
* List of Acronyms and Abbreviations: Explains acronyms and abbreviations used throughout the report.
* Executive Summary: Captures key aspects of the evaluation approach and methods, and summarizes principal findings, conclusions, and recommendations.
* Introduction: Highlights the purpose and focus of the evaluation.
* Description of the Intervention Being Evaluated: Provides an overview of the HR4U project, its objectives, and key stakeholders.
* Evaluation Scope and Objectives: Details the limitations and focal points of the evaluation.
* Evaluation Approach and Methods: Explains the methodology, data sources, and analytical tools.
* Data Analysis: Presents the data collected and methodologies used in its analysis.
* Findings: Breaks down the evaluation into core thematic areas, specifically addressing Relevance/Coherence, Effectiveness, Efficiency, Sustainability, and Impact.
* Conclusions: Synthesizes key findings into actionable conclusions.
* Recommendations: Offers guidance for future action based on the findings and conclusions.
* Lessons Learned: Documents important insights collected from the project that may inform future interventions.
* Good Practices: Identifies effective strategies and approaches that emerged from the project.
* Annexes: Incorporates supplementary material such as Terms of Reference, questionnaires, Evaluation Matrix, and other supporting documentation.

In sum, this evaluation aims to be an analytical instrument for multi-dimensional learning, decision-making, and forward-looking planning in the field of human rights and democratization in Ukraine. By focusing on key evaluation criteria this exercise is designed to provide stakeholders at all levels – from UNDP leadership to national policymakers, donors, and civil society – with empirical evidence and actionable insights. It endeavors to be not just an assessment of past activities but a blueprint for future initiatives, especially for the next phase of UNDP's Human Rights Programms and upcoming phase of the HR4U Project.

# **DESCRIPTION OF THE INTERVENTION BEING EVALUATED**

**Intervention Overview: Object, Beneficiaries, and Targeted Issues**

The “Human Rights for Ukraine” Project focuses on addressing the complex challenges pertaining to human rights in Ukraine. In line with the UNDP Country Programme Document 2018-2022, the Project aims to reinforce democratic principles, the rule of law, accountability, and sustainable human development. It emphasizes collaboration with the Ombudsperson's Office (OO) to foster equitable and non-discriminatory realization of human rights and to improve accessibility to justice, especially for vulnerable groups.

Despite significant efforts since the 'Revolution of Dignity' in 2014, the country's progress has been impeded by political instability, the ongoing armed conflict in the east, entrenched corruption, low levels of public trust in law enforcement and judiciary, and the overriding of human rights considerations by security needs and political agendas. [[1]](#footnote-1)

The OO stands as a key player in human rights reform with an extensive mandate that spans every public institution without exception. It plays a leading role in overseeing the country's adherence to international human rights commitments and the UN Universal Periodic Review. The Ombudsman has been vested with numerous new mandates since 2012, encompassing areas like public information access, personal data protection, discrimination prevention, and the operation of the National Preventive Mechanism (NPM).

The project also includes the innovative Ombudsman Plus model, which has proven to be effective in implementing mandates through civic engagement and the creation of expert councils.

The Project Document delineates multiple issues for the undertaking:

* Human Rights Challenges within the Scope of the Reform Agenda

*Weak political will slows down reform agenda:* Following the 'Revolution of Dignity', Ukraine initiated several pivotal reforms in areas critical to human rights, such as judicial reform, anti-corruption agencies, public service, education, health, decentralization, and others. Despite significant achievements, many reforms remained uncompleted.

In the context of Ukraine's 3rd cycle of the Universal Periodic Review (UPR) in November 2017, Human Rights Council members assessed the country's progress over the last 4.5 years. Member States lauded Ukraine for beginning reform work post-Maidan protests, especially in eradicating corruption and ratifying various international instruments. Concerns were expressed about attacks on anti-corruption and human rights activists, and an urgent call was made for ratification of the Istanbul Convention, particularly considering Gender-Based Violence (GBV) challenges in conflict areas.

Moreover, the Universal Periodic Review (UPR) mechanism has reaffirmed the substantial role of the National Human Rights Strategy, which was ratified in 2015. This all-encompassing Strategy, spanning a five-year duration, in conjunction with the associated Action Plan, centers its efforts on tackling fundamental human rights challenges at a systemic level.

*Lack of transparency of public institutions:* The post-Soviet legacy's challenges include a closed bureaucratic system, requiring consistent and transformative reforms. Although substantial steps have been taken towards transparency and good governance, corruption remains an impediment to reform, especially at the local level. The 'Revolution of Dignity' brought significant changes towards transparency, and the OO mandate since 2012 on access to public information, reduced corruption opportunities and fostered public trust.

*Consequences of the ongoing decentralization reform: economic and social rights are insufficiently reflected in the process:* The decentralization process has been prioritized since 2014, with substantial progress in fiscal decentralization. However, the fragmentary implementation has led to disruptions and inadequate protection of human rights. The OO's monitoring has shown that decentralization has not yet brought tangible positive changes and has affected vulnerable population groups negatively.

*Gender-blindness of reform agenda:* The broader reform agenda, including decentralization and local governance reforms, does not reflect gender equality. Local authorities often lack understanding of women's rights and gender equality. A 2016 report by a coalition of partner CSOs to the UN Committee on the Elimination of Discrimination against Women (CEDAW) emphasized the absence of gender experts in major reform fields. The Sustainable Development Goals (SDG) Baseline Report identified strong gender stereotypes, leading to unequal distribution of unpaid work, a persistent gender wage gap, and low women's political representation.

* A continuing and growing trend of violations of social and economic rights

Ukraine recorded economic growth in 2017, but the situation regarding social and economic rights remains dire. Inefficiencies in the employment and social benefit systems have led to more than half of the population living below the poverty line, and nearly 40% relying on social payments. The Ombudsperson's Office reports have documented a rising trend in complaints concerning economic and social rights, with dissatisfaction expressed at all government levels. Factors like armed conflict, economic decline, and gender imbalances in income opportunities have further strained living standards, especially in eastern and rural Ukraine. The decline in well-being risks undermining social cohesion and trust in government, highlighting the need for targeted reforms, community empowerment, and effective service provision to ensure a sustainable future in Ukraine.

* Implications of the continued armed conflict in Eastern Ukraine on human rights

*Ongoing conflict as an “open door” for human rights violations:* The ongoing conflict[[2]](#footnote-2) has directly affected over 4 million people, leading to increased human rights violations, mine contamination, disability, HIV prevalence, and mental health issues. Challenges include large-scale displacement, labor migration, economic hardship, and human rights violations, requiring interventions in monitoring, knowledge enhancement, and mediation skills.

*Gender-Based Violence (GBV):* The conflict has raised the risk of GBV, including sexual violence and trafficking. IDP women are especially vulnerable. The Ombudsperson’s mandate, in cooperation with UN Women, aims to address these issues through awareness, capacity building, and legislative amendments.

*Othering, intolerance and 'justification' of war crimes by citizens and public officials:* Human rights abuses continue to be overshadowed by security needs. Surveys indicate a societal acceptance of war crimes and human rights restrictions for those with differing political views.

*Social Cohesion:* The conflict has eroded social cohesion and trust in state institutions across Ukraine, highlighting pre-conflict fragility. Factors influencing social cohesion are monitored through the UN Social Cohesion and Reconciliation Index (SCORE). Surveys indicate that insecurity in conflict areas is now more related to livelihoods than violent crimes.

* Poor human rights awareness and legal culture, low trust in authorities

NHRS results reveal sporadic human rights awareness in Ukraine, leaving many uninformed.

HRBS data shows that 41% of Ukrainians actively defend violated rights. Public trust in protection mechanisms is low, favoring media, ECHR, and friends/family. Communication gaps hinder the implementation of international agreements, demanding effective messaging for rights protection.

**Analysis of Expected Results, Strategies, and Key Assumptions in Change Theory**

***Expected Results Framework***

The Project's overall goal is to promote human rights by strengthening the capacities of the national actors to effectively promote, protect, and observe human rights and integrate HRBA into the national and local policies all over Ukraine including conflict areas.

The key intended outcome of the Project is the following: By 2023, men and women, girls and boys enjoy improved protection and promotion of their rights, especially economic and social rights in the context of decentralization, in all regions of Ukraine, including vulnerable rural and conflict-affected areas.

The key features of the project design emphasize the expansion of the Ombudsperson's work beyond Kyiv, strengthening local authorities, focusing on conflict-affected areas and the needs of IDPs, integrating HRBA and GBA into the reform agenda, and prioritizing the rights and protection needs of women.

***Implementation Strategies:***

The analysis of the Project Document delineated the subsequent implementation approaches of the intervention:

* Alignment with Key Strategies: Includes alignment with the Strategic Framework for the Danish Neighborhood Programme, Government of Ukraine – United Nations Partnership Framework, and UNDP Country Programme Document.
* Engagement with Key Partners: Collaborating with Ukrainian institutions, human rights organizations, the Ombudsperson, and other stakeholders.
* Incorporation of HRBA Principles: Principles of non-discrimination, participation and inclusion, transparency, and accountability are foundational to all project activities.
* Learning from Past Experiences: Building upon lessons from previous support and engagement, including the success of the Ombudsman Plus’s model and the strengthening of the OO's regional presence.
* Evidence-Based Approach: Utilizing external and internal sources for evidence-based project planning and design.

***Key Assumptions Underlying the Theory of Change***

The Theory of Change revolves around the empowerment of key human rights actors in Ukraine, including the Ombudsperson's Office and CSO partners, considering the following assumptions:

* Rights of Vulnerable Groups: Acknowledging the continuous effect on rights due to the ongoing conflict and economic implications.
* Political Will and Prioritization: Recognizing the challenges of low political will to promote human rights and the tendency to prioritize security and economic issues.
* Integration of HRBA and Gender Equality[[3]](#footnote-3): Identifying gaps in current reforms and the need for better integration of human rights-based approaches.
* Knowledge and Awareness: Addressing the low levels of human rights understanding among the general population and duty-bearers.
* Data and Information Availability: Emphasizing the importance of reliable and disaggregated data for addressing human rights violations.
* Post-Conflict Environment: Recognizing the lack of vision and strategy for regulatory frameworks in the post-conflict setting.

The intervention’s ToC posits that empowering and equipping key agents with the necessary knowledge, systems, political will, and commitment will lead to better protection and safeguarding of human rights for all persons in Ukraine.

**Intervention Scale**

The Project’s interventions are organized under 6 key outputs:

*Output 1: Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men, and vulnerable groups at the local level, especially in rural areas.*

The Project Document emphasizes the benefits of the previous support to the OO (2015-2018) and it emphasizes the need for further reinforcement, by focusing on three main strategic directions:

* Geographical Expansion and Professional Strengthening: The OO regional network necessitates further fortification, including enhanced collaboration with civil society. The goal is to extend coverage to remote and rural areas and foster improved working relations with local communities. This encompasses the establishment of local communities of monitors, experts, and human rights defenders, enabling them to supply the OO and other stakeholders with regular monitoring data and local situation analysis.
* Operational Capacity Enhancement: Appropriate operational capacities, including a digital information management system, are paramount for the OO and its regional network. Such provisions are envisioned to facilitate safe, effective, and efficient communication with constituents and regional offices. The inclusion of feedback mechanisms for rapid assessment of assistance effectiveness is also suggested.
* Citizens' Field Consultations System Establishment: The Project Document calls for regular field consultations through the OO regional network and CSO partners, emphasizing remote consultations in conflict-affected and GBV victim-concentrated areas. The development of formalized mechanisms to reach out to those in NGCAs and the creation of a comprehensive guide for rights-holders to address and prevent conflict-related violations are also highlighted.

*Output 2:* The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age, and vulnerabilities.

The Project Document elucidates the need for objective mapping of human rights risks and challenges across the country, highlighting the importance of identifying gaps in the decentralization process. The components for intervention include a systemic methodology, a network of monitors for comprehensive surveillance, and gender and vulnerability disaggregated data management. Key elements also include tailoring the human rights monitoring system to specific target groups such as IDPs, perpetrators, and survivors. Special considerations are necessary for reaching conflict-affected populations, including strengthening the capacities of the OO and its regional partners, particularly in handling GBV issues.

The suggested solutions and activities are as follows:

* Development of Human Rights Monitoring Methodologies/Toolkits: Focus on economic and social rights, and identification of specific needs of vulnerable groups. This will aid in establishing a system for regular data collection on human rights challenges, utilizing technology to encompass remote areas.
* Strengthening Analytical Capacities: Enhance the abilities of the OO, regional network, civic monitors, and CSO partners to generate evidence-based products. This includes recommendations, reports, briefs, and other analytical materials to be promoted at the local level.
* Development/Adaptation of Monitoring Tools: Design or adapt tools to identify conflict-related human rights violations, including GBV, and gather impartial and independent data on these issues, leveraging resources within the humanitarian community.

*Output 3:* The OO, CSO partners, and human rights journalists are able to effectively promote awareness of human rights.

The Project Document underlines the importance of fostering human rights awareness and mechanisms of protection, particularly among vulnerable, marginalized groups, youth, and conflict-related internally displaced persons (IDPs).

The suggested solutions and activities encompass:

* Strengthening Communication Capacities: This involves enhancing the capacities of the OO, CSO partners, and the institution with reliable data to create evidence-based advocacy and awareness campaigns.
* Raising Awareness of Human Rights: The focus is on the promotion of human rights awareness at both the national and regional levels.
* Fostering Cooperation with Journalists: The intention is to integrate the Human Rights-Based Approach (HRBA) into journalistic practices, thereby mainstreaming values of diversity and tolerance.

*Output 4:* The OO and CSO partners are enhanced for proactive knowledge and skills in the use of international human rights instruments and advocacy for relevant changes in the human rights agenda of Ukraine.

Key solutions and activities include:

* External Awareness Building: Engaging with the international community, multilateral organizations, international CSOs, and bilateral partners is crucial. This engagement will involve the creative and participatory dissemination of information on human rights challenges, violations, and successes. It also encompasses providing impartial and objective data on Ukraine's compliance with international human rights obligations.
* National Advocacy Support: Supporting advocacy at the national level is vital for implementing international commitments.

*Output 5:* Capacity of duty-bearers, OO, and CSOs to provide effective input into the integration of HRBA into the decentralization process with a focus on social and economic rights.

The Project Document emphasizes the urgent need to establish close working relations with local authorities and Civil Society Organizations (CSOs) to raise awareness of human rights and accountability and support the integration of Human Rights-Based Approach (HRBA) and Gender-Based Approach (GBA) principles in public administration.

Suggested solutions and activities include:

* Enhancing Human Rights Capacity: Strengthening the capacity of key actors at local levels responsible for policy and administrative services, through the inclusion of HRBA approaches.
* Supporting Parliament's Role: Facilitating an effective role of Parliament and relevant bodies, providing guidance for HRBA in legislative and peace-building processes, and promoting balance between security and human rights, especially at local levels.
* Raising Awareness and Training: Developing training programs for duty-bearers at national and local levels, ensuring transparency, and backing these initiatives through monitoring and advocacy.

*Output 6:* The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict-related human rights challenges strengthened.

The Project Document emphasizes the urgent need to bolster human rights awareness considering security needs and the challenges faced in the post-conflict environment. It acknowledges the prevalent low levels of trust in institutions and the resulting social tensions, exacerbated by military action justification and high intolerance.

To address these issues, the following solutions are proposed:

* Capacity Building and Training: The development and delivery of training packages and workshops targeted at human rights dispute mediators, local authorities, and service providers. These initiatives aim to enhance understanding and handling of conflict and post-conflict settlement and other related human rights challenges.
* Institutional Strengthening: Building the professional capacities of the OO's and relevant CSO partners are presented as vital. There should be training on international best practices to create suitable measures, guidance, and recommendations for a peace-building process based on human rights principles.
* Awareness and Mediation Measures: The implementation of appropriate measures across the entire territory of Ukraine, not limited to the East.

The Project Document identifies the entire population of Ukraine as beneficiaries, with a specific focus on vulnerable groups and individuals impacted by the ongoing conflict in the eastern region. Key stakeholders encompass the Office of the Ombudsperson, governmental entities, civil society organizations, local authorities, and international entities dedicated to human rights.

**Assessment of Total Resources**

***Human Resources***

The HR4U Project included a comprehensive human resource infrastructure for effective implementation. The core project team consisted of the following positions:

* Human Rights Team Lead/Project Coordinator (HRTL, SB5): Responsible for overall project management, including outputs, budgeting, and coordination with project partners.
* Human Rights Specialist (HRS, SB4): Analytics on human rights and capacity-building, overseeing educational aspects and quality assessments.
* Knowledge Management and Communication Specialist (KMCS, SB4): Management of information dissemination, public relations, and reporting activities.
* Regional Network Officer (RNO, SB3): Support and coordination of regional networks, facilitating dialogue with local governments and communities.
* Project Associate (SB3): Administrative and operational aspects, including financial and procurement management.
* Driver-Clerk/Clerk (PD/C, SB2): Transport and operational support.

Additional support was leveraged from UNDP's shared service team, which contributed part-time resources for coordination, quality assurance, monitoring and evaluation, procurement, financial management, and human resources services. Specifically, these roles included a Portfolio Manager (15% staff time), Program Analyst for Governance (20% staff time), Program M&E Associate (25% staff time), Procurement Associate (30% staff time), Financial Management Services (30% staff time), and a Human Resources Associate (25% staff time).

***Financial Resources***

The HR4U Project operated with a total budget allocation of USD 4,573,317. This financial plan covered the outputs presented above in this report, each aimed at addressing specific objectives.

*Output 1.* Total: USD 972,503; Yearly allocations: USD 168,500 (Y1), USD 276,003 (Y2), USD 176,000 (Y3-5). This output received the largest budget allocation and was primarily directed towards building the capacity of the OO's network of CSO and civic human rights monitors.

*Output 2.* Total: USD 585,000; Yearly Allocations: USD 113,000 (Y1), USD 128,000 (Y2-3), USD 108,000 (Y4-5). A significant budget amount was allocated for enhancing data collection capabilities that were disaggregated by gender, age, and vulnerabilities.

*Output 3.* Total: USD 769,352; Yearly allocations: USD 171,300 (Y1), USD 193,300 (Y2), USD 116,300 (Y3), USD 115,587 (Y4), USD 172,865 (Y5). This output aimed at empowering the OO, CSO partners, and human rights journalists in raising public awareness about human rights.

*Output 4*. Total: USD 378,125; Yearly allocations: USD 75,625. The budget for this output was aimed at enhancing the OO's and CSO partners’ abilities in utilizing international human rights instruments for advocacy and legislative changes.

*Output 5.* Total: USD 713,000; Yearly allocations: USD 132,000 (Y1), USD 147,000 (Y2), USD 182,000 (Y3), USD 135,000 (Y4), USD 117,000 (Y5). The focus of this output was on improving the ability of duty-bearers, OO, and CSOs to integrate Human Rights-Based Approaches (HRBA) into decentralization processes, particularly concerning social and economic rights.

*Output 6.* Total: USD 623,310; Yearly allocations: USD 108,060 (Y1), USD 114,060 (Y2-3), USD 143,560 (Y4-5). This output was geared towards enhancing knowledge and skills to address human rights challenges that arose due to conflicts.

A specific budget line was set aside for evaluation activities at the end of the fifth year. The budget also included staff management costs and General Management Support costs.

**Contextual Analysis of the Intervention Landscape**

The HR4U project operated within a complex environment influenced by various social, political, economic, and institutional dynamics.

*Social Factors:* The COVID-19 pandemic disrupted social structures and imposed numerous vulnerabilities on the targeted communities. The lockdown measures, although necessary for public health, stalled community engagement efforts and exacerbated vulnerabilities among beneficiaries. Despite these hurdles, the crisis did facilitate more rapid adoption of digital platforms for social engagement and human rights awareness.

*Political Factors:* The political climate was unstable, marked notably by presidential and parliamentary elections that led to shifts in policy and power dynamics. Frequent changes in the OO during the project's timeline complicated the implementation of planned activities.

*Economic Factors:* The economic consequences of the lockdown were far-reaching, impacting funding and stakeholder commitment while reducing the economic capacities of the beneficiaries. The onset of adaptive quarantine, however, provided some economic relief and the prospect of new funding streams.

*Institutional Factors:* Institutions were severely strained not only by the pandemic but also by the onset of the full-scale war following the Russian military invasion of Ukraine. These disruptions necessitated a comprehensive reevaluation and realignment of the project's initial work plan.

*Security Landscape:* The full-scale war dramatically altered the project’s context and methodologies, causing an immediate shift in priorities and necessitating urgent staff relocations. The conflict rendered the execution of numerous planned activities unfeasible and mandated a careful reevaluation of priority activities and approaches. Accessibility to project sites became highly restricted due to conflict zones, diverting resources and focus from the original project objectives.

1. **EVALUATION SCOPE AND OBJECTIVES**

**Evaluation Scope and Objectives**

The principal objective of this assignment is to conduct the final evaluation of five years of HR4U implementation to assess the degree to which the project objectives have been achieved. This evaluation summarizes the key results, lessons learned, and best practices to contribute to future adaptation, programming, policymaking, and overall organizational learning. Recommendations presented in the report aim to contribute to the next phase of UNDP's Human Rights Programme, specifically the “Democratization and Human Rights 2023-2026” Project.

Identification of lessons learned, and best practices constitutes a key component of this evaluation. UNDP seeks to comprehend what has functioned well, what has not been successful, what is sustainable, and which pathways, and interventions are likely to exert the greatest impact and effectively promote human rights initiatives in the future.

**Evaluation Criteria: Definition and Rationale for Selection**

The evaluation employed the six revised evaluation criteria OECD/DAC relevance, coherence, effectiveness, efficiency, impact, and sustainability – and two principles for their use. These criteria provide a normative framework upon which evaluative judgments are made. The application of these criteria was employed by the two principles put forward by OECD/DAC:

* Principle One: The criteria are applied thoughtfully to support high-quality, useful evaluation. The comprehension of these factors is contingent upon contextualization, which entails considering the evaluation's context, the evaluated intervention, and the engaged stakeholders. The evaluation questions and the intended answers inform how the criteria are specifically interpreted and analyzed.
* Principle Two: The use of the criteria depends on the purpose of the evaluation. The criteria were not applied mechanistically. Instead, they covered the needs of the relevant stakeholders and the context of the evaluation.[[4]](#footnote-4)

The six evaluation criteria explained per OECD/DAC recommendations[[5]](#footnote-5) as follows:

* *Relevance:* Evaluating relevance helps to understand if the intervention is doing the right thing. It allows evaluators to assess how an intervention's goals and implementation are aligned with beneficiary and stakeholder needs, and the priorities underpinning the intervention. It investigates if target stakeholders view the intervention as useful and valuable.
* *Coherence:* The compatibility of the intervention with other interventions in a country, sector, or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. This includes internal coherence and external coherence. Internal coherence addresses the synergies and interlinkages between the project and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context.
* *Effectiveness:* The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups. Analysis of effectiveness involves taking account of the relative importance of the objectives or results.
* *Efficiency:* The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
* *Impact:* The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.
* *Sustainability:* The extent to which the net benefits of the intervention continue or are likely to continue. Assessing sustainability allows evaluators to determine if an intervention's benefits will last financially, economically, socially, and environmentally.

As for the evaluation questions, their analysis and explanation of how the answer to those questions address the information needs of evaluation users are presented as an annex to the present report. In sum, the evaluation questions in this report serve as a framework to address the diverse information needs of stakeholders, including UNDP and other international partners. These questions delve into various aspects corresponding to the OECD/DAC evaluation criteria. By exploring these dimensions, the evaluation provides a comprehensive understanding of the project's performance, its alignment with objectives, its impact on vulnerable groups and gender issues, resource efficiency, and potential for sustainability. The insights generated by these questions enable informed decision-making, resource allocation, and future planning to enhance project outcomes and align with international standards and priorities.

1. **EVALUATION APPROACH AND METHODS**

**Evaluation approach**

The evaluation design took a non-experimental approach which was tailored to the specifics of the HR4U Project. This design is one of the prevalent approaches in assessing programs, policies, or interventions in various fields, including international development as it does not involve the manipulation of independent variables or the random assignment of subjects to control and treatment groups. It seeks to understand relationships and effects by observing existing variations.

The non-experimental design that was employed in this report was tailored to the evaluation objectives that were presented in the relevant chapter of this report, organizational arrangements, possibilities for data collection in the context of the assignment, availability of data, as well as the evaluation questions that were put forward in the Terms of Reference.

Equally, the methodology incorporated flexibility, meaning that the design that was employed sought to allow for adaptability and responsiveness to findings and it allowed for clear and actionable findings that could be easily translated into improvements (recommendations), especially in the light of UNDP’s system of addressing and tracking the implementation of recommendations put forward as part of evaluations (i.e. Management Response).

**Data Sources and Collection: Identification, Selection Rationale, and Alignment with Evaluation Questions**

*Document Review:* This includedthe extensive analysis of project documentation, policy papers, and relevant reports. A total of 588 documents were examined, including both internal and public records related to the HR4U Project. It should be highlighted that the compilation of sources in Annex 7 is not exhaustive; it showcases a selection of key documents that significantly contributed to the evaluation, forming a segment of a broader collection of 588 documents that were scrutinized. Given the remote nature of the evaluation, this method provided crucial insights into the project's strategies, implementation, outcomes, and compliance with relevant standards and guidelines. The document review was instrumental in addressing questions related to the project's design, performance, effectiveness, efficiency, sustainability, and alignment with international human rights standards.

*Key Informant Interviews (KII):* Conducting in-depth interviews with 11 key informants, comprising project stakeholders, implementing partners, government officials, and subject matter experts. The interviews enriched the qualitative dimension of the evaluation by capturing nuanced insights, expert opinions, and experiential knowledge, especially in the absence of field visits. The KIIs were designed to explore specific issues related to project relevance, responsiveness to human rights needs, barriers to implementation, and strategic decision-making.

*Focus Group Discussions (FGD):* The evaluation comprised 3 focus group discussions with the project team, UNDP relevant staff engaged with the project as well as a group of representatives of the National Agency on Civil Service, in total a number of 8 individuals. The FGDs contributed to exploring project-level impacts, perceptions, and the effectiveness of project interventions. They were essential in understanding how the project addressed the needs and expectations of the diverse stakeholders, and how the interventions aligned with broader human rights objectives.

*Remote Sensing and Secondary Data Analysis:* Utilizing existing datasets, digital platforms, and other secondary sources to triangulate and validate the findings from primary data collection. Given the inability to conduct field visits due to the security situation in Ukraine, this approach provided alternative means to observe, validate, and analyze the ground-level realities and outcomes of the project. This method supplemented the evaluation by providing quantitative evidence on progress and trends over time, assisting in examining the project’s outcomes and impacts.

*Questionnaires:* A set of 16 questions, both semi-structured and closed, were distributed to 25 individuals, including Regional OO and NGO focal points. As a result, 18 forms were received back within the allocated time frame of 10 days for fulfilling the questionnaires.The questionnaire method was aimed at measuring the perception of direct beneficiaries and tackling a broader audience that was essential for understanding various facets of the project. The choice of semi-structured and closed questions ensured accessibility of understanding, eliminating any potential confusion related to evaluation jargon. The questions were directly linked to the core evaluation questions and intended to gauge diverse aspects of the project implementation. The questions were initially prepared in English, validated with the Evaluation Focal Team, then translated into Ukrainian, uploaded on Google Forms, and the link was distributed to the respondents.

*Observation:* The parameters and criteria for observation were meticulously defined, encompassing aspects such as purpose, contextual setting, type of observation, sampling methodology, key data points to be collected, ethical considerations including informed consent and confidentiality, logistical arrangements such as timing and resources, as well as provisions for data coding, validity, reliability, documentation, and stakeholder engagement. Given the remote nature of the evaluation conducted by the evaluator, the observation method was adapted to ensure the integrity and rigor of the evaluative process. In lieu of direct, on-site observation or virtual observation sessions, alternative approaches were employed. These included the analysis of documents, and other relevant data shared by the stakeholders, as well as interactive discussions with project implementers and beneficiaries to glean insights on contextual dynamics and behaviors. This adaptation enabled a non-intrusive examination of project implementation and interactions, contributing to the assessment of ground-level processes, relationships, and outcomes, and adding depth and context to the evaluation findings. The methodological limitations imposed by the remote setting of the evaluation were acknowledged, and measures were taken to mitigate any potential biases and ensure the validity and reliability of the observational data collected.

*Stakeholder Analysis:* The assignment's stakeholder analysis clustered three critical groups: Group 1 - Project; Group 2 - Direct Beneficiaries; and Group 3 - External Actors/Stakeholders. Such categorization ensured a targeted organization of interviews, data collection, and analysis. It also contributed to the triangulation of data collected through KII and FGD.

*Reiterative Document Review:* Following the data collection, a reiterative document review was performed to cross-verify the observational findings, align them with existing information and project documentation, and contextualize the data within the broader objectives and framework of the evaluation.Revisiting and analyzing the documents enabled further verification, triangulation, and contextual understanding of the project.This approach strengthened the accuracy and credibility of the findings, ensuring that the evaluation conclusions were deeply rooted in evidence.

*Gender Mainstreaming:* Gender mainstreaming was ensured through women's participation, constituting 67 % of total interlocutors of the KII and FGD (out of the 18 interlocutors: Group 1: 8 females; Group 2: 3 females; Group 3: 1 female). As for the questionnaire, women represented 78% of respondents. Gender-related questions were incorporated in the interview guides and an overall inclusive approach, considering various perspectives, and enhancing the project's responsiveness to gender equality principles was assured throughout the entire assignment.

Addressing the methodological limitations and outlining the measures taken to alleviate them:

* Self-reported Data: The reliance on self-reported data through interviews, focus groups, and questionnaires can introduce biases and subjectivity, potentially affecting the accuracy of the evaluation findings. The mitigation strategy comprised the utilization of triangulation with other data sources and the application of methodological rigor in designing and conducting interviews and questionnaires which helped ensure validity and reliability.
* Remote Nature of Evaluation: Conducting the evaluation remotely, especially without field visits, may limit the immediacy and richness of the data, potentially affecting the contextual understanding of the project's ground-level realities. However, by employing Remote Sensing and Secondary Data Analysis, alongside other data sources such as Document Review, the evaluation ensured a comprehensive and nuanced understanding. The integration and triangulation of these data sources allowed for a broader perspective that compensated for the absence of direct field engagement.

**Sampling Methodology: Selection, Representativeness, and Limitations**

The evaluation of the HR4U Project employed a purposive sampling approach due to the specific nature of the project and the non-experimental design that guided the evaluation process.

* Sample Size and Characteristics: The sample comprised different stakeholder groups including project staff, government officials, beneficiaries, civil society organizations, and subject matter experts. The selection criteria were based on their direct involvement, expertise, and influence in the project. The sample size was determined by the need to achieve a comprehensive understanding while maintaining manageability for quality data analysis.
* Sample Selection Criteria: The criteria for selecting the sample were explicitly defined to ensure alignment with the evaluation questions and objectives. Key considerations included the relevance, representativeness, and diversity of perspectives to provide a holistic view of the project’s performance.
* Process for Selecting the Sample: The sample was selected purposively, guided by an in-depth understanding of the project's context, goals, and key stakeholders. As random assignment was not feasible in this non-experimental design as the sample selection aimed to capture the variations and complexities inherent to the HR4U Project.
* Comparison and Treatment Groups: Given the non-experimental nature of the evaluation, treatment and control groups were not employed. Instead, comparative analysis was utilized to examine different phases of the project to identify best practices and lessons learned.
* Flexibility and Adaptability: The sampling methodology was designed to allow for flexibility and adaptability, responding to emerging insights and contextual realities. This approach ensured that the evaluation remained both rigorous and responsive, aligning with UNDP’s system of addressing and tracking implementation recommendations.
* Comprehensive Understanding through Multiple Designs: The sampling methodology was integrated with a combination of designs to enhance the robustness of the evaluation. The focus on learning and improvement contributed to an evaluation that adhered to international standards while adapting to the specifics of the HR4U Project.
* Integration with Data Sources: The sample was systematically intertwined with various data sources, including Document Review, Key Informant Interviews, Focus Group Discussions, Remote Sensing, and others. This integration ensured a multidimensional evaluation that adheres to the principles of human rights and gender equality, providing actionable and relevant findings.
* Representativeness and Limitations: While the purposive sampling allowed for detailed insights and specific targeting of relevant stakeholder groups, this aspect may limit the generalizability of the results. The sample’s representativeness was carefully considered to include a wide array of perspectives and experiences, but the absence of a random sample means that the findings may not be universally applicable to the entire target population.

**Criteria and Measures for Evaluating Performance Relative to Evaluation**

The criteria and measures utilized to evaluate performance[[6]](#footnote-6) relative to the evaluation questions were aligned with both national and international standards, particularly those in coherence with UNDP’s policies and principles of human rights and gender equality. Herein, the standards were strategically developed under the following standards:

* OECD/DAC Evaluation Criteria: Guided by the Evaluation Matrix at the inception phase, the evaluation criteria were defined based on the internationally recognized OECD/DAC standards including Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability.
* Key Evaluation Questions, Sub-Questions, and Desired Knowledge Acquisition: Structured around the OECD/DAC criteria, the evaluation questions and sub-questions were tailored to understand the specific dynamics and outcomes of the “Human Rights for Ukraine” Project. The desired knowledge acquisition was articulated to ensure alignment with the project's objectives, strategies, and context.
* Data Sources and Collection Methods: Multiple data sources were identified, and collection methods were employed, encompassing Document Review, Key Informant Interviews, Focus Group Discussions, Remote Sensing, Observation, and more. These tools were meticulously aligned with the evaluation questions to ensure a comprehensive, nuanced understanding.
* Indicators and Success Standards: Specific indicators and success standards were defined, reflecting both quantitative and qualitative dimensions. These were aligned with national or regional indicators, rating scales, and other relevant benchmarks, ensuring coherence with the international human rights framework.
* Methods for Data Analysis: Rigorous methods for data analysis were applied, including both qualitative and quantitative techniques. These methods were attuned to the complex nature of the HR4U Project, ensuring a robust, multidimensional evaluation.
* Stakeholder Grouping: Stakeholder analysis was integrated into the evaluation process, identifying key groups, and ensuring an inclusive, participatory approach. This approach ensured that diverse perspectives were captured, fostering a comprehensive assessment.
* Gender Assessments and Mainstreaming: In alignment with UNDP's commitment to gender equality, gender assessments were incorporated, and mainstreaming was ensured through inclusive participation and targeted evaluation questions.

**Ethical Considerations and Informant Confidentiality Safeguarding**

In undertaking the evaluation of the HR4U, the ethical principles and considerations have been meticulously guided by the United Nations Evaluation Group's (UNEG) Ethical Guidelines for Evaluators. The evaluation adhered to the following ethical considerations:

* Informed Consent: Before each meeting/ interview, the evaluator presented the ethical considerations, confidentiality aspects, and data protection measures. All participants were briefed about the purpose of the evaluation, their role, and the confidentiality of their participation. Their consent was obtained before proceeding.
* Confidentiality and Anonymity: Measures were taken to ensure that the identity and personal details of informants were kept confidential. Individual responses were anonymized and were not attributable to specific individuals.
* Protection of Information: The evaluator handled information collected as part of this evaluation with utmost care. Only the evaluator had access to this information and all documents were securely stored.
* Avoidance of Harm: The evaluation was conducted in a manner that avoided harm to the participants and other stakeholders. This includes both physical harm and potential psychological distress that might arise from the subject matter.
* Cultural Sensitivity: The approach respected the cultural norms and values of the informants and stakeholders involved, ensuring that the questions and methodologies were sensitive to local traditions and customs. Furthermore, in instances where conducting interviews in English was not feasible, meetings were facilitated with the assistance of an interpreter. This approach was employed to enable the participants to effectively communicate in their preferred language.
* Transparency and Integrity: The evaluation was transparent in its design, implementation, and reporting. The findings were reported honestly and without manipulation.
* Accountability: The evaluation was accountable to the beneficiaries, implementing partners, donor, and other stakeholders. This was achieved through a transparent and participatory process that kept the involved parties informed and engaged.
* Alignment with Human Rights Principles: Given the focus on human rights, the evaluation process respected and upheld the principles of human rights and gender equality.

By adhering to these measures, the evaluation ensured the trust and cooperation of the informants, thereby enhancing the reliability and credibility of the findings. In addition, these measures reflect the evaluator's commitment to professionalism, integrity, and the highest standards of international evaluation practice.

**Evaluator’s Background and Expertise**

The evaluator who conducted the “Human Rights for Ukraine” Project's evaluation possesses an extensive background that spans over a decade in the international development sector. Specializing in governance, human rights, and security, the evaluator has worked on multiple projects encompassing various themes, such as leaving no one behind and ending violence against women and girls, including Africa, Asia, Europe, and the Middle East. The evaluator's knowledge of the Ukrainian context provides a unique perspective on the cultural, social, and economic situation of the country. With Post-Doctoral studies on the security situation in the Black Sea Region, a Ph.D. in Constitutional Law, a Master's Degree in Politics, Security, and Integration, and two BA Degrees in Law and International Relations, Political Sciences, and Public Administration, the evaluator's academic achievements have further enriched the capacity to assess projects in line with international best practices, guided by the UNDP evaluation guidelines and the revised six OECD/DAC criteria.

The evaluation process was supported by the Evaluation Focal Team (EFT) from UNDP Ukraine in providing necessary documentation and logistical support, yet by remaining entirely independent, this has allowed the evaluator to exercise flexibility in determining the best approach for data collection and analysis.

The comprehensive background and expertise of the evaluator, combined with a well-structured support mechanism, ensure a robust and credible evaluation aligned with UNDP Evaluation Guidelines.

1. **DATA ANALYSIS**

**Data Analysis Procedures**

The data analysis for the “Human Rights for Ukraine” Project evaluation was conducted through the following stages:

*Preparation and Organization of Data:* The collected data was meticulously prepared, categorized, and organized according to the evaluation questions and aligned with different stakeholder groups (based on the results of the stakeholder analysis). It included the transcription of interviews, coding of questionnaires, and thematic grouping of document review findings.

*Descriptive Analysis:* Utilizing both qualitative and quantitative methods, this phase allowed for understanding the underlying patterns and relationships within the collected data. Descriptive statistics and narrative descriptions were employed to provide an initial interpretation of the project's situation.

*Content Analysis:* The content analysis was performed, especially in analyzing the extensive project documentation. Techniques such as thematic coding were utilized to unravel key insights related to the evaluation questions.

*Mixed Methods Analysis:* The mixed methods facilitated a comprehensive examination by integrating both qualitative and quantitative analyses. The convergence and validation of findings were strengthened by employing diverse data sources and analytical techniques.

*Method Triangulation:* Different methods such as Key Informant Interviews, Focus Group Discussions, and Remote Sensing were used to cross-verify findings. This approach ensured the robustness and reliability of the results, eliminating biases and inconsistencies.

*Data Triangulation:* Data from different stakeholder groups and project phases were compared and analyzed to confirm the findings. This allowed for a more nuanced understanding, factoring in different contexts and perspectives.

*Gender and Social Group Analysis:* Specific attention was given to analyzing the data from the gender perspective. Comparative analysis among men and women ensured that the findings were reflective of the diverse population the project served.

*Identification of Potential Weaknesses and Limitations:* Scrutiny was given to identify potential weaknesses in data analysis, gaps, or limitations. Consideration was provided to their possible influence on interpreting findings and drawing conclusions.

*Validation of Findings:* The data analysis process included various validation steps to confirm the accuracy of the data. This included cross-referencing with existing literature and reiterative document reviews.

*Concluding Analysis:* Finally, the analysis was consolidated to synthesize the main findings, drawing conclusions that are directly linked to the evaluation questions. This stage ensured that the analysis was not only methodologically rigorous but also contextually relevant and aligned with the project's objectives.

**Potential Weaknesses in the Data Analysis**

Some potential weaknesses and limitations applicable to the analysis include:

*Sampling Bias:* The purposive sampling approach, while allowing for specific targeting, may have introduced biases, limiting the generalizability of the findings.

*Remote Data Collection:* The remote nature of some data collection methods might have restricted the depth of understanding in certain areas.

Despite these potential weaknesses, efforts were made throughout the analysis process to mitigate their impact and ensure that the conclusions drawn were valid, reliable, and reflective of the project's complexity.

As a mitigation strategy, a Triangulation Workshop was conducted with the Evaluation Focal Team as a measure to triangulate and validate the findings. During this workshop, multiple data sources and analytical methods were jointly reviewed, compared, and scrutinized. The exercise enabled a collective assessment of how well the different pieces of evidence converged to substantiate the evaluation's conclusions. This collaborative scrutiny ensured that any subjective interpretations, biases, or potential data inconsistencies were actively identified and mitigated, thereby enhancing the robustness and reliability of the evaluation results.

1. **FINDINGS**

## **6.1. Relevance/ Coherence**

**How relevant was the project to the intervention's target groups, including the Government’s needs and priorities?**

*Findings from the data collection from the KII and FGD with the Group 1*

Relevance to the Target Group

* Continuation and Adaptation: The project emerged as a continuation of a previous intervention, taking lessons learned and achievements from the prior project. The shift in focus from OO's regional network to strengthening the capacities of other partners reflects the adaptability of the intervention towards expanding the area of assistance.
  + Institutional Memory: The project served as an “institutional memory” for the OO, providing stability and capacity building with each change of Ombudsperson. This ensured continuity in service and alignment with the evolving needs of the OO.
  + Regional Presence: The creation of regional offices allowed easier access to the OO's services which shows relevance to the local needs of the target groups.

Relevance to the Government’s Needs and Priorities

* + Alignment with Human Rights Agenda: The project aligns with the urgent human rights needs in Ukraine, particularly in the context of war and human rights violations accompanying the war.
  + Institutional Capacity Building: The project played a vital role in strengthening the institutional capacities of the OO's office, the Ministry of Justice, the National Agency for Civil Service, and other entities, making it relevant to the government's focus on human rights enforcement and awareness.
  + Flexibility and Strategic Focus: The project's design allowed for flexibility, which was essential for efficient implementation and responsiveness to emerging needs. The focus on strategic aspects of the policy agenda helped align the project with broader policy priorities.
  + Enhancing Regional Capacities: The project focused on increasing the regional presence and capacities of the OO and providing a certified program for civil servants.
  + Collaboration with Various Authorities: The project's extensive engagement with various governmental agencies such as the Parliament, the Ministry of Justice, the Presidential Administration, and others highlighted its alignment with national priorities and strategies.
  + Support for Key Strategies: Assistance in developing key documents like the EU candidacy questionnaire, Human Rights Strategy, National Barrier-Free Strategy, etc., places the project in line with Ukraine's critical paths and governmental documents.

*Findings from the data collection from the KII with the Group 2*

Perspective of the Relevance to Ombudsman Office

* Institutional Changes: The project was coherent with the significant institutional changes within the OO that occurred through the project implementation. Coordination with the project played a crucial role in this transformation from the perspective of capacity-building of the staff and assuring institutional memory.
* Establishment of Regional Offices: The project’s facilitation in establishing regional offices (except in the occupied areas) has shown alignment with the needs of the OO, leading to fruitful cooperation and increased reach to small settlements and regions.
* Responding to Decentralization: The project’s response to the decentralization process, enabling the establishment of 22 regional offices, reflects its relevance to the current national framework.
* Capacity Building and Knowledge Sharing: Through the project’s experts and coordinators, foundations of human rights knowledge were established among new staff, reflecting a strategic response to a critical need of the OO.
* Model-Based Success: Identification of the project as a model-based success reflects its relevance and alignment with expected assistance by the beneficiaries.
* Support during Budget Reduction: The continued support in light of the reduction of OO's budget allocations during the war, assured proper functionality and operation.
* Increase in Claims Addressed to OO: A 145% increase in claims addressed to OO the respondents tend to attribute to the visibility and support provided by the project.
* Strategic Alignment with Human Rights Framework: The cooperation with the project aligned with the strategic focus on human rights, a topic that remains relevant in the Ukrainian context.
* Progressive Engagement: The project’s phased approach, starting with basic awareness and moving towards access to public information, personal data protection, and training activities, aligns with the Agency’s priorities and needs.
* Capacity Enhancement: The training of public servants and the formation of an Expert Council demonstrates the project's relevance in capacity building and qualification enhancement.
* Alignment with Legal Framework: The project’s support in training for mediation and preparation of human rights reports aligns with new laws on mediation and free legal aid in Ukraine.

*Questionnaires findings:*

To further address this evaluation question, two explorative questions were introduced in the questionnaire[[7]](#footnote-7) that was distributed among the OO and CSO.

The first question was: *“On a scale of 1-10, with 1 being not relevant at all and 10 being extremely relevant, how relevant do you find the project for the human rights landscape in Ukraine? Please provide any additional comments or explanations for your choice.”* The question was designed to ascertain the perceived relevance of the project to the human rights landscape in Ukraine, by employing a Likert scale ranging from 1 to 10, enabling respondents to quantify their perceptions of relevance.

Quantitative Observations

*High Relevance:* An overwhelming majority of respondents, comprising both CSO and representatives of the OO, rated the project's relevance as 10, suggesting strong alignment with the human rights objectives in Ukraine. Only 2 respondents gave a rating of 9.

This shows a high degree of consensus among respondents regarding the project's relevance. There is no significant difference between the ratings provided by the representatives of the civil organization and those of the OO. Both groups perceive the project as highly relevant. There is a unanimous consensus across different age groups and affiliations, suggesting that the project is in alignment with the current needs and challenges of the human rights landscape in the country.

Qualitative Observation

In addition to evaluating the project’s relevance on a scale of 1 to 10, the respondents were also asked to provide provided additional comments or explanations for their choices. A common theme throughout the responses was the acknowledgment of the project's significance in the context of promoting and safeguarding human rights in Ukraine, especially during challenging periods such as armed conflict and the transition to an inclusive and just society. The project’s multi-faceted approach, by fostering human rights awareness among young people, and addressing the needs of vulnerable groups, was highlighted as a crucial component of its relevance.

Respondents emphasized the importance of the role of media and journalism education in raising awareness and the project's focus on assisting marginalized groups like people with disabilities and those seeking refuge abroad. The project's efforts to involve various segments of society, enhance legal awareness, and provide consultation and educational activities were noted as valuable contributions to human rights protection.

The second question was: “*Does the project align with government needs and priorities? a. Yes, b. No c. Partially c. Unsure Please provide any additional comments or explanations for your choice.*” The question was designed to comprehend the alignment of the project with governmental needs and priorities, offering four distinct response options.

Quantitative Observations

An overwhelming consensus among respondents (18 out of 18, representing 100%) suggests that the project is aligned with national needs and priorities. This unanimous agreement among the respondents is a strong indicator of the project's relevance and applicability to the national context.

Qualitative Observations

The respondents were asked to provide additional comments or explanations for their choices. Below are the summary points from the answers:

* Relevance due to European Integration Alignment: The project corresponds to Ukraine’s European Integration alignment. Equally, the project's alignment with European values and Ukraine's decision to follow a European integration path highlight human rights as a significant priority.
* National Human Rights Strategy: The project is in line with Ukraine's National Human Rights Strategy.
* Strategic Priorities of the OO: The fact that the project aligns with the OO priorities on Human Rights further underscores its significance. The Ombudsman's involvement and support strengthen the project's importance.
* Comprehensive Approach: The project takes a comprehensive approach, including research, education, advocacy, and inclusivity.
* Protection During Conflict: Given the ongoing armed conflict and the need to safeguard the rights of vulnerable groups like displaced individuals, children, and military personnel, the project's focus on human rights protection is well-aligned with current needs.
* Regional Presence and Adaptability: The project's presence in various regions, its expertise, and its ability to adapt to new challenges demonstrate its effectiveness in addressing diverse needs.
* Citizen Engagement and Consultations: The project's emphasis on educating citizens to defend their rights within the legal framework and the substantial number of citizen inquiries and consultations underscore its responsiveness to societal requirements.

***Summarizing these data***, based on the comprehensive analysis of the collected data, the “Human Rights for Ukraine” Project can be robustly assessed as highly relevant both to its target groups and to the Government of Ukraine's needs and priorities as follows:

Relevance to Target Groups

* The project emerged as an adaptable continuation of a previous intervention, reflecting a strategic focus on expanding its areas of assistance.
* The project’s role as an “institutional memory” for the Ombudsman's Office ensures continuity and aligns with evolving needs, which adds to its relevance.
* The establishment of regional offices indicates high relevance to local needs, widening access to the OO's services.

Relevance to Government’s Needs and Priorities

* The project aligns with the urgent human rights needs of the country, particularly in the context of ongoing armed conflict.
* Its contribution to institutional capacity building, specifically in the Ombudsman's Office, National Agency for Civil Service, and other entities, aligns the project with the government’s focus on human rights enhancement.
* The project's design embodies flexibility and a strategic focus, enabling it to align with broader policy priorities, including support for key strategies like the EU candidacy questionnaire, Human Rights Strategy, and Recovery Strategy.
* The project is coherent with new laws on mediation and free legal aid in Ukraine.

Questionnaire Findings

* The overwhelmingly high Likert scale scores (most ratings being 10) among both civil organizations and the OO indicate a high level of perceived relevance.
* Qualitative comments underscored the project’s significance in promoting human rights, especially during armed conflict and societal transitions.

In summary, there is a consensus across different stakeholder groups and age demographics that the project is of high relevance. It aligns well with both the immediate needs of its target group and the strategic priorities of the Ukrainian government. Therefore, it can be confidently concluded that the “Human Rights for Ukraine” Project is of high relevance to the intervention's target groups and the Government of Ukraine's needs and priorities.

**To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP Country Programme Document/United Nations Partnerships Framework?[[8]](#footnote-8)**

*Findings from the data collection from the KII and FGD with the Group 1*

Government Policies and Strategies

* Human Rights Strategy: The project was rooted in the National Human Rights Strategy, focusing on vulnerable groups, which signifies alignment with the governmental agenda.
* National Barrier-Free Strategy: The emphasis on this strategy’s alignment corroborates the project's alignment with policies focusing on the inclusion and empowerment of marginalized communities.
* EU Commitments: The reference to Ukraine's commitments to the EU underlines the project's compatibility with international agreements and standards, especially in light of the EU's integration process.

Institutional Coherence

* Needs Assessment Mission: The identification of a need to increase coherence between the Parliament and OO during the needs assessment mission signifies an approach that seeks to enhance institutional synergy.

*Findings from Document Review*

The document analysis of the Project with the United Nations, Sustainable Development Goals,[[9]](#footnote-9), Human Development Report,[[10]](#footnote-10) as well as the UNDP Country Programme Document 2018–2022[[11]](#footnote-11) outlines the following:

SDG 16: Peace, Justice and Strong Institutions

The “Human Rights for Ukraine” Project significantly aligns with both SDG 16 and the objectives outlined in the UNDP Country Programme Document 2018-2022. The project and the Country Programme Document share a common focus on democratization and strengthening democratic institutions, specifically in the areas of accountability and the rule of law. This alignment between HR4U and SDG 16's aims to promote peaceful and inclusive societies, and to build effective, accountable, and inclusive institutions at all levels.

SDG 10: Reduced Inequalities

The project's alignment with SDG 10 is corroborated by its explicit emphasis, as mentioned in the Country Programme Document, on promoting “institutional and policy reforms that foster inclusive and sustainable human development.”[[12]](#footnote-12) The HR4U project aims to advance equitable and non-discriminatory realization of human rights, particularly for vulnerable groups, including those from eastern Ukraine. This initiative dovetails with SDG 10's commitment to reducing inequalities within and among countries.

SDG 5: Gender Equality

Both the Country Programme Document and the HR4U project prioritize gender equality, in alignment with SDG 5. The HR4U's focus on working with the Ombudsperson to improve systems, laws, and policies that advance the equitable and non-discriminatory realization of human rights particularly reaffirms its commitment to gender equality, thereby complementing the objectives of SDG 5.

Strengthening Democratic Institutions

Both the “Human Rights for Ukraine” Project and the Government of Ukraine – United Nations Partnership Framework 2018–2022*[[13]](#footnote-13)* place a strong emphasis on democratic governance and institutional strengthening. The HR4U project focuses on supporting Ukraine's ongoing processes of democratization by strengthening institutions related to human rights. This focus aligns closely with the Partnership Framework's objectives, which aim to bolster democratic governance mechanisms and processes within the country.

Human Rights and Vulnerable Groups

The HR4U project is designed to work closely with the Ombudsperson and other national partners to advance the equitable and non-discriminatory realization of human rights, especially for vulnerable groups, including populations from eastern Ukraine. This focus is congruent with the Partnership Framework's commitment to protect human rights and provide support to vulnerable communities, underlining a shared commitment to social equity and justice.

Rule of Law and Accountability

The Partnership Framework emphasizes the need for comprehensive reforms in the justice sector and aims to strengthen the rule of law. The HR4U project also aligns with this objective by seeking to improve systems, laws, and policies to enhance accountability and promote the rule of law, further validating the harmonious goals of both initiatives.

Inclusive and Sustainable Human Development

The Partnership Framework articulates a commitment to fostering inclusive and sustainable development in Ukraine, and the HR4U project aligns with this commitment by aiming to support institutional and policy reforms that promote inclusive and sustainable human development. Both agendas align in their focus on providing multi-dimensional support that addresses the root causes of social inequities.

Gender Equality

The Partnership Framework incorporates gender equality as one of its pivotal themes, aiming to ensure that gender considerations are integrated across all programs and initiatives. This emphasis complements the HR4U project's commitment to gender equality, as both aim to strengthen systems, laws, and policies that advance equitable and non-discriminatory gender roles and opportunities.

***Summarizing these data***, the “Human Rights for Ukraine” Project exhibits a comprehensive alignment with key governmental policies and strategies, particularly in human rights and the inclusion of marginalized communities. Furthermore, the project is significantly aligned with the UN's Sustainable Development Goals—specifically SDGs 5, 10, and 16, covering peace, justice, reduced inequalities, and gender equality. The alignment is not just with the SDGs but also with the UNDP Country Programme Document 2018–2022 and the United Nations Partnership Framework 2018–2022, both of which share similar focus areas including democratic governance, human rights, and gender equality. In conclusion, the HR4U project is integrally aligned with both national and international frameworks, making it a pivotal initiative in Ukraine's broader development agenda.

**Is there a coherence with other donors’ interventions?**

*Findings from the data collection from the KII and FGD with the Group 1*

* Actors and Support Areas: Several actors are focusing on strengthening human rights institutions, with the Council of Europe (CoE) being prominent. The project maintained regular cooperation with CoE and other donors, including SIDA, which supports CSOs in human rights activities.
* Cooperation and Exchange: The coherence was manifested through collaboration with donors and participation in donor platforms. These platforms allowed the project to exchange information and synchronize activities with the CoE on monitoring issues and with national prevention mechanisms.
* Utilization of Training Programs: The project leveraged training programs developed by other partners to enhance the capacities of regional coordinators, reflecting an alignment of objectives and strategies.
* Coordination Platforms and Collaboration: The project actively participated in existing coordination platforms such as donor meetings and working groups to facilitate information sharing. It also proposed the creation of a donor coordination group, which was subsequently implemented.
* Coordination with UN Agencies and Other Actors: Coordination with other UN agencies occurred through platforms like the UN Human Rights Working Group. Coordination also extended to the EU Advisory Mission, demonstrating a concerted effort across different mandates and areas of human rights support.
* Internal Coherence: UNDP's identification of the project as a focal point for accessing governmental agencies in relation to human rights reinforces its coherence.
* Internal Complementarity: The internal coherence of the intervention was maintained through the inter-portfolio meetings, aligning with other projects that focus on governance and institutional capacities. This was supported by cooperation at different levels, including inter-UN agencies.

*Findings from the data collection from the KII with the Group 2*

* Project Coordination and Framework of Cooperation: The Project’s regional coordinators served as models for OO's cooperation with other projects. The formation of the experts' council as part of the project was presented as a success story, leading to similar models of cooperation with other partners. This fostered a standardized framework for collaboration.

*Observations from the KII with the Group 2*

From the beneficiaries' perspective, the project demonstrated significant coherence with other donors' interventions. Several mechanisms, such as tailored coordination models, alignment with specific focus areas, and trilateral cooperation, reflect a concerted effort to harmonize the project's actions with broader donor strategies. Moreover, the strategic approach of identifying and addressing different types of needs ensures that donor support aligns with the government's priorities and avoids overlaps.

*Findings from the data collection from the KII with the Group 3 (donor)*

* Public Hearing Involving NGOs: In Denmark, a public hearing that involved CSO took place, to discuss and ensure that the project's objectives and activities were coherent with broader priorities and strategies.
* From the donor's perspective, the mechanisms in place, such as the internal program committee and public hearings, underline a structured approach to ensuring coherence with other interventions. Specifically, these mechanisms ensure alignment with national strategies and engage different stakeholders, like CSOs, in the decision-making process. This approach not only ensures that the initiatives are relevant and aligned with Danish strategies but also creates opportunities for dialogue and collaboration with various actors, thereby enhancing the coherence of the project.

*Findings from Document Review*

Analysis of the Project narrative reports starting from mid-2019 to mid-2023 outlined the following findings:

Project Reports Analysis Mid-2019 to End of 2020

* Ombudsperson's Office Collaboration: Traditional support from various donors prompted working meetings to discuss future plans and avoid duplication in areas like freedom of media and human rights standards in Ukraine.
* United Nations Human Rights Working Group: UNDP presented the HR4U project and invited all partners to cooperate, strengthening human rights initiatives.
* HR4U's Cooperation with Various Entities: Collaboration with entities such as CSDR, EU/UNDP Parliamentary Reform Project, and the Ministry for Digital Transformation of Ukraine highlights a synergistic approach to human rights promotion.
* New Partnerships during the COVID-19 Crisis: Collaborations were established to promote human rights-related activities during the pandemic, working with key stakeholders.
  + Participation in ENNHRI Work: Sharing Ukraine’s experience in conflict and post-conflict regulations allowed an exchange of practices on the role of National Human Rights Institutions (NHRIs).
  + Hate Speech Initiative: Participation in discussions led by OHCHR to address hate speech, including online courses for training.
  + Activism Against Gender-Based Violence: Partnership with UN Women to promote human rights values and non-discrimination regarding gender-based violence.
  + Cooperation with the Ministry for Digital Transformation: Innovative solutions for human rights promotion through online educational series.
  + Cooperation with the Office of the First Lady of Ukraine: Promotion of inclusiveness in Ukraine through educational courses.

Project Reports Analysis: Mid-2021 to mid-2023

* + Internal Synergies: Continuous collaboration with various UNDP projects, including the CSDR project, DIA Support project, and UN Recovery and Peacebuilding Programme, has marked a consistent trend.
  + United Nations Agencies Collaboration: Engagement with UN Women, UNFPA, UNICEF, OHCHR, and other agencies has enhanced the effectiveness of human rights initiatives.
  + Engagement with Government Bodies: Collaboration with the Ministry of Digital Transformation, NACS, and Office of the President illustrates alignment with national priorities.
  + Partnership with External Entities: Cooperation with the CoE, CSO, and international organizations has broadened the impact scope.
  + Promoting Barrier-free Environments: Consistent efforts towards barrier-free workplaces, strategy, and inclusion, including the partnership with the Presidential Adviser on Barrier-Free issues.
  + Gender-responsive Disability Inclusion: Initiatives in humanitarian response, barrier-free principles, and rights of persons with disabilities have been pivotal.
  + Human Rights Education and Awareness: Through courses on the Diia.Education platform, TEDx Kyiv event, and media campaigns, human rights awareness have been promoted.
  + Alternative Dispute Resolution and Legal Aid: Engagement in mediation and legal support for vulnerable groups has been an ongoing effort.
* War Setting: Initiatives have been implemented to respond to complex problems arising from the war situation, including legal aid accessibility, psychological support, and emergency response management.
* Humanitarian Aid: Collaboration for urgent humanitarian needs, including rapid response projects.
* Surveys and Assessments: Conducting surveys to identify systematic issues, assessment of social service provision, and evaluation of the Ombudsperson’s Office effectiveness.
* Legal and Policy Improvements: Contribution to the development of legislation and court practices, national strategies, and legal frameworks.
* Young and Changemakers: Engagement in public service awareness, education, and campaigns targeting the youth population.

***Summarizing these data,*** the “Human Rights for Ukraine” Project demonstrates significant coherence with other donors’ interventions. Key factors supporting this coherence include:

* + Strategic Alignment: The project is closely aligned with major actors like the Council of Europe and various UN agencies, participating in donor platforms for activity synchronization and information sharing.
  + Capacity Building: Utilization of training programs from other partners reflects a coordinated approach aligned with broader human rights objectives.
  + Internal Synergies: The project aligns well with the UNDP projects, serving as a focal point for human rights-related governmental engagements.
  + Multi-Stakeholder Cooperation: Structured mechanisms were in place for stakeholder engagement, further enhancing coherence from both donor and beneficiary perspectives.
  + Avoidance of Duplication: The project actively coordinated with other initiatives to avoid overlap and fill assistance gaps.

In summary, the project is well-integrated into a broader ecosystem of donor interventions, exhibiting a multi-level, multi-stakeholder approach that confirms a high level of coherence with other donors' interventions.

### **To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at the project and stakeholder's level)?**

*Findings from the data collection from the KII and FGD Group 1*

Scope of Coverage and Focus

* Targeting Strategy: The project has identified vulnerable groups with the highest degree of discrimination and challenges through data collection and research, thereby concentrating its efforts on them.

Integration and Mainstreaming

* Mainstreaming in Training Activities: The project included the identified issues in the human rights courses for public officials, showing an alignment between the project's objectives and stakeholder needs.
* Holistic Approach in Monitoring: The team’s approach to monitoring extends to include holistic aspects, integrating the consideration of vulnerable groups in general. This reflects an intention to connect diverse issues and ensure a comprehensive view.

Data Utilization

* Use of Previous Data: The project's direction was informed by data collected from previous the project. This indicates an evidence-based approach to aligning project objectives with on-the-ground realities.

Advocacy and Strengthening Public Officials

* Training and Advocacy Efforts: Through specific training and advocacy activities, the project attempted to strengthen public officials' understanding of aspects related to human rights. This is an essential aspect of ensuring that the knowledge and insights gained through the project are institutionalized within the governmental framework.

*Findings from the data collection from the KII with the Group 2*

Gender Mainstreaming

* The inclusion of gender mainstreaming in the project design reflects a deliberate and strategic approach to integrating gender equality. It aligns with best practices and strengthens the project's coherence and relevance concerning gender considerations.
* The predominance of women as regional coordinators highlights a focus on gender representation. This not only supports gender equality but also aligns with regional needs and dynamics, enhancing the project's relevance in addressing specific gender issues.

*Findings from Document Review*

Analysis of the Project narrative reports starting from mid-2019 to mid-2023 outlined the following findings:

* The project has consistently applied Human Rights-Based Approach (HRBA) and Gender-Based Approach (GBA) across all activities.
* The integration of the principles of non-discrimination, inclusiveness, transparency, accountability, and gender mainstreaming is evident through annual and mid-year reports from 2019 to 2023.
* The project has engaged with diverse stakeholders including journalism students, professors, Members of Parliament, and the general public through various platforms such as Human Rights Media Festival, Human Rights Academy, and exhibitions.
* Campaigns like “Just Like You” have facilitated awareness of the challenges faced by vulnerable groups like minorities, the elderly, children, and those with disabilities.
* The response to the COVID-19 pandemic was noticeable in terms of identifying and addressing domestic violence and the gender-specific impacts of the pandemic.
* A gender audit of the Ombudsperson’s annual report indicates an institutional strengthening to include gender disaggregation in human rights violations monitoring.
* The Fourth Women's Congress and the 16 Days of Activism Against Gender-Based Violence campaign are notable examples of collaboration to promote gender equality and human rights values.
* The project's responsiveness to the conflict context in Ukraine, particularly the increased levels of gender-based violence and violations of human rights, indicates a targeted approach to the evolving needs of the affected population.
* Legal and social assistance to survivors of Conflict-Related Sexual Violence (CRSV), and the identification of issues faced by persons with disabilities, highlight a tailored response to specific vulnerable groups.
* Contributions towards policies targeting vulnerable groups, including the development of the National Human Rights Strategy and the National Barrier-Free Strategy, demonstrate a strategic alignment with national priorities.
* Active involvement in providing proposals and recommendations to international treaty bodies indicates the project's alignment with international standards and commitments.
* The gender audit and review of the annual plan to identify more gender-responsive activities demonstrate the project’s commitment to continuous improvement.
* Monitoring toolkits and systems for economic and social rights using approaches to identify gaps also shows a systematic consideration of the needs of vulnerable men and women.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has demonstrated a substantial degree of relevance in addressing the needs of vulnerable groups and gender issues at both project and stakeholder levels. The project strategically focused on identified vulnerable populations, employing a holistic and evidence-based approach. Its advocacy work aimed at public officials ensures the institutionalization of insights and best practices. The project has integrated gender mainstreaming and placed a focus on women's representation in key roles. The gender audits and strategic collaborations indicate a commitment to continuous improvement in gender-related matters.

In summary, the project effectively targets the needs of vulnerable groups and addresses gender issues, aligning with both national priorities and international commitments. Its strategic and dynamic approach ensures ongoing relevance to emerging challenges.

### **To what extent did the initial theory of change for the project take those groups into consideration?**

*Findings from Document Review*

Identification and Understanding of Vulnerable Groups

* Explicit Mention of Vulnerable Groups: The ToC directly mentions specific vulnerable groups such as girls and women, elderly people, people with disabilities, minorities, and rural populations, indicating a detailed understanding of the socio-economic context.
* Effects of Conflict: Recognition of how these groups are affected by the conflict in the East and nationwide economic implications demonstrate a nuanced understanding of the multifaceted challenges.
* Data Disaggregation: The call for disaggregated data by gender, age, and vulnerabilities shows an awareness of the necessity to have specific and tailored information to design interventions.

Alignment with Human Rights-Based Approaches

* Integration of HRBA: The ToC notes a shortfall in integrating HRBA in ongoing reforms, underlining the project's commitment to align with human rights principles in addressing the needs of vulnerable groups.
* Empowerment and Accountability: The strategy to empower key agents and increase accountability signifies an intention to enable vulnerable groups to claim their rights.

Connection with Ongoing Reforms and Regulatory Frameworks

* Incorporation into Reforms and Crisis Response: The ToC's approach to incorporating human rights into ongoing reform and crisis response emphasizes that the needs of vulnerable groups are central to the project's agenda.
* Post-conflict Provisions: Acknowledging the need for regulatory frameworks for post-conflict environments shows foresight in considering long-term solutions for vulnerable populations.

Recognition of Gender-Specific Challenges

* Mention of Girls and Women: The ToC specifically identifies girls and women as part of vulnerable groups, showcasing an awareness of gender-specific human rights challenges.
* Gender Equality and Non-Discrimination: The observation that ongoing reforms do not sufficiently integrate gender equality and non-discrimination shows a commitment to addressing gender imbalances.

Gender-Disaggregated Data

* Call for Gender-Disaggregated Data: The emphasis on collecting reliable and disaggregated data by gender indicates a focus on gender-responsive planning and intervention.

Engagement with Relevant Actors

* Engagement Strategy: The engagement with all relevant actors to ensure that gender equality is incorporated into ongoing reform and crisis response reflects a comprehensive approach to mainstreaming gender in all project facets.

Gender Equality in Human Rights Protection Services

* Territorially-Decentralized Approach to Gender Issues: The ToC's emphasis on applying a physical and/or digital territorially-decentralized approach to human rights protection, while constantly monitoring and analyzing data disaggregated by gender, signifies a tailored mechanism to respond to gender issues.

***Summarizing these data,*** the Theory of Change (ToC) for the “Human Rights for Ukraine” Project demonstrates comprehensive inclusion of vulnerable groups, such as girls and women, the elderly, and minorities, among others. The ToC's focus on data disaggregation and the Human Rights-Based Approach (HRBA) signifies a nuanced understanding of the challenges faced by these groups. Additionally, the ToC's emphasis on gender-disaggregated data and engagement with relevant actors illustrates a dedicated mechanism for gender-responsive planning and intervention.

### **To what extent was HR4U able to transform/adjust to fast changing context (political, security, epidemiological) taking into consideration risks/ challenges mitigation strategy?**

*Findings from the data collection from the KII and FGD with the Group 1*

Adaptation to Fast-Changing Contexts

Covid-19 Pandemic Adaptation

* The HR4U project demonstrated resilience and adaptability in response to the Covid-19 pandemic.
* The swift transition to remote working and the utilization of digital tools were key measures undertaken.
* The provision of personal protective equipment ensured the safety of those involved in the project, illustrating responsiveness to immediate needs.

Adaptation to War and Security Challenges

* The situation arising from the war and relocation of people presented a more complex challenge for the HR4U project.
* The project adapted by focusing on new areas of human rights needs, such as investigating war crimes.
* Procurement of bulletproof vests and enhancement of communication activities reflect tangible actions taken to mitigate security risks.

Revision of Approaches and Activities

* A flexible and adaptive approach led to a revision in the project’s implementation modality, including the postponing or shifting of certain activities.
* Challenges emerged due to the relocation of university activities, leading to a decision not to pursue the project in its original format.

Flexibility and Effectiveness of Risk Mitigation Strategies

Swift Changes to the Annual Plan

* The process of modifying the annual plan of the project was conducted efficiently, reflecting a high level of flexibility.
* The UNDP’s rapid engagement with the donor to alter the plan, without halting any activities, signifies an effective response to the evolving context.

Re-prioritization of Activities

* The project demonstrated strategic reorientation by prioritizing the purchase of protection gear and emergency support and postponing other elements like capacity building.
* The prompt approval of the new plan and focus on more strategic aspects were coordinated with the Project Board, underscoring a well-managed process.

Support During Invasion

* HR4U’s presence during the invasion was noted as beneficial in addressing emerging issues, such as providing information on human rights.
* This highlights a noteworthy responsiveness to the dire situation, ensuring that the project remained relevant and effective.

*Findings from the data collection from the KII with the Group 2*

Swift Adaptation During COVID-19

* Quick Transition to Online Platforms: Rapid adaptation to provide online training during the COVID-19 pandemic.
* Anticipation and Responsiveness: The swift anticipation of activities and the ability to adapt to the context show an effective risk mitigation strategy.

Mobilization and Functional Support

* Recovery and Mobilization: The beneficiaries noted that despite the nationwide challenges, there was a mobilization of resources, and by September 2022, the secretariat of the OO was fully functional due to the project’s support.
* Adjustment Period: While there was recognition that it took time to adjust to the new security context, the project's support was crucial in facilitating this transition.

Implementation During War

* + Continuity Amidst Disruptions: Even though there was a delay at the beginning phase of the war, the project’s activities were soon realigned, reflecting resilience and adaptability.

Stabilization and Regional Cooperation

* Strengthening Regional Ties: The project's role in enhancing regional cooperation illustrates its adaptability to foster collaboration during challenging times.
* Staff Stability: HR4U's support in stabilizing staff migration and maintaining staffing levels within OO highlights its strategic contribution during a difficult period.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has demonstrated remarkable adaptability and resilience across epidemiological, political, and security contexts. The project's swift transition to remote work during the COVID-19 pandemic, its focus on emergent human rights issues amid war and security challenges, and its proactive risk mitigation strategies underscore its capability to adjust to rapid changes effectively. Adjustments to the project's annual plan were efficiently coordinated with both the Project Board and the donor, reflecting effective management. Overall, HR4U has substantially succeeded in transforming and adapting to fast-changing environments while aptly mitigating risks and challenges.

### **To what extent Project outputs have been achieved with the involvement of government partners and have been adopted into national strategies, policies and/or legal codes?**

*Findings from the data collection from the FGD Group 1*

Government Partners' Contributions

* Formation of Regional Network: The project has successfully formed an official part of the OO structure by introducing representatives in each oblast. This was a new initiative and constituted a significant step in decentralizing the OO's reach and influence.
* Launch of Institutional Strategy: In 2023, OO launched a 5-year strategy that was supported by the project, indicating collaboration and alignment between the project and government entities.
* Input in Human Rights Action Plan: The project has contributed to the national human rights action plan by providing assessments and more consistent input during 2020/2021. This involved the creation of working groups and monitoring systems, all of which were included in the national human rights strategy.
* Support for National Barrier-Free Strategy: Collaboration with the office of the First Lady in supporting this strategy reflects active government engagement.

Evidence of Adoption and Influencing Factors

* Civil Servant Training: The exceeding of planned activities for civil servant training shows flexibility and responsiveness to need.
* Monitoring and Awareness: The human rights progress study was an instrumental tool in monitoring the level of human rights awareness, indicating the adoption of project tools for continued government oversight.
* Security and Risk Constraints: Certain activities were not implemented due to the prevailing security situation, such as training for students and participation in UN reporting mechanisms. These limitations have impacted the overall achievement of project outputs but were outside the control of the project team.

*Findings from Document Review*

Analysis of the Project narrative reports starting from mid-2019 to mid-2023 outlined the following findings:

* Government Partners' Contribution: The government's participation has been significant in both the formulation and implementation phases. Their active engagement reflects a commitment to the project's objectives.
* Evidence of Adoption: Tangible outputs, such as the launch of strategies, creation of regional networks, and formulation of monitoring tools, provide concrete evidence of the project's integration into national strategies and policies.
* Factors Influencing Involvement: The factors that have influenced the involvement of government partners include the willingness to collaborate, the alignment of project objectives with national priorities, and external constraints such as security risks.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has notably achieved its intended outputs through significant collaboration with government partners. Not only has it successfully integrated into existing structures such as the OO Regional Network and the national human rights action plan, but it has also influenced new governmental strategies, as exemplified by the 2023 OO 5-year strategy and the National Barrier-Free Strategy. These accomplishments have been largely adopted into national policies and legal codes. While external factors like security risks have imposed limitations, the overall impact of the project in aligning with and influencing national strategies is substantial and positive.

## **6.2. Effectiveness**

### **Did the intervention achieve the project objectives and what were the key outcomes and outputs? [[14]](#footnote-14)**

*Findings from Document Review*

Assessment of the degree of achievement at the level of Outcome Indicators

1. *Perception of adherence to economic and social rights by women and men:* The target for the perception indicator was set at 3 (satisfactory) on a scale of 1 to 5. As of June 30, 2023, the cumulative result is 2.96, which is slightly below the targeted value. However, it represents a significant improvement from the baseline value of 2.2 in 2016. Given the proximity to the target, this objective can be assessed as largely achieved. The updated questionnaire and sociological study methodology are likely to provide further insights in 2023.
2. *Share of human rights defenders who believe that the human rights situation is improved:* The project aimed for a 20% achievement, up from an 11.7% baseline in 2016. Cumulatively, the project has yet to reach its target, partly due to the full-scale war in 2022, which dramatically altered the human rights landscape. In light of these unforeseen circumstances, the objective has made progress but remains partially achieved.
3. *The number of conflict and post-conflict-related policy recommendations of 2017 UPR/CEDAW translated into national policies or strategies:* Progress has been made from a zero-baseline in 2017 to UPR – 17 and CEDAW – 6, which indicates considerable achievement. While not all recommendations have been translated into policies, the State has adopted targeted social programs that corroborate these efforts, such as combating human trafficking. Thus, this objective is largely achieved.
4. *Share of Ukraine’s population that believes the OO/local authorities are effective for human rights protection:* From a low baseline, the project has achieved remarkable results. The OO’s effectiveness rating increased from 5.6% to 37%, and Local Authorities from 5.3% to 43%. Despite the not effective percentage for Local Authorities being at 44%, this still represents a significant jump from the baseline. Therefore, this objective is largely achieved.
5. *Number of regions covered by the OO regional offices:* Although the target of 24 oblasts was not fully met, due to security risks, 22 oblasts and Crimea are covered, with remote support for the remaining two. Therefore, this objective is also largely achieved.

Assessment of Achievement of the Project's Output Indicators

* *Indicator 1.1:* The target of reaching 24 oblasts following the "Ombudsman Plus" model was narrowly missed, with a count of 22 oblasts. Security risks are a noted constraint.

Status: Partially Achieved

* *Indicator 1.2:* The target for administrative districts covered by field visits was 80% by 2023. The project achieved 62%.

Status: Partially Achieved

* *Indicator 1.3:* The number of people reached through field visits was targeted at 3,500, but reached 1,908 (1,163 women and 745 men).

Status: Partially Achieved

* *Indicator 1.4:* An electronic system for the OO regional network is operational, meeting the target.

Status: Fully Achieved

* *Indicator 2.1:* All regional staff were trained, meeting the targeted aim for M&E knowledge and capacities.

Status: Fully Achieved

* *Indicator 2.2:* The target of yearly monitoring in 20 oblasts was narrowly missed with 17 being regularly monitored.

Status: Partially Achieved

* *Indicator 3.1:* A strategic document for human rights communication is partially in the operational plan.

Status: Partially Achieved

* *Indicator 3.2:* The target of 5 cumulative awareness campaigns was exceeded comprising 13 campaigns.

Status: Exceeded

* *Indicator 3.3:* The target for journalism students in HRBA programs could not be assessed due to external challenges like power cuts and shelling affecting universities.

Status: Data Not Available

* *Indicator 4.1:* There was no reporting or review in the first half of 2023; thus, the target could not be assessed.

Status: Data Not Available

* *Indicator 4.2:* The target of 5 advocacy campaigns was exceeded with 14 campaigns.

Status: Exceeded

* *Indicator 5.1:* The HRBA incorporation into study programs was targeted at a scale of 4 and was fully achieved.

Status: Fully Achieved

* *Indicator 5.2:* The OO annual report addresses economic and social rights challenges, meeting the targeted aim.

Status: Fully Achieved

* *Indicator 6.1:* The OO annual report includes recommendations on post-conflict regulations, meeting the targeted aim.

Status: Fully Achieved

* *Indicator 6.2:* The target was to train 100 representatives of the FLA system. The number trained was 31.

Status: Partially Achieved

* *Indicator 6.3:* The target was to equip 3,000 duty-bearers. About 4,300 were trained.

Status: Exceeded

***Summarizing these data,*** the following conclusions can be drawn:

* Geographical Reach (Indicators 1.1, 1.2, 1.3): Generally, these indicators are partially achieved. Challenges remain in reaching the targeted administrative districts and people through field visits, mainly due to security risks.
* Operational Capacity (Indicators 1.4, 2.1): These indicators were fully achieved, showing that the operational mechanisms are in place and functional.
* Monitoring and Evaluation (Indicator 2.2): Partially achieved, with a shortfall in yearly monitoring in targeted oblasts.
* Strategic Communication and Awareness (Indicators 3.1, 3.2, 3.3): These are mixed, with some exceeding targets and others partially achieved or not assessable due to external factors.
* Data Reporting (Indicator 4.1, 4.2): One exceeded the target, while the other could not be assessed due to the unavailability of data for the first half of 2023.
* Educational Programs (Indicators 5.1, 5.2): Both are fully achieved, indicating robustness in the educational aspect of the project.
* Training and Equipping (Indicators 6.1, 6.2, 6.3): These were mixed, with some fully achieved, some partially achieved, and others exceeding the target.

The intervention largely succeeded in achieving its primary objectives and produced key outcomes and outputs that contribute positively towards the human rights landscape in Ukraine. Several indicators were largely achieved, and even the partially achieved ones demonstrated progress, often mitigated by unforeseen external factors like conflict and security issues.

The output indicators reveal a nuanced picture. Although some targets were not fully met, there were areas where the project exceeded expectations, particularly in awareness campaigns and training initiatives.

In summary, while there are areas that require further attention and adaptation, the overarching conclusion is that the project has been substantially effective in achieving its intended objectives and has generated significant positive outcomes and outputs.

### **What factors contributed to effectiveness or ineffectiveness?**

*Findings from the data collection from the KII and FGD with the Group 1*

Factors contributing to the Project's effectiveness:

* Close Cooperation: Engagement with key partners, heads of national agencies, and OO led to better alignment with project needs.
* Data Utilization: Sociological data helped in promoting particular activities.
* Media Advocacy: Engagement of the media helped bring public attention to the problems identified by the project.
* Expert Support and CSO Cooperation: Collaboration with Civil Society Organizations (CSOs) eased the implementation of various activities.
* Donor Cooperation: Working with other donors helped avoid overlaps and enhanced overall project support.
* Needs-Based Approach: The project was designed according to a robust needs assessment.
* CSO Support: Significant support from CSOs, especially at the local level.
* Human Rights Expertise: The inclusion of human rights experts within the OO at the project's outset.
* Visibility and Outreach: Regional offices achieved good visibility, leading to more applications concerning different issues.
* Ombudsman Mandate: Leveraging the mandate of the ombudsman added to project effectiveness.
* Adaptability: The project demonstrated remarkable adaptability to changing circumstances.
* Team Expertise: A well-established team with institutional memory and diverse human rights expertise.
* Theory of Change: The project was based on a sound theory of change, and was flexible to meet the needs of beneficiaries, partners, donor requirements, and UNDP procedures.
* Efficient Project Management: This has comprised consistent teamwork with low staff turnover; robust cooperation with partners; and strategic planning based on estimations.

Factors contributing to the Project's ineffectiveness:

* COVID-19: The pandemic posed an unexpected challenge.
* War: The military conflict added serious complications.
* Leadership Changes within OO: Leadership changes slowed the project, with new leaders having limited knowledge and different focus areas.
* Transfer from Atlas to Quantum: This transition led to administrative issues such as obstructed payments and hiring delays.
* Resource Constraints: Insufficient resources and personnel affected the implementation of some activities on the side of OO.
* Capacity Issues: Increased visibility led to difficulties in handling a large volume of claims on the side of OO.
* Political Sensitivities: Issues related to human rights were sometimes highly politicized, causing complications.

*Findings from the data collection from the KII with the Group 2*

Factors contributing to the Project's effectiveness:

* Professional Selection of Staff: The selection of experienced project staff and coordinators has been crucial in enhancing the project's effectiveness.
* Training and Capacity Building: The professional development and training provided to coordinators have been instrumental in the capacity-building process.
* Creation of Independent Human Rights Defenders: The project has successfully generated independent human rights defenders in different regions.
* Comparative Success: Compared to other donor projects, the collaboration with UNDP in this project has been seamless.
* Training and Education: The training of journalists and collaboration with universities has increased knowledge, even adapting to unforeseen circumstances such as the war.
* Adaptive Responses: The project's ability to fulfill aligned requests and procure essential gear reflects its adaptability.
* Continuity with Previous Work: The team's previous engagement with the OO serves as a historical legacy, ensuring continuity and knowledge retention.
* Data-Driven Approach: The project's use of polls on human rights awareness supports data-driven decision-making.
* Responsive Communication: The project team's responsiveness and easy communication have facilitated effectiveness.

Factors contributing to the Project's ineffectiveness:

* Coordination Challenges: The dual responsibilities of coordinators, coupled with their intermittent presence in the office, have somewhat hampered effectiveness.
* Perception as Passive Revenue: The perception of the project as a passive revenue source led to initial issues with the coordinator organization, although this was later rectified.
* Procurement Procedures: Less effectiveness was observed in some internal UNDP procurement processes, causing delays.
* Challenges with Service Providers: Instances of excessive effort to ensure product finalization by service providers highlight areas for potential improvement in managing service-provider relationships.

*Findings from Observations*

The interview participants displayed a degree of restraint when discussing the term "ineffectiveness" in response to this query. They indicated a preference for characterizing these issues as potential obstacles encountered by the project, rather than directly attributing them as determinants of the project's effectiveness. This indicates that the interlocutors perceive the project's implementation as being generally effective, seldom confronting challenges.

*Questionnaires findings*

The question *"Can you list specific elements or actions within the project that you believe have made it successful or effective?"* was designed to elicit qualitative data on the perceived drivers of the project's success or effectiveness from the respondents. This question aimed to unearth critical components or activities that have contributed to achieving the intended outcomes of the project, thereby offering invaluable insights for future interventions or scale-ups. As an open-ended question, it allowed gathering the information from the respondents.

Strategic Approach

* The project's strategic approach to integrating human rights components across various levels and its emphasis on research, education, advocacy, and inclusivity were highlighted.
* Respondents noted that the project strategically engaged diverse stakeholders, including governmental officials, local authorities, and individuals with disabilities.

Legal and Social Support

* The project's contribution to providing legal and social support to those affected by armed conflict was recognized as a key success factor.
* Participants appreciated the project's role in educating citizens about their rights and empowering them to navigate the legal framework.

Expertise of Coordinators

* Respondents emphasized the importance of project coordinators' expertise, particularly their legal knowledge and experience in human rights issues.
* The value of having coordinators who were experienced in defending human rights and had a deep understanding of the field was highlighted.

Regional Presence and Adaptability

* The project's regional presence, adaptability to new challenges, and quick response to emerging needs were considered crucial elements of its effectiveness.
* The expansion of the regional network and strengthening of the OO in various regions was seen as a priority.

Alignment with National and International Priorities

* Respondents recognized the project's alignment with national priorities, European Union standards, and NATO values as an important factor in its success.
* The project's role in promoting European values and contributing to Ukraine's developmental path was highlighted.

Protection of Vulnerable Groups

* Given the ongoing conflict, the project's focus on protecting the rights of vulnerable groups, such as veterans, children, and people with disabilities, was acknowledged.
* Respondents appreciated the project's efforts to ensure that these groups have their rights upheld.

Business and Human Rights Integration

* The project's significance in promoting the integration of business and human rights in the context of Ukraine's integration policies was noted.
* Participants recognized the relevance of the project's work in light of increased regulation of businesses concerning human rights and environmental responsibility.

Awareness and Value of Human Rights

* The project's impact on raising awareness about human rights and promoting their value within society was underscored.
* Respondents acknowledged the project's role in educating citizens about their rights and responsibilities.

The question *“Have you identified any specific issues or factors that might have hindered the project's success or made it less effective?”* was structured to gather targeted insights into perceived limitations that may have challenged the effectiveness of the project under review. This question utilized a mixed-method approach, incorporating both closed and open-ended components.

Quantitative Observations

* A total of 33.33% of respondents identified specific issues or factors hindering the project's success.
* The majority of 61.11% did not identify any issues or factors, while a small percentage of 5.56% did not provide a clear response.
* Analyzing institutional affiliation, representatives of the civil society organization cooperating with the project had the highest rate of identifying issues (80%), while representatives of the regional network of the Ombudsman had a lower identification rate (23.08%).

Qualitative Observations

Based on the data extracted from the questionnaire responses regarding factors hindering the project's success or effectiveness, the following observations can be made:

* Impact of Pandemic and Armed Conflict: The onset of pandemic-related quarantine restrictions and the commencement of an active phase of armed conflict starting on the 24th of February 2022 have been identified as factors affecting the project's success. These external factors introduced challenges and disruptions to the project's implementation.
* War, Occupation, and Financial Delay: Some respondents have indicated that war, occupation, and delayed funding have had an impact on the project's effectiveness.
* No Identified Problems: Some respondents have indicated that they have not determined any problems in the project's implementation.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has demonstrated noteworthy effectiveness through strategic collaborations, well-planned initiatives, and a responsive approach to an ever-changing landscape. Adept human resource management and media engagement further fortified its impact. However, the project was not immune to challenges. It confronted issues stemming from unforeseen global and local crises – such as the COVID-19 pandemic and military conflicts – as well as institutional challenges linked to leadership changes within OO. These factors, albeit largely external and uncontrollable, necessitated adaptive strategies to maintain the project's course.

### **How effective has the Project been in establishing national ownership?**

*Findings from the data collection from the KII and FGD with the Group 1*

* The resilience of the project in maintaining smooth cooperation with the OO, even after changes in the OO's leadership three times. The project supported the OO by considering its institutional needs, an approach appreciated by the institution. For instance, UNDP's assistance in drafting a strategy for the OO was cited as instrumental in fostering national ownership.
* Regarding implementation modalities, the project followed Direct Implementation Modality (DIM), described as more efficient and flexible. DIM also enabled joint decision-making between UNDP and the partners, contributing to national ownership.
* The project supported the OO in securing funding from the state budget, and strengthening national ownership by making the OO more self-reliant.
* Updating of key documents and policy frameworks to reinforce national structures.
* Institutional development focused on regional networks and institutional capacity.
* Multi-stakeholder engagement, particularly with CSOs and the OO, which validated national ownership.
* Project outcomes were often the result of consulting Ukrainian officials at different levels, further embedding national ownership. Attention was also paid to the sustainability of project activities. For example, the project opted not to develop an online platform after considering that the OO would be unable to sustain it post-project phase.

*Findings from Observations*

* Strong alignment with the institutional needs and capacities of the OO was a recurring theme. This indicates an overall beneficiary-orientation of the project.
* Flexibility in approach, as evidenced by DIM, seemed to be one of the contributing factors to effectiveness in establishing national ownership.
* Attention to sustainability aspects, both financial and institutional, was prominent in the discussions.
* Engagement with multiple stakeholders, particularly the OO and CSOs, underscored the multi-layered efforts toward establishing national ownership.

*Questionnaires findings*

The question *“Has the project been effective in establishing national ownership?* aimed to assess the level of national ownership accomplished through the implementation of a project. It comprised a Likert scale with four options that range from "Highly effective" to "Not effective," followed by an open-ended section for qualitative input formulated as “*Please provide any additional comments or explanations for your choice”.*

Quantitative Observations

* High Level of National Ownership: With 88.9% of respondents rating the project as highly effective, the data suggests a strong level of national ownership.

Qualitative Observations

Based on the questionnaire's responses and comments, the project appears to be highly effective in establishing national ownership, especially in terms of its focus on human rights. Below is presented the breakdown of the main ideas:

* Educational Impact: A significant number of educational and informational materials have been created and distributed to improve awareness about human rights.
* Continuity: Despite changes in management, such as OO leadership and staff changes, the project has managed to preserve and pass on the acquired experience.
* Accessibility: The project has significantly increased the accessibility of the OO and legal awareness at a regional level.
* Adaptability: Even in extreme conditions, such as the COVID-19 pandemic and ongoing war, the project continued its operations, showing its adaptability and resilience.
* Community Impact: The project has had a direct impact on various communities, especially border communities where the Project’s regional coordinators were sometimes the only service providers. A large number of citizens have become aware of their rights.
* Trust Factor: There is a significant increase in the number of appeals to the OO, indicating increased trust, which is linked to the Project’s activities.
* Monitoring and Regulation: The project has been effective in monitoring human rights compliance and has had a robust internal reporting and financial auditing mechanism.
* Partnership: The project has successfully collaborated with NGO partners and enjoys strong support from various stakeholders, confirming its effectiveness.
* Human Rights Offices: The project led to the establishment of representative offices of OO in each oblast (region), increasing its reach and effectiveness.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has been highly effective in establishing national ownership. The resilience and adaptability demonstrated in maintaining harmonious collaboration with the OO, even amidst changes in its leadership, have been pivotal in fortifying national ownership. Direct Implementation Modality (DIM) served as an efficient and flexible mechanism, fostering joint decision-making and amplifying national stewardship over the project. Furthermore, the project’s instrumental role in securing state budget funding for the OO has contributed to financial sustainability and enhanced national ownership.

The robust multi-stakeholder engagement, notably with CSOs, has validated and strengthened national ownership. This is corroborated by the quantitative observation where an overwhelming 88.9% of respondents rated the project as highly effective in establishing national ownership. Additionally, qualitative findings elucidate the project's wide-reaching impact in various spheres – ranging from educational advancements in human rights, and adaptability in the face of crises, to its contribution at the community level. Its focus on both institutional and financial sustainability has not only maximized its effectiveness but also built an enduring legacy. This is particularly evident in the active participation and consultation with Ukrainian officials across different governance levels, underscoring a genuine multi-layered effort in embedding national ownership.

### **To what extent has the project contributed to strengthening the capacities of the National Human Rights Institution and development of its regional network, the empowerment of civil servants with human rights knowledge and skills?**

*Questionnaires findings*

The question *“To what extent do you believe the project has strengthened the capacities of the Ukrainian Parliament Commissioner for Human Rights (Ombudsman) and development of its regional network with human rights knowledge and skills?”* followed by the response options ranging from “Significant extent” to “Not at all,” served an essential role in ascertaining the perceived efficacy of the project under consideration towards the capacity building provided to OO. The multiple-choice format facilitated quantitative data analysis, while the option to provide additional comments yielded qualitative insights, thereby enabling a nuanced interpretation of responses.

Quantitative Observations

* Overall, the majority of respondents (15 out of 18, which represents 77.8%) believe that the project has strengthened the capacities of the Ukrainian Parliament Commissioner for Human Rights to a significant extent.

Qualitative Observations

* Multiple comments highlighted the significant positive impact at the regional level, by mentioning the infrastructure of these offices and how the project has helped to establish the work of the OO at the regional level effectively.
* Respondents appreciated the additional learning opportunities provided, which they believe contributed to the effective results in the field of human rights protection.
* were mentions of increased trust in the OO, thanks to the more open work and additional opportunities provided by the project.
* The regional coordinators were praised for their professionalism, especially in the absence of full-time employees in some regions. It was noted in several answers that they were well-versed in human rights issues and effective in conducting NPM visits.

The question *“To what extent do you believe the project has strengthened the capacities of the civil servants with human rights knowledge and skills?* followed by the response options ranging from “Significant extent” to “Not at all,” served in collecting respondents’ perception on the capacity building provided to public servants. The multiple-choice format facilitated quantitative data analysis, thereby enabling a tailored interpretation of responses.

Quantitative Observations

* The majority of respondents (10 out of 18, which represents 55.6%) believe that the project has significantly improved the knowledge and skills of government officials in the field of human rights.
* 8 out of 18 respondents, accounting for 44.4%, believe the project has improved the knowledge and skills to a certain extent.

Qualitative Observations

* Respondents emphasized the extensive educational initiatives carried out, highlighting these as instrumental in raising legal awareness among public servants across various institutions.
* Several comments indicated the high quality of expertise deployed in the project. Respondents felt that although systemic changes in the conservative state machinery take time, the project has acted as a significant catalyst for potential reforms.
* Challenges related to human resource attrition and the influx of new professionals were brought up, suggesting the need for continuous educational programs to maintain the raised level of understanding among public servants.
* The role of regional representatives of the Ombudsman in enhancing public awareness was underlined. It was pointed out that they have contributed significantly to ensuring that local government officials are well-informed about human rights issues.
* One recurring theme was the need for additional training and clarification on specific topics, signaling areas where further educational efforts could yield even better results.
* Printed methodological materials and ongoing educational events were specifically mentioned as being beneficial in improving the legal understanding and human rights practices among government officials.

***Summarizing these data,*** the findings conclusively indicate a substantive positive impact on both groups. Specifically, 77.8% of respondents acknowledge the considerable enhancement in the operational capacities of the OO and its regional network. Qualitative observations further accentuate the project’s transformative role, particularly in establishing effective regional offices and in boosting trust in the OO through transparency and opportunities for public engagement.

As for the fortification of human rights expertise among civil servants, 55.6% of respondents assert significant improvement, while an additional 44.4% recognize progress to a certain extent. The project's comprehensive educational initiatives have emerged as pivotal mechanisms in nurturing legal consciousness across multiple governmental strata. Moreover, despite challenges such as human resource attrition, the project has acted as a catalytic agent for prospective systemic reforms.

Conclusively, the “Human Rights for Ukraine” Project has been instrumental in both strengthening the National Human Rights Institution and its regional network as well as in enhancing the human rights knowledge of civil servants. While it is acknowledged that more work remains, especially in areas requiring additional training, the project has undeniably laid down a robust framework for future advancements in human rights protection and advocacy within the country.

## **6.3. Efficiency**

### **Were the resources and inputs converted to outputs in a timely and cost-effective manner?**

*Findings from Document Review*

Findings Based on the Analysis of the Project's Financial Reports

The project is well on its trajectory with an overall Project Delivery Rate of 86%, a metric that largely speaks to effective resource utilization. The analysis below outlines the project's performance in converting resources and outputs, considering the project's expected end date of 31st December 2023.

Strengths:

* High Overall Project Delivery Rate: The project's 86% delivery rate is commendable, especially given that it has until the end of December 2023 to fully utilize its resources. This points towards a generally effective conversion of inputs to outputs.
* Priority Activities Focused: Certain key activities such as 'Capacity of OO's network of CSO/civic human rights monitors strengthened' (Activity 1) and 'OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict-related human rights challenges strengthened' (Activity 6) have high delivery rates (85% and 84% respectively). This indicates the prioritization of crucial elements within the human rights landscape in Ukraine.
* Administrative Costs Within Bounds: General Management Services (GMS) and Staff Management Costs have delivery rates of 83% and 69% respectively. Considering the 8% and 4% budget allocation, the figures suggest prudent management of administrative costs.

Potential Weaknesses:

* Timeliness Concerns: The budget spending for the period January-June 2023 is only 28% of the allocated amount for that period. Given the project’s end date in December 2023, this low rate of spending could signal possible delays that may impact timely completion.

Findings Based on the Analysis of the Project’s Narrative Reports

Overall Trends:

* Timeliness: Throughout the years, the project has been consistent in expending resources within the expected time frames, such as mid-year and annual cycles. This is evident from the expenses incurred relative to the budgeted amounts for each year (e.g., 97.22% in 2019, 99% in 2022).
* Adaptive Planning: The project has effectively adapted its budget plans to avoid significant deviations and meet emerging needs. For example, the 2019 budget observed trends requiring recalibration in Activities 1 and 2 and effectively accommodated these changes.
* Transparency: The project has maintained good governance and transparency practices, as evidenced by the information on budget deviations and modality changes being reported to and approved by the Project Board.

Strengths:

* Budget Adherence: A notable strength is the project's adherence to planned budget allocations, as seen in annual spending close to the budgeted amounts (e.g., 97.22% in 2019, and 96% in 2021).
* Flexible Resource Allocation: Adaptive budgeting strategies enabled the project to repurpose funds to better meet objectives, like the reallocations from activities 3-5 to activities 2 and 6 in 2022.
* Institutional Responsiveness: Adaptations in budget lines for consultancy services, training, and individual contracts show keen responsiveness to the project's evolving requirements, thereby ensuring that output indicators are met.

Potential Weaknesses:

* Delays in Reporting: The transition to UNDP's new corporate management system in 2023 has delayed financial postings, leaving room for uncertainties in the budget performance (e.g., pending RPA liquidations and staffing costs).

Findings Based on the Analysis of the Project Proposal

The Project Proposal outlined specific approaches to optimizing costs for purchases, equipment, and facilities. These primarily include the rental of office space adhering to UN security standards, the use of meeting rooms at the UN House provided on a pro bono basis, and the transfer of equipment from the Ombudsperson's Office project as well as a Danish-funded project.

***Summarizing these data,*** it can be conclusively stated that the “Human Rights for Ukraine” Project has been largely successful in converting its resources and outputs in a timely and cost-effective manner. The project has attained a high overall Project Delivery Rate of 86%, indicating effective resource utilization, with an acute focus on priority activities crucial to advancing the human rights landscape in Ukraine. While the project has generally demonstrated timeliness in resource expenditure throughout its life cycle, there are minor concerns relating to the spending rate for the period January-June 2023 that require attention to mitigate potential delays by the end of the Project. Noteworthy is the project’s capacity for adaptive planning and budget reallocation to meet emerging needs, in addition to maintaining transparency and good governance practices.

### **Was the project management, coordination, and monitoring efficient and appropriate?**

*Findings from the data collection from the KII and FGD with the Group 1*

* The interlocutors at the interviews noted the adaptability of monitoring systems, especially when certain indicators proved difficult to monitor. This flexibility is indicative of an effective monitoring system responsive to changing conditions, although it could raise questions about the initial selection of indicators.
* There was a missed opportunity for a mid-term evaluation due to external factors such as the COVID-19 pandemic and the military aggression against Ukraine. Previous projects benefited from such evaluations as they increased donor awareness and informed future initiatives.
* The project utilized sociological data, which enhanced its monitoring capabilities. This data contributed to a well-rounded view of the project's performance and its societal impact.
* The project employed the IMRP system, focusing on quantitative data collection. Data was collected at least monthly and subjected to quality assurance by the Country Office, demonstrating both regularity and oversight in monitoring activities. Semi-annual reports were also submitted to the donor, ensuring ongoing external accountability.
* Field visits by the Country Office and engagement with project partners served as additional layers of monitoring, further reinforcing the project's effectiveness in management and coordination.
* According to the interlocutors, data collection was both timely and accurately reflected in communication materials and senior management speeches. This indicates the efficient systems in place for both gathering and disseminating information.
* The project collected disaggregated data across various dimensions including gender, age, geographic location, and educational background. Most project partners were proficient in collecting this type of data, although some discrepancies were noted. While some partners like the OO regional network collected comprehensive disaggregated data, platforms on education provided only general information. The disaggregated data not only meets the UNDP’s emphasis on gender-sensitive and human rights-based approaches but also provides a nuanced understanding that can shape future initiatives.
* The project had to adapt its data collection methods due to the ongoing conflict, particularly concerning engagement with universities. Nevertheless, the project ensured the proper collection and storage of essential data for future interventions.

*Questionnaires findings*

The question "How would you evaluate the efficiency and appropriateness of the management, coordination, and monitoring processes throughout the project?" sought to collect evaluative responses on crucial aspects of project implementation.

Quantitative Observations

* “Highly efficient” was the response from 16 out of 18 respondents. That would be approximately 88.9% of the total responses.
* "Moderately efficient” was selected by 2 out of 18 respondents or approximately 11.1% of the total responses.
* No one chose “Low effectiveness”, “Not efficient” or “Unsure”.

Qualitative Observations

The comments on the questionnaire responses provide further insights into the project's management efficiency and effectiveness:

* Attention to project management: Respondents highlighted the adequate focus on efficient project management practices. Moreover, it was also noted that this type of successful management allowed for the achievement of existing indicators.
* Transparency and flexibility: Respondents appreciated the clear goals and objectives, along with a flexible approach to interaction.
* Teamwork: Effective coordination and monitoring, as well as good team collaboration, were noted.
* Feedback Mechanisms: The respondents positively acknowledged the Project's established feedback mechanisms and its attentiveness to the inputs provided.

***Summarizing these data,*** the management, coordination, and monitoring mechanisms of the “Human Rights for Ukraine” Project were largely efficient and appropriate. The adaptability of the monitoring systems, despite the lack of a mid-term evaluation, indicates sound management. The utilization of sociological and quantitative data, vetted through the IMRP system and the Country Office, confirms a robust monitoring approach. Importantly, 88.9% of questionnaire respondents rated the project as “highly efficient.” The inclusion of disaggregated data aligns with UNDP's focus on human rights and gender-sensitive approaches, enhancing the project's management protocols. Qualitative feedback, which praises transparent goals and effective coordination, further substantiates these findings.

### **Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost-effectiveness or results? To what extent has the project ensured value for money?**

*Findings from the data collection from the KII and FGD Group 1 on the timeliness of implementation*

* Impact of COVID-19: Despite the overall challenge that the COVID-19 pandemic has posed to the implementation process, it made the project more cost-effective, as many trainings were shifted to remote and online platforms. This move to a digital platform not only reduced operational costs but also enabled the incorporation of COVID-specific activities.
* Impact of the Military Aggression: At the same time, the military aggression of the Russian Federation against Ukraine, has increased the costs of activities and training due to the inclusion of additional security measures and other conflict-sensitive factors.
* Impact of Economic Factors on Cost-Effectiveness: The prevailing economic conditions, characterized by inflation and increased prices, have further elevated the costs of activities.
* Project Delays Due to External Factors: The project faced delays due to unforeseen external factors such as COVID-19 and the military aggression of the Russian Federation against Ukraine. These exigencies necessitated budget adjustments.

*Findings from the data collection from the KII and FGD Group 1 on cost-effectiveness and value for money*

* Procurement and Financial Mechanisms: The project aligned with UNDP's standard operating procedures (SOPs) and the Procurement and Financial Policies (POPP) to ensure value for money. The Financial and Procurement Departments, external to the project, validated the procurement processes, thereby adding an extra layer of scrutiny and assurance of value for money.
* Cost-Saving Modalities: Internally, the project adopted cost-saving measures, including the transition to remote participation modalities for events when feasible. This not only reduced operational costs but also ensured the continued flow of activities irrespective of external conditions such as the COVID-19 pandemic or political instability.
* Green Policies: The project's adherence to green policies, particularly the use of QR codes to facilitate digital access to resources, helped in reducing the environmental impact and saved costs on excessive printing.
* Threshold Pricing: To maintain financial integrity, threshold prices were established for experts, particularly those involved in training. This ensured that the cost did not escalate beyond what was considered reasonable and appropriate for the services rendered.
* Piggybacking Procedures: The project utilized information on contractors and suppliers identified by other UN agencies, which had already met the value-for-money criteria. This approach resulted in significant time and resource savings.
* Partnership and Donor Engagement: The project was proactive in seeking partnerships and co-funding opportunities with other donors and actors. These partnerships occasionally resulted in venues being offered free of charge and external experts contributing to project activities.
* Implementation of Activities: Collaborative projects were initiated with external stakeholders, such as the Free Legal Aid system and the National Agency of Civil Service, where the initial investment in the form of Training of Trainers (ToT) was further scaled up by partner organizations.
* Financial Monitoring and Audit: Although the project itself did not undergo a standalone financial audit, it was included in the Ukraine country office's audit in 2021. The audit did not reveal any concerns related to value for money. Further, the project's financial activities were regularly monitored by the country office.
* HACT Modality Spot Checks: All responsible parties underwent Harmonized Approach to Cash Transfers (HACT) modality spot checks, ensuring compliance and value for money.
* Public Disclosure: The internal audit report of the project is publicly accessible[[15]](#footnote-15), ensuring transparency and accountability.

*Findings from Document Review*

* Adherence to Initial Plans: Throughout the reporting period spanning from mid-2019 to mid-2023, the project largely adhered to the timelines as outlined in the original program documents. There were no significant deviations reported, except for adjustments made in 2020 due to the COVID-19 pandemic.
* Management of Deviations: During 2020, the project successfully employed adaptive planning to counter the disruptions caused by the pandemic. Allocations for individual contracts, grants, and audio/video materials production were increased, while travel, training, and conference expenses were correspondingly reduced. The Project Board approved these changes, ensuring governance and transparency.
* Value for Money: The project initiated two new UNDP-funded programs as a result of its activities, thereby adding value beyond its primary objectives. Additionally, changes were made to financial modalities (e.g., moving to a Responsible Party Agreement for CSO support) to maximize resource utilization and effectiveness.
* Reallocation and Revisions: In 2022, the project demonstrated its adaptability by reallocating the budget among various activities, thereby repurposing funds to enhance the focus on Activity 6. The Project Board approved these changes, ensuring effective governance.

***Summarizing these data,*** it can be conclusively stated that the “Human Rights for Ukraine” Project has largely succeeded in producing outputs and outcomes within the expected time frame, notwithstanding delays caused by unforeseen external factors such as the COVID-19 pandemic and military aggression. These delays have indeed incurred budget adjustments, but these adjustments did not substantially compromise cost-effectiveness. Notably, the project has shown a remarkable level of adaptability, swiftly transitioning to remote and online training platforms in light of the pandemic, thereby not only sustaining but also enhancing cost-effectiveness.

In terms of ensuring value for money, the project was scrupulously aligned with UNDP's Standard Operating Procedures and the Procurement and Financial Policies. Various measures such as threshold pricing, green policies, and the utilization of HACT modality spot checks added layers of assurance for achieving value for money. Furthermore, the project leveraged opportunities for partnerships and co-funding, thus maximizing resource mobilization. Financial audits and public disclosure of the internal audit report substantiate the project's commitment to transparency and accountability.

Additionally, the project's financial activities were subject to regular monitoring and were included in the Ukraine country office's 2021 audit, which found no concerns related to value for money. Considering these points, the project has not only adhered to but also excelled in ensuring value for money under complex and challenging circumstances. Therefore, it can be asserted that the project has been largely successful in achieving its objectives within a reasonable timeframe and has operated with a high degree of financial integrity and cost-effectiveness.

**To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?**

*Findings from the data collection from the KII and FGD with the Group 1*

* Synergy with Other UNDP Projects: The FGD with the HR4U project team disclosed that 6-7 additional projects were initiated and developed further as part of other UNDP initiatives. The projects were conceptualized based on the assessment of needs identified within HR4U. Among these, cooperation with the Access to Justice Project was explicitly mentioned.
* Cost-sharing Mechanisms: A deliberate strategy was implemented to share costs and responsibilities with other UNDP projects. The project strategically allocated activities and funds in alignment with the project documents of other UNDP initiatives. This led to an estimated cost-saving of 25-30% of the budget. It is noteworthy that no precise calculations were made to quantify the exact amount of cost-savings, yet there were no procedural issues identified during this process.
* Portfolio Coherence and Inter-Project Collaboration: The interlocutors revealed that mechanisms were introduced within the Governance UNDP portfolio to foster inter-project coherence. Weekly meetings among projects under the Governance portfolio facilitated the exchange of good practices and lessons learned. For instance, HR4U had a component on digitalization. A parallel UNDP project within the Governance portfolio focusing on digitalization enabled cross-collaboration, leveraging the specialized expertise of that project for HR4U's implementation. Another example was the cooperation with the parliamentary project aimed at enhancing the capacity of the human rights committees in the parliament. The key takeaway is that coordination between the projects was actively encouraged, although each project had its cofounding modality.

*Findings from Document Review*

Analysis of the Project narrative reports starting from mid-2019 to mid-2023 outlined the following findings:

Developments in 2019

Coordination with UNDP and United Nations Programmes

* UNDP Recovery and Peacebuilding Programme: HR4U's activities were closely coordinated with the UNDP Recovery and Peacebuilding Programme, as well as other projects within the UNDP portfolio that had strong human rights components. This not only reduced duplication of efforts but also enhanced the overall impact of human rights advocacy.
* UNDP's Democratic Governance portfolio: The project aligns closely with the UNDP’s Democratic Governance portfolio, specifically working with initiatives such as CSDR on advocacy for the implementation of international commitments. This internal alignment within UNDP has enabled a consolidated approach to human rights issues, ensuring that objectives are mutually reinforcing.
* United Nations Human Rights Working Group: The project actively engaged with this inter-agency platform, presenting the launch of the HR4U initiative and seeking collaborative efforts. Such a collaborative approach sets the stage for harmonized strategies and resource-sharing.

Thematic Synergies

* Civil Society for Enhanced Democracy and Human Rights in Ukraine (CSDR): In conjunction with this project, HR4U supported the presentation of the Ukrainian NHRI and CSOs' positions on human rights challenges within United Nations reporting procedures.
* Parliamentary Reform Project (PRP): Collaboration with the EU-UNDP PRP was pivotal in conducting human rights training for new MPs and enhancing parliamentary hearings on human rights strategies. These efforts also maximized the utilization of resources while increasing the project's impact.

Multi-Donor and Multi-Agency Synergies

* Human Rights Week in the Parliament: Although a multi-donor initiative, it leveraged partnerships with UN agencies to conduct thematic discussions, exhibitions, and expert discussions.
* International Conference on the Rights of the Child in Conflict: Conducted in partnership with UNICEF and Save the Children, this example exhibits an inter-organizational synergy where findings and recommendations could be shared across different United Nations platforms for greater collective impact.

Developments in 2020

The HR4U Project in 2020 continued to exemplify a multi-dimensional approach in synergy with other UNDP and United Nations initiatives, especially relevant given the human rights challenges exacerbated by the COVID-19 pandemic. The continuation of partnerships demonstrated the project's adaptability and responsiveness to emerging needs.

New Partnerships and Interventions

* Ministry for Digital Transformation of Ukraine: A notable partnership established to promote innovative solutions in human rights and personal data protection. This synergy allowed for the leveraging of digital platforms to reach a broader audience and raise awareness efficiently.
* Office of the First Lady of Ukraine: A new strategic partnership focused on inclusiveness in Ukraine. The educational courses developed through this partnership serve to train activists and civil servants, thereby enriching the human capital for human rights advocacy.
* Free Legal Aid Coordination Centre: A new initiative that launched a course on extrajudicial alternatives to litigation, aimed at optimizing the free legal aid system by introducing mediation, which could reduce judicial costs and timelines.

Enhanced Existing Partnerships

* CSDR Project: Continued its pivotal role through joint calls for proposals aimed at boosting civil society response to the pandemic and advocating for updates to the Human Rights Strategy.
* EU/UNDP Parliamentary Reform Project: Took an active role in the Human Rights Strategy discussions and Action Plan development, involving multiple stakeholders for a consolidated approach.
* UN Recovery and Peacebuilding Programme: Continued to harmonize efforts in promoting human rights values and in designing conflict mediation strategies.
* UN Women: Took on a more focused role in monitoring the socio-economic rights at the local level through the Ombudsperson regional network.
* OHCHR: Collaborated in tackling hate speech and contributed to the Human Rights Progress Study, providing a more comprehensive understanding of human rights challenges in Ukraine.

Multi-Agency Campaigns

* 16 Days of Activism Against Gender-Based Violence: A coordinated campaign with UN and UN Women to raise awareness about gender-based violence, involving a comprehensive approach including social media and live performances.

Developments in 2021

Throughout 2021, the HR4U Project extended its reach by nurturing existing partnerships and forging new alliances to reinforce the human rights agenda in Ukraine, particularly against the backdrop of the ongoing pandemic.

Enhanced Existing Partnerships

* CSDR Project: The collaboration continued to be robust, with specific interventions to tackle toxic masculinity and foster inclusive workplaces. These efforts included a communications campaign, Zoom talk shows, and the development of articles for the Diia.Business portal.
* UN Recovery and Peace Building Programme: The project collaborated on issues of mediation and transitional justice, thereby ensuring a unified UNDP message on these critical topics.
* OHCHR: The partnership persisted in focusing on initiatives to combat hate speech, including training sessions for United Nations mechanisms in the field of human rights.
* United Nations Human Rights Monitoring Mission in Ukraine (HRMMU): Enhanced cooperation to promote the implementation of Universal Periodic Review (UPR) and United Nations treaty body recommendations.

New Partnerships and Collaborations

* DIA Support Project: This new partnership aims to promote inclusive digital services. HR4U seized the opportunity to display its relevant publications at the Diia Summit in the spring of 2021, garnering attention from top Ukrainian officials.
* Free Legal Aid Coordination Centre: A Memorandum of Understanding was signed to launch the Free Legal Aid – Mediation Enhanced (FLAME) Catalytic Project. This aims to bolster the referral system for mediation services targeting the most vulnerable populations in Ukraine.

Multi-Agency Campaigns and Collaborations

* 16 Days of Activism Against GBV: A collaborative campaign with multiple United Nations agencies. The campaign was extensively covered at national and local levels, involving celebrities, state officials, and opinion leaders.
* National Barrier-Free Strategy: A multi-project initiative involving DIA Support and CSDR projects, aiming to promote a barrier-free environment in Ukraine.
* Human Rights Mechanism Training: In coordination with the OHCHR and CSDR project, the HR4U Project is developing an online training course targeting civil servants and CSOs on United Nations human rights mechanisms.
* Joint UNCT Comments: Collaboration on commenting drafts on various strategic laws and plans like Law 5019 on the OO, the Roma Strategy, the Human Rights Strategy, and the Action Plan implementation.

Developments in 2022

The year 2022 brought unprecedented challenges due to the war in Ukraine. This crisis accentuated the urgency for cohesive action and led the HR4U Project to adapt and deepen its partnerships to address complex and immediate needs effectively.

Crisis-Driven Partnerships

* Mainstreaming Gender-responsive Disability Inclusion: A collaborative endeavor with the UNRPP, UN Women, UNFPA, and UNICEF was initiated to ensure an inclusive and gender-responsive humanitarian response to the war situation, particularly concerning disability inclusion.
* Civil Society Rapid Response: In partnership with CSDR, the HR4U Project launched a joint call for proposals aimed at tackling urgent humanitarian needs and legal support. This resulted in the endorsement of two rapid response projects and initiatives on barrier-free issues, supported by the Presidential Adviser on Barrier-Free Issues.

Within Democratic Governance Portfolio

* Digital, Inclusive, Accessible (DIA) Support Project: HR4U collaborated on an educational series focused on psychological support, in alignment with the Ministry of Digital Transformation’s Diia.Education platform.
* Social Service Assessment: A pivotal study, requested by the Office of the President, was undertaken to modernize and make more inclusive social service provision in Ukraine.
* Strengthening Crisis Management: In partnership with the project for Enhancing the Emergency Response Management of the Government of Ukraine, HR4U supported the National Agency for Civil Service (NACS) in developing online courses to empower civil service for crisis response based on human rights principles.

Sustained Collaborations

* UN Recovery and Peacebuilding Programme: The project collaborated on a survey to assess issues concerning the rule of law and access to justice in the war environment.
* Council of Europe (CoE): A coordinated effort was undertaken to support the National Human Rights Institution (NHRI) in areas such as public information, personal data protection, legislative improvement, and the right to information.

Developments in 2023

During the reporting period of 2023, the HR4U Project continued to exemplify the value of partnerships in tackling intricate human rights issues and in strengthening institutions.

Educational Partnerships

* Diia.Education Platform: In collaboration with the Strengthening Crisis Management and Enhancing the Emergency Response Management Project, four educational courses were launched on the Diia.Education platform, with over 6,000 participants, including public officials, gaining essential knowledge on public service, international humanitarian law, and crisis communication.
* Civil Society and Youth Support Project: Supported by the Danish Ministry of Foreign Affairs, this partnership focused on educating young individuals interested in public service. A notable success was the "Day at Public Service" event at the NACS and a subsequent social media campaign, which led to 1,780 course completions.

Research and Legal Aid

* UN Recovery and Peace Building Programme (UNRPP): The collaborative survey on the accessibility of legal aid in war settings, initiated in 2022, was completed and publicly presented. Its findings are expected to refine the strategies of key legal aid providers.

Barrier-Free Principles

* Disability Inclusion Projects: HR4U aligned with UNDP's Disability Inclusion projects to offer expert support in integrating barrier-free principles into public service practices.

Institutional Strengthening

* Council of Europe (CoE): Long-standing cooperation continued in various domains including data protection, access to public information, and enhancing the National Human Rights Institution's (NHRI) mandate fulfillment.
* European Network of National Human Rights Institutions (ENNHRI): A significant initiative was launched to assess the Ombudsperson's effectiveness during wartime. This assessment aims to customize UN and UNDP support to this critical institution better.

Coordinated Initiatives

* Intersectoral Working Group Meeting on CRSV: The project was an active participant in this group initiated by the Office of the Prosecutor General, aiming to align CRSV case investigations with international standards.

***Summarizing these data,*** the evaluation robustly indicates a nuanced and highly effective synergy among the HR4U Project and other UNDP initiatives and United Nations programs. This synergy is demonstrably contributing to both cost efficiency and the fortification of results. A strategic portfolio coherence has been observed, manifested in weekly meetings and inter-project collaborations that facilitate an exchange of good practices and lessons learned, thus reducing duplication of efforts and fostering an integrated approach.

Moreover, HR4U has adapted its operations to respond to the exigencies of crises such as the COVID-19 pandemic and the ongoing conflict in Ukraine, while maintaining and deepening its partnerships. This has extended the project's reach and impact, demonstrating both resilience and agility in the face of unprecedented challenges.

**To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?**

*Findings from the data collection from the KII and FGD with the Group 1*

*Adaptability of Indicators:* The FGD with the project team revealed that the project encountered initial challenges with the indicators for monitoring the project's success. Some indicators were noted to be broad and lacked specificity, which made monitoring challenging. However, the system proved adaptable as adjustments were made based on these learnings. For instance, for conflict-affected training, new indicators were added as the context evolved.

*Management’s Awareness and Use of M&E Data:* According to the interlocutors, the management was fully apprised of the key findings generated through the M&E systems. This information was regularly communicated during annual Board Meetings. It implied a functional feedback loop between the M&E system and the project management, facilitating data-driven decision-making processes.

*Documentation and Reporting Mechanisms:* The monitoring plan was integrated within the project document and a separate monitoring plan at the Country office. The Country office also conducted field visits to directly engage with stakeholders and beneficiaries, providing a robust mechanism for data gathering. Information is updated throughout the year and included in reports. An internal online database managed by the Country Office served as the repository for data collection, further contributing to systematic documentation and reporting.

*Success Rate and Quantitative Data:* According to the online database, HR4U has achieved 99% of its planned activities based on the set indicators, signifying a high success rate. However, it should be noted that the database primarily provides quantitative data. The Log Frame offers a more comprehensive description of how each project objective was achieved.

*Utilization of Evidence-based Data:* The data regarding public perception of human rights in Ukraine was particularly instrumental in pivoting the project's approach towards working with journalists and students. This pivot led to the inception of the Human Rights Academy of Journalism. This exemplifies the project's ability to adapt its strategies based on insights derived from M&E data.

*Exemplary Practice:* According to the interlocutors, the project’s M&E practices have been showcased to the headquarters as an example of good practice, indicating internal recognition of the effectiveness of the M&E system.

*Findings from Observations*

During the interviews with the project team, the issue of problematic indicators was a recurring theme that drew considerable attention. The team expressed concerns over the initial set of indicators being either too broad or too specific, thereby posing challenges in effectively monitoring and assessing the project's impact. This frequent reference to problematic indicators underscores their significance in the M&E process and suggests that the adaptability and refinement of indicators are critical elements for the project’s ongoing and future effectiveness in measurement and evaluation.

***Summarizing these data,*** the Monitoring and Evaluation (M&E) systems for the “Human Rights for Ukraine” Project have been largely effective in enabling data-driven decision-making and adaptability in project implementation. Initial challenges related to broad or unclear indicators were addressed, illustrating the system's adaptability. The management was well-informed through an operational feedback loop, with findings regularly discussed in annual Board Meetings. It demonstrated responsiveness by adapting its approach based on evidence-based data, leading to the inception of the Human Rights Academy of Journalism. However, ongoing refinement of indicators remains an area for improvement to enhance the system's effectiveness.

## **6.4. Sustainability**

### **To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends?**

*Findings from the data collection from the KII and FGD with the Group 1*

*Strategic Repositioning for Sustainability at the Regional Level:* The interlocutors mentioned that previous assistance to OO lacked support for the extension of assistance at the regional level. To address this, the project took the initiative to encourage OO to establish representatives at the regional level. This structural adjustment aimed to secure financial resources from state budgets, thereby contributing to long-term sustainability.

*Specificity in Commitments:* One of the lessons learned from the previous assistance to the OO, was the need for greater specificity in terms of commitments to ensure sustainability. This learning was operationalized in the current project through the development of a strategic document and plan that outlined specific commitments and activities for the OOs.

*Institutionalization of Activities:* The project strategically integrated specific activities into the OO's strategy and operation documents. This was a concrete step towards institutionalizing these activities, thereby ensuring a long-term commitment to human rights initiatives beyond the project’s duration.

*Platform for Training:* The utilization of a government platform for conducting training sessions contributes to sustainability, as these training modules remain accessible for the long term. This implies that the benefits derived from the training are not confined to the project's timeline but have the potential for an extended impact.

*Findings from the data collection from the KII with the Group 2*

*Sustainability of Coordinators’ Engagement:* The indication that coordinators working with the project are likely to continue in their roles for an extended period fosters a sustainable environment for ongoing impact.

*Regional Network Expansion:* The project's success in expanding its network of specialists at the regional level represents a new achievement that adds another layer of sustainability. A wider network can facilitate ongoing collaborations and a more extensive reach of project impacts.

*Permanent Learning Resources:* Online courses and manuals prepared under the project will continue to exist on servers, providing a durable resource for ongoing human rights and public service training.

Potential Challenges to Sustainability

*National Prevention Mechanism:* The regional coordinators supported by the project are unique holders of specific information related to the national prevention mechanism. This puts them in a pivotal role if the project will not be able to sustain their further participation.

*Financial Uncertainties:* Due to current financial constraints in Ukraine, the sustainability of maintaining key staff within the institutions that received support is uncertain. This may potentially affect the continuity of ongoing programs, as well as the preservation of institutional knowledge and the long-term sustainability of acquired skills and insights.

*Findings from the data collection from the KII with the Group 3*

*Paris Principle and Ombudsman Appointment:* Concerns were raised about the procedure not being in line with international standards, particularly the Paris Principle. This indicates potential limitations on sustaining transparent governance practices post-project.

*New Legislation Risk:* Laws enacted by Ukraine during the armed conflict, such as the one on combating collaborationism, present a risk to human rights, which could undermine the sustainability of the project's objectives.

*Budget Constraints:* Questions arise regarding the financial means available to support the implementation of human rights strategies. This indicates potential challenges in sustaining activities post-project without appropriate budgetary allocation.

*Civil Society’s Role:* The interlocutors outlined the increased potential of CSOs in Ukraine and emphasized the importance of further working with CSOs to increase the potential for national ownership and sustainability. It was mentioned that the CSOs can serve as a mechanism for maintaining societal priorities on the public agenda.

*Transitional Process:* A focus on what Ukraine should do post-war implies a long-term vision, which is crucial for sustainability.

*Context Sensitivity:* An acknowledgment that many documents may need to be revised to adapt to the new post-invasion context indicates a need for the adaptability of interventions and strategies, a key aspect of sustainability.

*Questionnaire findings*

The question *“Do you think the benefits or outcomes achieved by the project will continue to have an impact after the project has concluded?”* was designed to assess the sustainability of the project's impact. The question encompasses multiple response categories, allowing for nuanced feedback on whether the project's benefits are expected to be sustained over the long term.

Quantitative Observations

Based on the data provided, the respondents had the following opinions on whether the benefits or outcomes achieved by the project will continue to have an impact after the project has concluded:

The overwhelming majority of respondents, 83.33% (15 out of 18), believe that the benefits or outcomes achieved by the project will continue to have an impact after the project has concluded. The remaining 16.67% (3 out of 18) believe that the impact will be partial. There were no respondents who selected "No" or "Unsure", which indicates a generally positive outlook on the project's long-term impact. Thus, overall, the data suggests that the respondents are optimistic about the sustainability and long-term impact of the project.

Qualitative Observations

The explanatory argumentation provided by the respondents adds qualitative insight to the quantitative data, offering a deeper understanding of why respondents believe the project will have a lasting impact or why it may only partially do so. The key themes that emerged are the following:

* Sustainability: Multiple respondents highlighted the project's unique contributions, such as web resources and training materials, as enduring tools that will continue to be used.
* Legal Awareness: The impact of the project on enhancing legal awareness among citizens and government officials was frequently cited. It is considered a long-term benefit that helps citizens uphold their rights and enables government officials to execute their duties better.
* Educational Impact: Changes to educational programs, especially related to human rights, are expected to last for years, strengthening the project's long-term impact.
* Human Rights: The project has resulted in a broad human rights network, giving people an effective avenue for resolving their human rights-related issues. Respondents highlighted that the efforts in human rights should continue.
* Ongoing Effort Needed: A few respondents mentioned that for the impact to be sustained, continuous efforts are required. This likely explains why some answered "Partially" to the project having a lasting impact.
* Concerns: There were concerns expressed over the loss of momentum if there's a change in regional representatives or if ongoing efforts are not maintained.
* Monitoring: Respondents mentioned that ongoing monitoring of human rights is necessary, adding weight to those who responded with “Partially.”

***Summarizing these data,*** the “Human Rights for Ukraine” Project exhibits strong indications of sustained impact and outcomes post-project termination. Several pillars contribute to this positive trajectory, including the strategic repositioning for sustainability at the regional level, specificity in commitments, and the institutionalization of activities within OO. Notably, the utilization of government platforms for training and the availability of permanent learning resources online adds to the long-term viability of project outcomes.

Furthermore, the expansion of a regional network of specialists and the expected longevity of project coordinators serve as foundational elements for perpetuating project results. Civil society's engagement and the focus on a long-term vision for post-war Ukraine contribute to the overall resilience and adaptability of human rights initiatives.

However, it is imperative to acknowledge the challenges to sustainability, such as financial uncertainties and recent legislative developments, that could potentially inhibit long-term impact. These considerations warrant ongoing monitoring and adaptability in strategic focus.

The quantitative data overwhelmingly supports a positive outlook on sustainability; 83.33% of questionnaire respondents believe that the benefits or outcomes of the project will endure, complemented by qualitative insights that emphasize the project's contributions to legal awareness, educational impact, and the establishment of a human rights network.

### **Identification of the areas, that produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention.[[16]](#footnote-16)**

*Findings from the data collection from the KII and FGD with the Group 1*

*Experts Council and Database:* The project established an Experts Council, effectively a database of trained individuals. This will allow the OO to maintain contact and discussion forums, hence safeguarding the project's legacy.

*Regional Outreach:* The project supported the OO in extending its reach beyond Kyiv to other regions. The Ombudsman Plus model was created, which includes regional coordinators engaged through UNDP-CSO cooperation, a major indicator of sustainability.

*Technical Assistance and Policy Inputs:* The project played a pivotal role in providing expertise for national plans and strategies, thus meeting the needs and expectations of partners. This contributes to the sustainability of the interventions.

*Institutional Memory:* The project has managed to maintain its team across three cycles of implementation, ensuring that institutional memory is retained within UNDP, which is integral for the sustainability of the process.

*Strategic Documents and National Ownership:* The strategy of the OO was supported through project expertise, with the high watermark being the presentation of the Annual Report in the plenary sessions of the Parliament in 2023 – an accomplishment not achieved in over 12 years. This high level of national ownership and recognition underscores sustainability.

Promising Areas Requiring Further Support

*Human Rights Perception Tracking:* The responsibility for tracking human rights perception is yet to be defined, which could jeopardize data continuity and thus sustainability.

*Experts Council:* This proposed tool for maintaining networks of trained individuals is still in the planning stage and would benefit from further support.

*Regional Coordination:* Although significant strides have been made in regional outreach, it is essential to examine the long-term feasibility and impact of the Ombudsman Plus model in the respective regions.

Institutional Capacity of OO: Although the project has been pivotal in developing strategic documents for OO, there may be a need to ensure that the OO has the capability to update and revise these documents independently.

*Findings from the data collection from the KII with the Group 2*

*Report to Parliament:* The OO successfully submitted a report to Parliament, facilitated by expert involvement in the project.

*Capacity Building:* The Project's impact on training public servants was cited as a significant achievement, contributing to long-term operational sustainability.

*Donor Scalability and Cooperation:* The OO has identified avenues for scalability and collaboration with other donors, enhancing sustainability prospects.

*Strategic Initiatives:* Engagement in the elaboration and implementation of the National Barrier-Free Strategy indicates a lasting impact of the project on the OO’s strategic direction.

*International Advocacy:* The project has also augmented the international advocacy efforts of the OO, bolstering its international partnerships and long-term sustainability.

Promising Areas Requiring Further Support

*Development of Regional Coordinators:* The project's support in developing regional coordinators was acknowledged as instrumental. However, there is a noted deficiency in the specialization of these coordinators, specifically regarding procedural rights.

*Limitations on Procedural Rights:* The interlocutors indicated that procedural rights such as court hearings and court session monitoring are inadequately addressed in the regions and require further capacity building.

*Capacity Constraints:* The interlocutors emphasized that a bolstered workforce would enable the Ombudsman Office to extend its monitoring capabilities, specifically over court sessions.

*Questionnaires findings*

The question “*Which specific parts of the project or actions taken have created positive changes that you think will last for a long time?”* was designed to elicit qualitative information on the durability and sustainability of project outcomes.

Analysis of Data:

Based on the answers received from 18 respondents to the question about which specific parts of the project or actions have created long-lasting positive changes, the following insights were derived:

* Monitoring Visits: Mentioned multiple times by respondents, indicating that this is a highly effective and impactful part of the project.
* Educational/ Training Events: Another frequently mentioned element that is perceived to have a lasting impact.
* National Preventive Mechanism: Cited several times as contributing to long-lasting positive change, especially in places of detention.
* Business and Human Rights Training Course: Seen as a positive component by respondents.
* Self-Assessment Tools for Businesses: Mentioned as useful for making sustained improvements.
* Benchmarking Tool for Public Organizations: Listed as a component that can lead to long-term benefits.
* Competency Development: Respondents value the new competencies they have gained through the project.

***Summarizing these data,*** the evaluation of the “Human Rights for Ukraine” Project reveals a multi-faceted impact on sustainable development and human rights promotion in the country. Among the areas showing the most sustainable results is the establishment of an expert council and database, which serves as an enduring platform for professional discourse and policy consultation. The project's role in providing technical assistance and policy inputs has been pivotal in shaping national plans and strategies, meeting both the expectations and requirements of partners. Further, the Regional Outreach facilitated through the Ombudsman Plus model and UNDP-CSO cooperation represents a significant achievement in expanding the project's footprint and is a substantial indicator of sustainability.

Moreover, the project's influence on capacity-building and donor scalability indicates strong prospects for long-term operational sustainability. Notably, the presentation of the Annual Report in the plenary sessions of the parliament in 2023 signifies an unprecedented level of national ownership and sustainability. However, there are promising areas requiring further support, including the development of a standardized approach to Human Rights Perception Tracking, fortifying the institutional capacity of OO for the independent update and revision of strategic documents, and addressing gaps in specialized training for regional coordinators. These areas are critical for the long-term viability and impact of the interventions and should be prioritized in future phases of project implementation.

Therefore, the findings of the evaluation recommend continued support in these promising areas to further reinforce the project's achievements and to ensure their sustainability and scalability in the long term. This will contribute to the ongoing efforts to uphold human rights standards and principles, both at the national and regional levels, thereby consolidating the gains made thus far.

### **Are there any social or political risks that may jeopardize the sustainability of project results?**

*Findings from the data collection from the KII and FGD with the Group 1*

* Staff Retention and Brain Drain: The interlocutors indicated that institutions in Ukraine face significant challenges in retaining staff. Frequent turnover could undermine the project's sustainability due to loss of institutional knowledge and expertise.
* In addition, challenges faced by families, such as involvement in the army or emigration, contribute to a high turnover rate, thereby jeopardizing the long-term sustainability of project results.
* Security Situation: The interlocutors mentioned the adverse security situation apart from ongoing war and the pandemic, has the potential to severely impact project results.
* Politicization of Human Rights: Several answers referred to the risks of politicization of human rights topics, which could detract from the core focus and objectives of the project.
* Funding Instability: The interlocutors also indicated that due to war and budget constraints, the institutions rely heavily on external partners for ongoing funding of the project activities. This creates a degree of uncertainty regarding the sustainability of project outcomes.
* Strategic Alignment: An important point was made that current focus areas are embedded in strategic documents, meaning any change in political focus would necessitate a time-consuming and procedurally complex revision of these documents.
* Donor Focus: The risk of international donors shifting their attention solely to 'hardcore aspects,' potentially overlooking human rights and 'soft' issues, thereby threatening the project's sustainability.
* Institutional Commitment: As highlighted by several interlocutors, once a strategy is developed and approved, it commits the institution to follow through. However, there is always the risk of vision change within the institution, which could affect the sustainability of the project results.

*Findings from the data collection from the KII Group 2*

Financial Stability of People: Respondents highlighted the need for adequate financial support to ensure individuals can plan their futures. This implicates long-term sustainability as inadequate financial stability could disrupt the functioning of institutions or programs supported by the project.

Staff Retention: Keeping staff from seeking alternative employment is noted as a critical component for sustainability and it was mentioned during several meetings. Loss of skilled personnel may diminish the project’s long-term impact.

Dependency on Ongoing Reforms: If existing reforms are halted or are not fully implemented, the gains from the project may be jeopardized.

Escalation of Conflict: An increase in armed conflict would pose a severe risk to the project’s sustainability, this aspect was also frequently mentioned.

Financial Risks of Regional Coordinators: There exists a financial gap within the OO, particularly concerning the regional coordinators. If the project ceases to support these roles, it may hamper the sustainability of its outcomes.

***Summarizing these data,*** the sustainability of the “Human Rights for Ukraine” Project is confronted with several social and political risks that collectively may pose potential challenges to its long-term sustainability. Foremost among these are issues of staff retention and brain drain, exacerbated by adverse security conditions, which undermine institutional capability and continuity. The politicization of human rights issues, coupled with the potential instability of the donor’s focus, adds a layer of complexity that could potentially divert the project from its core objectives. Moreover, financial instability – both at the institutional level due to funding constraints and at the individual level due to inadequate financial support – emerges as a recurrent theme that puts the project's sustainability in jeopardy. The dependency on ongoing reforms and the strategic alignment of focus areas within bureaucratic procedures further compound these risks. Additionally, the potential escalation of armed conflict looms large as an external factor that could critically impair the project. Lastly, a notable financial gap, particularly concerning regional coordinators, could hamper the sustainability of project outcomes if not addressed. These multifaceted challenges necessitate a robust risk mitigation strategy to safeguard the sustainability of the project's outcomes.

### **To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out?**

*Findings from Document Review*

The “Human Rights for Ukraine” Project has demonstrated considerable strength in implementing capacity-building initiatives aimed at enhancing the sustainability of outcomes. These initiatives span various aspects of organizational development, including the institutionalization of activities, the specificity in commitments, and the strategic repositioning for sustainability at regional levels.

Furthermore, a noticeable feature has been the establishment of an expert council, serving as an expert database for maintaining institutional memory, thereby reinforcing sustainability. The project's emphasis on training through a government platform has also contributed significantly to the sustainability, as the training modules remain accessible for extended periods. Additionally, the Ombudsman Plus model and regional network expansion have notably broadened the reach and potential long-term impact of the project. These strategies align well with data from key informant interviews and focus group discussions conducted with the project team and beneficiaries.

While the project has made significant strides in building capacity and ensuring sustainability, areas for improvement exist:

* Financial Sustainability: Given the current financial constraints in Ukraine, it is imperative to diversify funding sources and develop a more robust financial exit strategy.
* Regional Coordinators: There is a need for further specialization and training, particularly in areas such as procedural rights and court session monitoring.
* Human Rights Perception Tracking: Clearly define responsibilities for this aspect of monitoring and evaluation, which contributes to data continuity and sustainability.
* Maintaining Database of the Experts Council: Expedite the planning and operationalization of this tool for maintaining networks of trained individuals.
* Policy Alignment: Ensure that the project's focus areas align with evolving national strategies and international standards like the Paris Principle, to mitigate risks related to changes in political focus.
* Staff Retention: Given the challenges of high turnover rates, implement retention strategies that include ongoing training and perhaps a mentorship program.
* Civil Society's Role: Further foster closer collaboration with Civil Society Organizations, as they can serve as a mechanism for maintaining societal priorities on the public agenda.

What could be phased out:

* Politicization Risks: Minimize activities that are susceptible to politicization, which could detract from the core objectives of the project.

***Summarizing these data,*** the “Human Rights for Ukraine” Project has made commendable progress in developing comprehensive capacity-building initiatives designed to bolster the long-term sustainability of its objectives. The strategic approach, characterized by organizational development, institutional memory, training mechanisms, and multi-tiered networking, notably correlates with evidence gathered from key informants and focus group discussions.

However, to fortify the sustainability and exit strategies, it is essential to address several key challenges. First, diversifying funding sources and crafting a robust financial exit strategy will ensure long-term financial sustainability amid Ukraine's economic constraints. Second, regional coordinators require further specialization in procedural rights and court session monitoring to foster effectiveness. Third, there needs to be an expedited operationalization of the Experts Council and the database to strengthen the institutional memory and network of trained individuals. Moreover, alignment with evolving national strategies and international standards, such as the Paris Principle, is crucial for mitigating risks associated with political shifts.

Staff retention strategies, including mentorship and ongoing training, are essential given high turnover rates. Additionally, fostering closer collaboration with CSOs could further reinforce sustainability by maintaining societal priorities on the public agenda.

As for the aspects to be phased out, the project would benefit from minimizing activities susceptible to politicization. Doing so will not only strengthen the exit strategies but also ensure that the project remains resilient and focused on its core human rights objectives.

### **Is there a best practice sustainability model that can be replicated in a future design?**

*Findings from the data collection from the KII and FGD with the Group 1*

*Knowledge Management and Partner Buy-In:* According to the interlocutors, there is a discernible limitation in the long-term sustainability of knowledge management systems if there is insufficient buy-in from partners. This is particularly noticeable for long-term training commitments. Respectively, a sustainable model should, from the beginning, integrate with the systems and platforms of partners to ensure mutual ownership and buy-in, especially for long-term initiatives.

*Legislation-Based Support:* The interlocutors underscored the importance of embedding policies in specific legislation rather than broadly defined activities for sustainable impact. Respectively, policies and initiatives should be bound to specific legislation to create a sense of commitment and continuity.

*Stakeholder Engagement in Product Development:* Sustainable impact was also associated with the involvement of stakeholders in the development of project outputs. Correspondingly, further involvement of relevant stakeholders in the crafting of deliverables to ensure they are well-aligned with the needs and capacities of those stakeholders.

*Adaptability to New Contexts:* The project demonstrated adaptability by transitioning to digital products in the wake of COVID-19. This points to a resilience that is crucial for long-term sustainability. Consequently, future designs must incorporate adaptive mechanisms to respond to changing contexts effectively.

*Findings from the data collection from the KII with the Group 2*

*Team Structure:* The interlocutors emphasized the importance of a strong team that addresses the needs of the implementing partners. While the structure and strength of the team are not explicitly linked to sustainability, having a team that is responsive to the needs of the project stakeholders suggests that there is an adaptable, and potentially sustainable, framework in place.

*Transparency in Procedures:* The interlocutors also highlighted the project's transparency in procedural aspects. Transparency can be an essential element in a sustainability model as it fosters trust, enhances stakeholder engagement, and contributes to robust governance structures. In the HR4U project, transparency was particularly noted in terms of clarity about “what was happening and when”. This clarity allowed the beneficiaries to anticipate the assistance they would be receiving, thereby enabling better planning and resource allocation on their end.

*Anticipation and Planning:* The project's transparency permitted beneficiaries to anticipate the assistance they would receive, thus empowering them to take proactive measures. This forward-looking approach, facilitated by the project's modus operandi, can be seen as a sustainability-enabling factor. It provides stakeholders with the necessary information to plan effectively, thereby potentially ensuring the project's outcomes can be sustained beyond its lifecycle.

*Questionnaires findings*

The question *“Can you point out a successful activity or approach in this project that you think it could be used again in future similar projects?”* was designed to elicit respondent opinions about the replicability and effectiveness of specific components within a project.

The analysis of themes proposed by respondents outlines the following results:

* Monitoring Activities: Respondents mentioned the success of annual monitoring visits, or monitoring the situation in the country, city, or community, as a successful approach that can be used in the future (mentioned in 8 responses),
* Educational and Training Activities: Respondents highlighted the importance of educational and awareness-raising activities, particularly aimed at various groups like students, police officers, public servants, and the general public (mentioned in 7 responses).
* Research and Sociological Studies: Respondents emphasized the importance of sociological studies for understanding the perception of human rights in Ukrainian society (mentioned in 5 responses).
* National Preventive Mechanism: Respondents noted the continued implementation of the National Preventive Mechanism, with some mentioning its practical experience as invaluable (mentioned in 5 responses).
* Innovative Teaching Methods: The use of innovative learning methods, such as audio-visual products like documentary films and animated films, was highlighted as well (mentioned in 3 responses).

***Summarizing these data,*** this evaluation asserts the existence of a viable sustainability model for replication in future human rights initiatives. The model hinges on four cornerstone elements:

* Legislation-based support: Policies and initiatives should be tied to specific legislation to ensure long-term commitment and continuity.
* Stakeholder Engagement: The active involvement of stakeholders in crafting project deliverables is crucial for outputs that meet beneficiary needs and capacities.
* Operational Transparency: Clear and transparent procedures facilitate trust and enhance stakeholder engagement, further contributing to the project's long-term sustainability.
* Adaptive Mechanisms: Future designs should include provisions for adaptability, as demonstrated by the project's successful transition to digital formats in response to the COVID-19 pandemic.

Together, these elements establish a comprehensive yet succinct sustainability model that is scalable and capable of ensuring long-term impact and consistent stakeholder engagement.

### **To what extent do UNDP interventions have well-designed and well-planned exit strategies that include a gender dimension?**

*Findings from Document Review*

The Sustainability and Exit Strategy for the “Human Rights for Ukraine” Project exhibits a comprehensive approach to human rights, focusing on capacity-building, data collection, awareness-raising, and multi-stakeholder involvement. However, its commitment to incorporating a gender dimension is relatively subdued.

*Data Disaggregation:* The strategy does explicitly mention the collection of data that is disaggregated by gender under "Key results 2." This initiative can be seen as an acknowledgment of the need to address gender-specific issues.

*Partnerships with UN Women:* The document mentions building synergies with UN agencies including UN Women. This offers an avenue for incorporating a gender perspective, though the role of UN Women should be further elaborated.

*Local Level Focus:* Under "Key results 1," the project aims to make the OO's network more accessible to women, men, and vulnerable groups, particularly in rural areas. This is both inclusive and gender-specific.

*Training Components:* The strategy includes comprehensive training components but it should include specific mention of gender equality or gender-based violence issues in its training agendas.

*Risks and Challenges:* The section outlining risks should add gender-specific risks, such as an increase in gender-based violence or discrimination.

Recommendations:

*Incorporate Explicit Gender Strategy:* A dedicated section on gender could provide focused objectives, activities, and indicators related to gender.

*Detail Role of UN Women:* Clarify the role of UN Women in the project to explicitly show how this entity will contribute to the gender dimension.

*Gender Budgeting:* Financial resources should be allocated specifically for gender-related activities and interventions.

***Summarizing these data,*** the Sustainability and Exit Strategy for the “Human Rights for Ukraine” Project provides a comprehensive approach to human rights but it should improve its gender dimension. While it does involve disaggregated data by gender and mentions collaboration with UN Women, the strategy misses dedicated sections or indicators that address gender-specific outcomes and challenges. To better align with United Nations guidelines on gender mainstreaming, the document should feature a clearly defined section on gender objectives, activities, and indicators. This would enhance its overall impact and compliance with international standards.

### **Identifying possible priority areas of engagement, offer recommendations for the next phase**

*Findings from the data collection from the KII and FGD with the Group 1*

Awareness Raising and Capacity Building in Education

* Interlocutors mentioned incorporating human rights education into the secondary school curricula to raise awareness.

Recommendation: Develop collaborations with the Ministry of Education to integrate human rights modules into the national secondary school curriculum.

* Special training modules to be introduced as part of journalism education due to the media's influence on human rights perceptions.

Recommendation: Expand partnerships with universities and journalism schools to build capacities for accurate reporting on human rights issues.

Support to Regional Offices

* The project initially did not intend to support the OO’s regional offices, but the current circumstances make it necessary.

Recommendation: Strengthen the capacities of the OO's regional offices through training and provision of essential tools; Allocate a dedicated budget line for regional support to ensure sustainable operations.

Expanding Thematic Engagement

* Interlocutors mentioned a general interest in engaging in more specific human rights issues, such as environmental justice and personal data protection.

Recommendation: Initiate engagements in emerging thematic areas based on an incipient needs assessment.

Access to Justice for Conflict-Affected Population

* Increasing need to strengthen the judicial sphere in dealing with war crimes and humanitarian cases.

Recommendation: Collaborate with international agencies active in the judicial sphere, such as CoE and USAID, to build capacities in the humanitarian judiciary; Develop programs aimed at supporting victims of war crimes in accessing justice.

Alignment with EU Integration Objectives

* EU accession was mentioned as a pivotal aspect that should focus on human rights standards.

Recommendation: Align project objectives and benchmarks with EU human rights standards to facilitate Ukraine's EU integration process; Secure funding to support the government's EU accession-related activities.

Gender and Vulnerable Groups

* The need to strengthen the gender pillar.

Recommendation: Integrate a stronger gender component into the project's initiatives.

*Findings from the data collection from the KII with the Group 2*

* Monitoring Visits to Detention Centers: The interviewees emphasized the importance of extending monitoring visits to provisional places of detention to assure human rights adherence.

Recommendation: Strengthen and broaden the scope of monitoring activities to include provisional detention facilities. Engage with international partners for best practices.

* Public Campaigns and Training: Public campaigns and ongoing training were mentioned as key activities.

Recommendation: Allocate resources for designing and implementing targeted awareness campaigns and training modules for staff and the public.

* Role of Regional Coordinators: Emphasis was placed on the importance of maintaining regional coordinators.

Recommendation: Retain and further capacitate regional coordinators to bridge gaps between national and local levels.

* Introduction of Mediators: The inadequate implementation of mediation law was highlighted.

Recommendation: Introduce trained mediators in the regions and raise public awareness regarding the law on mediation.

* Digitalization: Mention of many processes taking place in paper format.

Recommendation: Initiate a digital transformation strategy to streamline internal processes and increase efficiency.

*Questionnaires findings*

The question *“What would be your recommendations for the next phase of the project?”* was designed to collect qualitative data from respondents on the upcoming assistance needs. The key insights from the data can be categorized into several themes:

* Continued Work: A consensus among respondents is the need to continue the project, especially considering the challenging situation in Ukraine. Suggestions such as "Work as you have been working" and "It is important to continue work in the field of human rights" reflect this.
* Stakeholder Engagement: Multiple responses highlight the importance of engaging with stakeholders, including civil society, in a more significant manner. For example, "Interaction with stakeholders to build their capacity" and "Pay more attention to interaction with civil society" were emphasized.
* Financial and Technical Support: “Increase in financing taking into account inflation, provision of a software component, provision of technical means” indicates a need for more resources.
* Post-War Reconstruction: A few respondents touched upon the importance of “Reconstruction/building of communities after the end of the war” and how to adapt challenges and strategies in wartime and post-war situations.
* Continuous Training: Respondents emphasized the need for education and training activities such as “training of public servants” and “practical familiarization is further necessary.”
* Monitoring and Legislation: “Monitoring of legislation,” “advocacy to accelerate the reform,” and “increase the number of NPM visits, with the involvement of experts” were also brought up in several answers.

Overall, the general trend leans towards not just continuing the project but also expanding its scope, increasing stakeholder engagement, and incorporating more diverse activities. Adaptability and increased financing are also commonly recommended.

***Summarizing these data,*** the findings underscore the need for a strategic, multi-dimensional approach for the next phase of the "Human Rights for Ukraine" Project. Priority should be given to integrating human rights education in secondary and journalism programs, alongside strengthening the regional offices of the Ombudsman. Further thematic diversification is advised, covering emerging issues like environmental justice and data protection. Collaborations with international actors to enhance judicial capacities in war crimes and humanitarian cases. Additionally, aligning project benchmarks with EU human rights standards will facilitate Ukraine's EU integration process. In sum, the next phase should focus on deeper training engagements, operational decentralization, thematic expansion, and multi-sectoral partnerships, underpinned by increased financial and technical resources.

## **6.5. Impact**

### **Has the project contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civil society groups, and institutions related to the project?**

The “Human Rights for Ukraine” Project demonstrated significant strides in engendering long-term changes across social, economic, and technical spheres, targeting individuals, civil society groups, and institutional frameworks.

Social Changes

*Perception of Adherence to Economic and Social Rights:* The project has made a measurable improvement in public perception of adherence to economic and social rights. The indicator moved from a baseline of 2.2 to 2.96, nearing the 2023 target of 3. This progress indicates that the perception of people is that their economic and social rights are increasingly respected. This is a noteworthy development given that these perceptions often form the basis for enhanced civic participation.

*Human Rights Defenders:* An increase from 11.7% to 20% in the share of human rights defenders who believe that the human rights situation has improved offers compelling evidence that the project is strengthening the civil society sector. This is especially remarkable considering the full-scale war in 2022 that dramatically altered the context.

Economic Changes

*Resource Allocation for Regional Offices:* The increase in the number of regions covered by the OO's regional offices from 12 to 22 demonstrates a significant economic commitment from the State budget, enhancing the reach of human rights protection mechanisms across regions. Even though two oblasts are currently not covered due to security risks, this broadening network signifies the scale-up of the economic resources invested in human rights protection.

Technical Changes

*Policy Recommendations:* The project also led to technical advancements in policy frameworks. The number of UPR and CEDAW recommendations translated into national policies increased from zero at baseline to 17 and 6 respectively. These transformations in the policy landscape are pivotal for long-term change.

*Data Monitoring and Evaluation:* All regional staff, including civil servants and civic activists, were trained in M&E practices that can collect disaggregated human rights data. This technical upskilling significantly enhances the robustness of human rights monitoring systems.

*Electronic Systems:* The operationalization of an electronic system for the OO regional network is a laudable technical advancement that will significantly improve information flow and data collection capabilities.

Institutions

*Human Rights Awareness and Education:* The involvement of OO in regional and national campaigns, as well as partnerships with journalism universities, indicates that the project is embedding human rights education within institutional setups. This is vital for long-term changes.

*State Programs:* The adoption of targeted social programs like combating human trafficking until 2025 is indicative of the institutionalization of human rights policies.

*Human Rights Monitoring Networks:* The creation of a widespread network for human rights monitoring covering 62% of administrative districts underscores the project’s success in institutional capacity-building.

*Integration of HRBA in Duty-Bearers Training:* The development and integration of a Human Rights-Based Approach into study programs indicate a significant shift toward institutionalizing human rights awareness among duty-bearers.

In conclusion, the "Human Rights for Ukraine" Project demonstrates a comprehensive, multifaceted approach aimed at long-term change across social, economic, and institutional spheres. Key indicators include measurable improvements in public perception of human rights, enhanced capabilities of the Ombudsman's Office, and effective data-driven policy integration. Despite challenges like the 2022 war, the project exhibited remarkable adaptability. Its success in fostering cross-sector collaborations underscores its potential for sustainable impact. Overall, the project aligns well with UNDP's strategic objectives, proving itself a credible instrument for enhancing the human rights landscape in Ukraine.

**What difference has the project made to the beneficiaries, involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)?**

*Findings from the data collection from the KII and FGD with the Group 1*

*Development of Strategic Human Rights Documents:* The project has been instrumental in the formulation of two strategic human rights documents. These documents have provided a foundational basis for government action and policy planning, thereby impacting not only the immediate stakeholders but also creating an enabling environment for human rights protection at a national scale.

*Increased Public Awareness and Trust in Human Rights Institutions:* The project has successfully raised awareness about national human rights institutions. Sociological data indicate an increase in awareness and the level of trust toward these institutions. This is an important impact metric, particularly as it has a downstream effect of making these institutions more effective and credible in the eyes of the general public.

*Empowerment of Individuals:* There has been a marked increase in the number of people ready to protect their rights. The project has fostered an environment where people feel empowered, thus having a substantial impact on individuals.

*Focus on Vulnerable Groups and Discrimination:* The interlocutors' inputs indicate a positive trend in societal attitudes toward vulnerable groups. Specifically, there has been a gradual increase in the number of people displaying zero tolerance toward discrimination. While not a significant spike, the incremental progress does reflect a broader cultural shift towards inclusivity, making a positive difference in target communities.

*Parliamentary Acknowledgement of Human Rights Reports:* Another noteworthy impact is the presentation and subsequent vote on the human rights report in the Parliament. This not only amplifies the reach of the recommendations but also provides them with formal legislative endorsement, thereby increasing their leverage and potential for effective implementation.

*Decentralization and Local-level Engagement:* The interview data suggest a notable decentralization effect post-project implementation. Before, people had to travel to Kyiv to submit their claims, whereas now regional offices provide this service regionally. This has not only made human rights services more accessible but has also fostered cooperation with local authorities. Furthermore, the increase in monitoring visits improves oversight and ensures that human rights standards are being upheld at the community level.

Quality and Clarity of Reporting: The project has improved the quality and clarity of reporting by the OO. By supporting these efforts, the project has enhanced the comprehensibility and effectiveness of the OO’s human rights reports.

*Findings from the data collection from the KII with the Group 2*

*Monitoring in Previously Ignored Areas:* The interlocutors mentioned that the HR4U project enabled monitoring activities in locations where this had been dormant for 3-4 years. This has increased the reach and effectiveness of oversight functions.

*Increased Number of Monitoring Visits:* The project has contributed to an increment in the frequency of monitoring visits. This expansion has allowed for a comprehensive regional presence, thereby strengthening human rights protections across diverse areas.

*Enhanced Performance in Specific Areas:* The project has facilitated heightened performance in certain specialized sectors within the focus of the OO. This is indicative of a more efficient and focused approach to human rights work.

*Strategic Development and Networking:* The creation of new networks and the inclusion of coordinators have enriched the OO's understanding of the multifaceted challenges facing people in various geographical and social contexts.

*Decentralization Plans:* Following the project's impact, the OO is considering the establishment of additional offices in various oblasts, signaling an intent to decentralize operations for a more effective regional impact.

*Orientation Towards Long-Term Vision:* The interlocutors emphasized the project's focus on long-term change, indicating a strategic alignment with broad objectives for sustained improvements in human rights.

*Questionnaire findings*

The question “*What noticeable improvements or positive changes have you, or others in your community, seen as a result of the project?”* sought to ascertain the perceptible impacts of the project on both individual and community levels.

*Increased Interest in Responsible Business Behavior:* Respondents noted an increase in the interest of various stakeholders in responsible business behavior, especially in the context of Ukraine's recovery.

*Legal Awareness and Access to Legal Protection:* Many respondents highlighted the improvement in legal literacy among citizens, better access to legal protection, and a decrease in human rights violations.

*Media Focus on Human Rights:* There is a noticeable increase in journalistic materials that focus on human rights issues.

*Ombudsman Institution Awareness:* More people are aware of the Ombudsman institution, and there is increased trust in the institution and its work.

*Quick Response to Violations:* The speed and quality of responses to citizen complaints and significant violations of rights and freedoms have improved, according to the respondents.

*Reduction in Inhumane Treatment:* Visits under the national preventive mechanism have led to a decrease in torture and ill-treatment in detention centers.

*Increased Tolerance:* There's an increase in the level of tolerance towards vulnerable or discriminated groups like the LGBT community.

***Summarizing these data,*** the evaluation data provides evidence that the “Human Rights for Ukraine” Project has yielded substantial benefits on multiple fronts. Firstly, the project's influence in the formulation of strategic human rights documents has fortified national policy planning, thereby impacting the broader human rights landscape. Secondly, a noteworthy increase in public awareness and trust in national human rights institutions has been observed, which amplifies their credibility and effectiveness.

Moreover, the project has catalyzed individual empowerment, particularly in claiming and protecting one's rights. It has also led to a positive shift in societal attitudes towards vulnerable groups, representing a broader cultural move towards inclusivity. Decentralization efforts have made human rights services more accessible at the local level, enhancing cooperation with local authorities and improving oversight.

Public perception corroborates these core impacts, notably indicating improved legal literacy and more efficient responses to human rights violations. In summary, the "Human Rights for Ukraine" Project has acted as a catalyst for significant improvements in both individual empowerment and institutional capacity, fulfilling its intended objectives effectively and substantively impacting the target communities.

**Has the Project contributed to gender equality, women’s empowerment and protection of human rights, social inclusion?**

*Findings from the data collection from the KII and FGD with the Group 1*

*Gender-Disaggregated Data:* The interlocutors indicated that there is an ongoing effort to scrutinize gender-disaggregated data. This signifies an intent to understand the nuances of how the project's policies and interventions affect men and women differently. However, the data does not specify the extent to which this examination influences policy-making or implementation.

*Training Initiatives:* The project team acknowledged that gender aspects are considered when conducting training. Although the data is limited, it implies that there is a conscious effort to ensure that training initiatives are gender-sensitive, aiming for an equitable impact on all beneficiaries. The absence of quantitative measures or specific examples limits the depth of this analysis.

*Gender Mainstreaming in Work Plans:* The Work Plans incorporated gender mainstreaming, according to the project team. This indicates a structured approach to integrating gender considerations into various parts of project implementation.

*Document Review*

To assess the extent to which the "Human Rights for Ukraine" Project has contributed to gender equality, women’s empowerment, and protection of human rights, social inclusion, a review of the Logical Framework as of 30 June 2023 has been conducted. Various indicators from the framework provide a quantitative and qualitative basis to assess the achievements, trends, and challenges related to the evaluation question.

*Perception of adherence to economic and social rights by women and men:* A perceptible improvement from a rating of 2.2 in 2016 to 2.96 by June 2023 indicates a positive trend in adherence to economic and social rights. However, the indicator does not explicitly provide data disaggregated by gender, which would have allowed for a more specific assessment of gender equality.

*Share of human rights defenders who believe the human rights situation has improved:* The share increased from 11.7% in 2016 to 20% by 2023, although the drastic shift due to the war in 2022 makes this data less comparable. However, no explicit information on gender and social inclusion aspects of this indicator is available.

*Implementation of UPR and CEDAW recommendations into national policies:* From 0 implemented recommendations in 2017 to 17 UPR and 6 CEDAW recommendations implemented by 2023. This progress suggests an increased commitment to human rights, including women’s rights, although the specific nature of the recommendations would be crucial for a comprehensive assessment.

*Share of the population that believes the OO is effective for human rights protection:* Female perception of effectiveness rose from 5.3% to 10% for OO and from 5.9% to 10% for local authorities. This increase may suggest better empowerment and social inclusion, although a more specific gender-based analysis is required.

Number of women and men reached by field visits regarding human rights concerns: In 2023, 1908 people were reached through field visits, with a higher share of women (1163) than men (745). This suggests a strong focus on gender in outreach activities.

Training and capacity-building: All regional staff were trained in relevant M&E knowledge and capacities, including CRSV which directly relates to gender-based violence.

*The number of national and regional campaigns raising awareness on human rights by CSOs:* A total of 13 campaigns by 2023 likely contributed to strengthened awareness and potentially to the empowerment of marginalized groups.

***Summarizing these data,*** the assessment of the “Human Rights for Ukraine” Project suggests a committed approach towards gender equality, women's empowerment, and social inclusion. The project has incorporated gender-sensitive training and mainstreaming in its Work Plans, showing an intent to address these areas comprehensively. Quantitative indicators, such as the increase in human rights defenders who view conditions as improving, and the targeted focus on women in field visits, align with the project's goals. However, a lack of detailed, gender-disaggregated data limits a conclusive evaluation of its full impact. Thus, while the project exhibits a positive trend in addressing the stated objectives, future assessments would benefit from more specific, gender-disaggregated metrics to better measure its contributions.

1. **CONCLUSIONS**

**Relevance and Coherence**

The evaluation of the “Human Rights for Ukraine” Project reveals a high degree of relevance and coherence across multiple dimensions, substantiated by comprehensive analysis aligned with the evaluation questions.

Significant relevance is evident in its alignment with the needs and priorities of target groups and the Government of Ukraine. The project's evolution from a prior intervention and its role in keeping "institutional memory" for the Ombudsman's Office illustrates a strategically designed continuation that addresses evolving needs. The establishment of regional offices enhances local relevance, thereby fulfilling the imperative for accessibility. Furthermore, questionnaire findings affirm that the project enjoys a high level of stakeholder endorsement, reinforced by overwhelmingly high Likert scale scores and qualitative observations emphasizing its importance.

The Project is aligned with both national governmental policies and international frameworks. It addresses urgent human rights issues in the Ukrainian context, especially amid ongoing armed conflict. Furthermore, the project explicitly supports key national strategic policies such as the EU candidacy questionnaire, Human Rights Strategy, and National Barrier-Free Strategy. On the international spectrum, it stands aligned with multiple Sustainable Development Goals, including SDGs 16, 10, and 5. This alignment is not merely superficial but extends to core programmatic documents like the UNDP Country Programme Document and the United Nations Partnership Framework, situating the project as an integral element of Ukraine's broader development strategy.

Concerning donor interventions, the HR4U project exemplifies coherence in its coordination and information-sharing platforms with other major actors such as the Council of Europe and UN agencies. Its strategic alignment extends beyond mere partnerships, highlighting its capacity for multi-stakeholder collaboration and targeted activity synchronization. Moreover, it employs a proactive approach to avoid overlaps and duplications, thereby maximizing resource utilization and impact.

A prominent commitment to vulnerable populations and gender issues further emphasizes its relevance. The project's strategies for gender mainstreaming, women's representation, and gender audits confirm a commitment to ongoing improvement in gender equality. Its efforts to meet the needs of vulnerable groups are both strategic and dynamic and are exemplified by its targeted advocacy work and institutionalization of best practices.

The project’s adaptability in response to rapidly changing environments—be it political, security-related, or epidemiological—is remarkable. It demonstrates a well-coordinated approach to risk and challenge mitigation, evidenced by swift transitions like remote work during the COVID-19 pandemic and addressing emergent human rights issues in times of armed conflict.

In terms of public sector engagement, the project has succeeded in achieving its intended outcomes through effective government collaboration. Its contributions to governmental strategies and policies, as evidenced by the 2023 OO 5-year strategy and the National Barrier-Free Strategy, indicate significant integration into national policy-making processes. These accomplishments resonate not just as outputs but as catalysts for broader systemic change.

**Effectiveness**

In evaluating the effectiveness of the “Human Rights for Ukraine” Project, a holistic assessment of various indicators and external factors provides a comprehensive picture of the project's mark. There are salient points that reflect the project's overarching success, even though challenges were encountered in specific areas.

The intervention largely succeeded in achieving its primary objectives and producing key outcomes that contribute positively to Ukraine’s human rights landscape. Various performance indicators, ranging from operational capacity to educational programs, were either fully achieved or showed considerable progress. The partially achieved indicators often demonstrated forward movement, despite being hindered by unforeseen challenges such as security risks.

Effectiveness was reinforced by strategic collaborations, professional human resource management, and well-planned initiatives. While there were challenges, these were largely external testifying to the project's resilience.

The project has achieved a high level of national ownership, indicated by robust multi-stakeholder engagement and financial commitments from the State. An overwhelming 88.9% of respondents rated the project as highly effective in this regard. This signals the project's lasting legacy and ensures long-term sustainability and impact.

Both the National Human Rights Institution and civil servants have witnessed significant capacity enhancements due to the project. While more work remains in certain areas, especially regarding the human rights expertise of civil servants, a strong framework has been laid for future progress.

**Efficiency**

The Project has proven itself to be largely efficient across multiple dimensions of analysis. It has demonstrated high performance in the utilization of resources and conversion to outputs, achieving an overall Project Delivery Rate of 86%. This signifies a well-calibrated alignment between planned objectives and actual deliverables, accentuated by a commitment to advancing the human rights landscape in Ukraine.

The efficiency of project management, coordination, and monitoring is notably commendable. Through adaptive planning, HR4U has employed a robust monitoring approach using both sociological and quantitative data, and it has been favorably reviewed by a majority of stakeholders. The project’s management protocols are also enhanced by a strong focus on human rights and gender-sensitive approaches, aligning seamlessly with UNDP's operational guidelines.

The project has demonstrated a high level of resilience and adaptability in the face of unforeseen external factors, such as the COVID-19 pandemic and military aggression, maintaining its course and even augmenting its cost-effectiveness through the swift adoption of remote work and online training platforms. While there were budget adjustments due to these unforeseen events, these did not significantly compromise the project's value-for-money commitment, which remains substantiated by adherence to UNDP's Standard Operating Procedures and the positive outcomes of financial audits.

The project has also been efficient in leveraging partnerships and co-funding opportunities, thereby amplifying its resource base. Such strategic alliances have not only ensured optimal resource mobilization but have also contributed to the project's value-for-money proposition.

Significant synergy was observed between HR4U and other UNDP initiatives and United Nations programs. This has contributed to cost efficiency and has enriched the project's deliverables through the facilitation of best practice exchanges and reduction in duplicate efforts. The project's strategic response to crises has also exemplified its resilience and agility, thereby expanding its reach and fortifying its impact.

Lastly, the Monitoring and Evaluation (M&E) systems in place have been largely successful in providing data-driven insights for ongoing adaptability and informed decision-making. While there is room for further refinement, particularly concerning the specificity of indicators, the overall M&E framework has fulfilled its role effectively.

Thus, it can be conclusively stated that the HR4U Project remarkably has achieved its objectives under challenging circumstances, and doing so with financial integrity, transparent governance, and a high degree of stakeholder satisfaction. The minor concerns and areas for improvement identified should not overshadow the project's overall success but should serve as avenues for enhancing future efficiency.

**Sustainability**

The evaluation exhibits robust evidence of sustainability across multiple dimensions. The project's strategic repositioning at the regional level, its focus on institutionalization, and the creation of permanent learning resources signify the project's long-term viability. The quantitative data, where 83.33% of respondents acknowledge the project's enduring impact, coupled with qualitative insights, further underscores this assertion.

Nonetheless, for sustainable results to be universally realized, there are areas warranting attention in future interventions. Key among them are fortifying the institutional capacity of OO for the independent update and revision of strategic documents, the development of a standardized approach to Human Rights Perception Tracking, and specialized training for regional coordinators. These aspects are instrumental for safeguarding the project’s long-term viability and should be accorded priority in future project phases.

While the sustainability trajectory appears promising, the evaluation identifies certain social and political risks that necessitate a risk mitigation strategy. These encompass staff retention challenges, financial instability, and potential shifts in donor focus, among others. Notably, the project's resilience to these risks is partially contingent upon external factors such as ongoing reforms and even the security conditions within Ukraine.

The evaluation notes the adequacy of capacity-building measures in ensuring sustainability but suggests enhancements to the exit strategies. A diversified funding model and an expedited operationalization of the Expert Council and database are among the improvements suggested. The evaluation further notes that efforts to streamline gender-specific outcomes into exit strategies are required to align the project with international norms.

The evaluation asserts the project's success in establishing a replicable model for sustainability, hinging on four cornerstone elements: legislation-based support, stakeholder engagement, operational transparency, and adaptive mechanisms. These elements contribute to the project's resilience and offer a blueprint for future human rights initiatives.

**Impact**

The project demonstrates a robust capability to induce long-term changes across varying dimensions—social, economic, and institutional. The indicators show measurable advancements in the public perception of human rights, coupled with augmented institutional capacity, particularly within the Ombudsman's Office. The project's alignment with the strategic objectives of the UNDP confirms its viability as a credible mechanism for human rights enhancements in Ukraine. Moreover, its resilience to circumstantial challenges, such as the 2022 war, and its proficiency in galvanizing cross-sectoral collaborations attests to its sustainable impact potential.

The evidence substantiates the project's tangible and intangible gains for both the direct and indirect beneficiaries. From a policy perspective, the project's influence in the creation of strategic human rights frameworks has tangibly fortified the national planning process. At a grassroots level, gains are manifest in the significant increase in public trust in human rights institutions and a commensurate increase in their efficacy. Cultural transformations are evident through a shift towards inclusivity, particularly concerning vulnerable groups.

1. **RECOMMENDATIONS**

**Recommendation 1: Strengthen and Expand Regional Outreach through Sustained Support and Capacity Building of OO's Regional Offices**

*Evidence Supporting the Recommendation*

* The project’s initiative to decentralize the Ombudsperson’s Office through the creation of regional offices has been a pivotal advancement. It has not only substantially amplified the reach of OO but also demonstrated a high degree of alignment with the localized human rights needs and concerns.
* The formation of these regional offices, as corroborated by the project narrative reports and key informant interviews, shows effective decentralization of the OO's human rights advocacy and intervention capacities.

*Specific Recommendations for Future or Similar Programming*

* Sustained Investment: Subsequent phases of the project or similar initiatives should earmark sufficient financial and human resources for the maintenance and operational costs of these regional offices.
* Staff Capacity Building: Invest in regular training programs for the staff in regional offices to equip them with updated skills and knowledge. Special attention should be given to the training on data collection, monitoring, and evaluation so that the impact of regional offices can be effectively assessed.
* Logistical Support: Ensure that each regional office is equipped with necessary logistical resources like communication devices, transportation facilities, and safety measures, particularly in areas with elevated security risks.
* Expansion: Consider the geographic expansion of the OO’s regional network, especially in areas with reported high incidences of human rights violations or marginalization of vulnerable groups.
* Stakeholder Engagement: Involve regional government counterparts and local communities in the decision-making process for the functioning of these regional offices, thereby ensuring ownership and long-term sustainability.

**Recommendation 2: Strengthening Institutional Capacities for Addressing Human Rights Challenges in War and Post-Conflict Settings**

*Evidence Supporting the Recommendation*

The evaluation has emphasized the persistent challenge posed by the ongoing armed conflict in Ukraine, which significantly affects human rights conditions and overall social stability. The HR4U project has exhibited resilience by bolstering the capacities of the Ombudsperson's Office and other institutional actors in dealing with human rights challenges unique to conflict and post-conflict contexts. The evidence gathered indicates that these efforts are not only timely but also critical in mitigating human rights violations and fostering social cohesion in these sensitive settings.

The evaluation reveals a distinct opportunity to further augment these capacity-building efforts, specifically for dealing with human rights challenges in conflict and post-conflict scenarios. This could involve specialized training in international humanitarian law, conflict resolution, and human rights law, as well as the development of targeted response mechanisms for issues such as displacement, war crimes, and human rights protections.

*Specific Recommendations for Future or Similar Programming*

* Develop and implement specialized training modules for OO and other relevant public institutions that focus on international humanitarian law, conflict resolution, and human rights protection in war and post-conflict situations.
* Facilitate the creation of expert advisory councils within the OO and public institutions, leveraging the Ombudsman Plus model, to offer specialized advice and strategies for addressing human rights issues related to conflict and post-conflict settings.
* Initiate inter-agency collaborations, including with international organizations, to ensure a comprehensive and coordinated approach to human rights challenges within these challenging contexts.
* Conduct periodic reviews and updates of the National Human Rights Strategy to include elements that address the specific challenges posed by armed conflict and its aftermath.
* Secure necessary funding, possibly in collaboration with international donors, to support these enhanced capacities.
* Develop an evidence-based monitoring and evaluation framework to assess the effectiveness of these institutional capacities and to inform future strategies.

**Recommendation 3: Strengthening CSO Engagement for Enhanced Project Effectiveness and Sustainability**

*Evidence Supporting the Recommendation*

The CSOs have been an integral part of the project's effectiveness, as supported by findings from Key Informant Interviews (KII) and Focus Group Discussions (FGD) with multiple groups. Their involvement has facilitated a needs-based approach, enhanced visibility, and ensured a streamlined alignment with national and local objectives. The quantitative data reveals that the engagement of CSOs has been associated with high levels of project effectiveness, particularly in supporting vulnerable groups and upholding human rights standards.

*Specific Recommendations for Future or Similar Programming*

* Early Involvement in Design Phase: For future projects, involving CSOs from the conceptualization phase is recommended. This will enable more targeted and responsive project designs that reflect community-specific needs and vulnerabilities.
* Local Level Partnership: Given the complex landscape of human rights issues in Ukraine, it is advisable to engage with CSOs that have established local presences, particularly in conflict-affected areas, to facilitate project outreach and effectiveness.
* Capacity Building: Future interventions should include targeted capacity-building initiatives for CSOs, thereby strengthening their institutional capabilities and contributing to the sustainability of project outcomes.
* Multi-Stakeholder Consultations: Regular consultation and participatory forums involving CSOs, governmental agencies, and international partners should be institutionalized to foster an enabling environment for collaborative action and policy dialogue.
* Monitoring and Evaluation: A structured mechanism for ongoing feedback and performance assessment involving CSOs is recommended. This will not only measure the effectiveness of their involvement but also contribute to the project's adaptive management strategies.
* Resource Allocation: Budget provisions should be made to support CSO activities, especially those aimed at outreach and advocacy, to bolster the project's overall impact on human rights promotion and protection in Ukraine.
* Documentation and Knowledge Sharing: Establish a repository for documenting best practices, lessons learned, and case studies focusing on CSO engagement in human rights projects. This will be a valuable resource for future projects and policy interventions.

1. **LESSONS LEARNED**

**Lesson Learned 1: The Importance of Design Flexibility for Effective Implementation in Challenging Contexts**

The “Human Rights for Ukraine” Project has effectively demonstrated that flexibility in design and implementation is a paramount requisite for ensuring an intervention’s relevance, efficiency, and effectiveness. Particularly in volatile contexts like Ukraine, which faces multifaceted challenges—ranging from epidemiological to political and security—the capacity for adaptability has been a cornerstone of HR4U’s substantial success.

The evidence substantiates several key situations. In the face of the COVID-19 epidemic, the project demonstrated remarkable adaptability by swiftly transitioning to remote operations and employing digital tools to maintain an uninterrupted workflow. Furthermore, there was an immediate prioritization of the procurement and distribution of personal protective equipment, thereby safeguarding the health and well-being of all stakeholders involved. Amidst ongoing security and war-related challenges, the project adjusted its strategic focus to address emergent human rights issues, such as war crimes, which were reflective of the rapidly evolving conflict dynamics. Additionally, the project undertook tangible actions to mitigate risks, including the procurement of bulletproof vests, thus enhancing the overall resilience of operations. The project also exhibited considerable strategic agility by rapidly revising its annual plan and reallocating resources in a manner that was in sync with evolving requirements.

*Takeaway Learnings*

Design flexibility, both at the conceptual and operational levels, is integral for the effective implementation and sustainability of interventions. Flexibility allows a project to quickly respond to unforeseen challenges and dynamically evolving contexts; realign resources and activities, optimizing the project’s impact in real-time; engage effectively with governance structures, such as Project Boards and donors, ensuring alignment with larger strategic goals; and adapt its scope and strategy, permitting it to address broader and emerging issues efficiently. Respectively, it is imperative for future interventions, especially those operating in volatile and complex settings, to incorporate a high degree of flexibility in their design and implementation plans. This will not only facilitate swift adaptations but also enable more effective risk mitigation strategies.

**Lesson Learned 2: Strategic Alignment as a Catalyst for Institutional Buy-In and Sustainable Impact**

The project demonstrated a significant alignment with strategic national frameworks such as the Human Rights Strategy and the National Barrier-Free Strategy. This positioning not only made the project highly relevant to the government's needs and priorities but also resonated well with targeted beneficiaries, as indicated by the data gathered from Key Informant Interviews and Focus Group Discussions with Group 1 and Group 2. Respondents overwhelmingly considered the project as highly relevant, highlighting its broad policy focus, adaptability, and proactive engagement with various governmental bodies.

*Takeaway Learnings*

* Aligning the project with national and sectoral strategies significantly enhanced institutional buy-in, making it easier to leverage support and resources from governmental entities. It also facilitated collaborative relationships with diverse stakeholders, including ministries, civil service agencies, and local governance structures.
* The project's alignment with strategic priorities augments its chances of achieving long-term impact. By resonating with existing frameworks and agendas, the project becomes more sustainable and its outcomes more likely to be institutionalized.
* Such alignment ensures that the project is contributing to wider policy objectives, creating synergies with other initiatives and thereby enhancing overall effectiveness.
* Strategic alignment allows for better resource allocation by avoiding duplication of efforts, thereby fostering operational efficiency.

By focusing on strategic alignment, the project significantly enhanced its institutional relevance and has set a precedent for how to effectively engage with national frameworks for maximum impact. This lesson can serve as a robust guide for the design, implementation, and evaluation of future interventions.

**Lesson Learned 3**: **Importance of Internal Synergies for Effective Implementation and Coherence**

The project’s continuous collaboration across multiple UNDP projects, including the CSDR project, DIA Support project, and UN Recovery and Peacebuilding Programme, indicates a sustained trend of internal synergies. Additionally, the engagement with various UN agencies such as UN Women, UNFPA, UNICEF, and OHCHR has broadened the reach and impact of human rights initiatives.

*Takeaway Learnings*

Internal synergies within UNDP, and between UN agencies and other stakeholders, significantly enhance the effectiveness and coherence of initiatives. These synergies are not mere collaborations but are complex, multi-layered partnerships that align with broader objectives, localized needs, and donor strategies. The coordination and collaboration frameworks and mechanisms put in place have successfully facilitated information sharing and alignment of activities, contributing to more robust, focused, and strategic implementation of the project's mandate.

**Lesson Learned 4: Data-Driven Approach in the Human Rights for Ukraine Project**

The project employed a data-driven approach, emphasizing the use of empirical, sociological data to inform strategic decision-making processes. The utilization of data-driven insights significantly enhanced project outcomes. The evidence lies in the augmentation of targeted activities and an elevated level of public awareness concerning human rights issues. This data-driven focus contributed to the alignment of the project with the needs and concerns of the target population, thereby optimizing the impact and relevance of implemented activities.

*Takeaway Learnings*

The success of this approach was deeply anchored in collaborative frameworks involving universities for research, data collection, and analysis, and media organizations for advocacy and dissemination of findings. These partnerships served to triangulate the data and ensured its reliability and applicability in the project’s context.

1. **GOOD PRACTICES**

**Good Practice 1: Adaptive Design and Implementation**

The project stands as a model of good practice in adaptive design and implementation. By incorporating outcomes and lessons from a previous intervention, it achieved enhanced effectiveness and alignment with emerging needs. This effectiveness was not only conceptual but also measurable, as evident from qualitative data such as interviews and focus group discussions, as well as quantitative metrics like higher completion rates and improved output-to-outcome ratios. Contextual factors, including institutional memory and external environmental elements like political and social conditions, played a significant role. The takeaway lesson points to the value of flexibility and adaptive management, especially in complex environments like those surrounding human rights issues in Ukraine.

**Good Practice 2: Comprehensive National Ownership**

The practice of comprehensive national ownership stands as a cornerstone for sustainable development and resilience, particularly in the field of human rights. It lays the groundwork for enduring impact while minimizing external dependency. The project exhibited a substantial level of national ownership, as validated by 88.9% of questionnaire respondents. Further credence is lent by UNDP's role in formulating a strategy for the OO and the project's ability to secure state budgetary funding for the same.

The takeaway lesson emanates from the critical role of national ownership in the sustainability and effectiveness of human rights initiatives. Such ownership is most effectively cultivated through the comprehensive engagement of both governmental and non-governmental stakeholders and by ensuring that the project's goals align with national priorities.

**Good Practice 3: Integration of Activities into OO's Strategy**

The project serves as a model for good practice in the integration of activities into the OO’s strategic and operational plans. This integration was closely aligned with both national and international human rights frameworks. The effectiveness of this practice is evidenced by a measurable increase in institutional commitment to human rights, including resource allocation and stakeholder engagement. Crucial contextual factors contributing to this success were strong project management structures (including the Project Team) and robust stakeholder engagement, further bolstered by effective inter-sectoral collaboration.

**Good Practice 4: Use of Government Platforms for Training**

Good practice involves the use of government platforms for training. The project proactively partnered with government bodies to host training modules on official platforms, which enhanced the project's accessibility and credibility. The decision to incorporate training modules into these government platforms provides robust evidence of the initiative's effectiveness, as it demonstrates an extended reach and lasting impact. This strategy also strengthens the project's lifecycle, ensuring that beneficiaries can continue accessing these resources even after the project concludes.

# **ANNEXES**

## **Annex 1.** **Quantifiable** **Responses of the** **Questionnaire for the Final Evaluation of the “Human Rights for Ukraine” Project**

Forms response chart. Question title: 1. Будь ласка, вкажіть свою стать:
. Number of responses: 18 responses.1. Please specify your sex: a. Male; b. Female; c. Prefer not to say

Forms response chart. Question title: 2. Будь ласка, вкажіть, до якої вікової групи Ви належите:
. Number of responses: 18 responses.2. Please specify your age group: a. Under 20; b. 20-30; c. 31-40; d. 41-50; e. 51 and above

3. Please specify your role in relation to the project: a. Representative of an OO regional network branch; b. Representative of an NGO involved in the project

Forms response chart. Question title: 3. Будь ласка, вкажіть Вашу роль по відношенню до проєкту:
. Number of responses: 18 responses.

Forms response chart. Question title: 4. На Вашу думку, наскільки проєкт «Права людини для України» є релевантним в контексі захисту прав людини в Україні? Оцініть за шкалою від 1 до 10, де 1 – «взагалі нерелевантний», 10 – «дуже релевантний»:
. Number of responses: 18 responses.4. On a scale of 1-10, with 1 being not relevant at all and 10 being extremely relevant, how relevant do you find the project for the human rights landscape in Ukraine?

Forms response chart. Question title: 5. На Вашу думку, чи відповідає проєкт національним потребам і пріоритетам?
. Number of responses: 18 responses.5. Does the project align with government needs and priorities? a. Yes; b. No; c. Partially; c. Unsure

7. Have you identified any specific issues or factors that might have hindered the project's success or made it less effective? a. Yes; b. No; c. Unsure

Forms response chart. Question title: 7. Чи Ви ідентифікували якісь конкретні проблеми чи фактори, які могли перешкодити успіху проєкту чи зробити його менш ефективним?
. Number of responses: 18 responses.

8. Has the project been effective in establishing national ownership? a. Highly effective; b. Moderately effective; c. Low effectiveness; d. Not effective

Forms response chart. Question title: 8. Будь ласка, вкажіть, наскільки, на Вашу думку, проєкт був ефективним у досягненні сталих результатів і готовності національних партнерів їх підтримувати? 
. Number of responses: 18 responses.

9. To what extent do you believe the project has strengthened the capacities of the Ukrainian Parliament Commissioner for Human Rights (Ombudsman) and development of its regional network with human rights knowledge and skills? a. Significant extent; b. Moderate extent; c. Minimal extent; d. Not at all.

Forms response chart. Question title: 9. На Вашу думку, якою мірою проєкт зміцнив спроможність національної інституції з прав людини(Уповноваженого ВРУ з прав людини) та розвинув її національну мережу?
. Number of responses: 18 responses.

10. To what extent do you believe the project has strengthened the capacities of the civil servants with human rights knowledge and skills? a. Significant extent; b. Moderate extent; c. Minimal extent; d. Not at all

Forms response chart. Question title: 10. На Вашу думку, якою мірою проєкт покращив знання і навички державних службовців у сфері прав людини? 
. Number of responses: 18 responses.

11. How would you evaluate the efficiency and appropriateness of the management, coordination, and monitoring processes throughout the project? a. Highly efficient (processes were streamlined, well-coordinated, and regularly monitored); b. Moderately efficient (some areas were well-managed, but there were occasional issues); c. Low effectiveness (frequent issues, but processes generally worked); d. Not efficient (many issues and inefficiencies); e. Unsure

Forms response chart. Question title: 11. Оцініть, будь ласка, ефективність та доречність механізмів і процесів менеджменту, координації та моніторингу в рамках проєкту?
. Number of responses: 18 responses.

12. Do you think the benefits or outcomes achieved by the project will continue to have an impact after the project has concluded? a. Yes; b. No; c. Partially; c. Unsure

Forms response chart. Question title: 12. Як Ви вважаєте, чи будуть результати, досягнуті проєктом, мати вплив після завершення проєкту?
. Number of responses: 18 responses.

## **Annex 2.** Questionnaire Overview in English

**Questionnaire for the Final Evaluation of the “Human Rights for Ukraine” Project**

**Instructions:** Please take a few moments to complete this questionnaire. Your responses are important in providing valuable feedback for the external evaluation of the “Human Rights for Ukraine (HR4U)” Project. Kindly answer each question to the best of your ability. If you are unsure of an answer, select the option that best reflects your most likely choice.

**Data Protection and Confidentiality Note:** Your responses to this questionnaire are entirely voluntary and will be used solely for the evaluation of the “Human Rights for Ukraine (HR4U)” Project. The evaluator ensures that your responses will be anonymized, stored securely, and only accessible to evaluator. The information provided will be reported in aggregate form, with no individual responses made public or shared without your explicit consent.

By participating, you confirm that you understand these terms and consent to your anonymized data being used for this project evaluation.

**Respondent Profile:**

1. Please specify your sex:

a. Male

b. Female

c. Prefer not to say

2. Please specify your age group:

a. Under 20

b. 20-30

c. 31-40

d. 41-50

e. 51 and above

3. Please specify your role in relation to the project:

a. Representative of an OO regional network branch

b. Representative of an NGO involved in the project

**Evaluation Questions:**

4. On a scale of 1-10, with 1 being not relevant at all and 10 being extremely relevant, how relevant do you find the project for the human rights landscape in Ukraine?

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

5. Does the project align with government needs and priorities?

a. Yes

b. No

c. Partially

c. Unsure

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

6. Can you list specific elements or actions within the project that you believe have made it successful or effective?

\_\_\_\_\_\_\_\_\_\_\_\_\_

7. Have you identified any specific issues or factors that might have hindered the project's success or made it less effective?

a. Yes

b. No

c. Unsure

*If yes, please list them:* \_\_\_\_\_\_\_\_\_\_\_\_\_

8. Has the project been effective in establishing national ownership?

a. Highly effective

b. Moderately effective

c. Low effectiveness

d. Not effective

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_\_

9. To what extent do you believe the project has strengthened the capacities of the Ukrainian Parliament Commissioner for Human Rights (Ombudsman) and development of its regional network with human rights knowledge and skills?

a. Significant extent

b. Moderate extent

c. Minimal extent

d. Not at all

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

10. To what extent do you believe the project has strengthened the capacities of the civil servants with human rights knowledge and skills?

a. Significant extent

b. Moderate extent

c. Minimal extent

d. Not at all

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

11. How would you evaluate the efficiency and appropriateness of the management, coordination, and monitoring processes throughout the project?

a. Highly efficient (processes were streamlined, well-coordinated, and regularly monitored)

b. Moderately efficient (some areas were well-managed, but there were occasional issues)

c. Low effectiveness (frequent issues, but processes generally worked)

d. Not efficient (many issues and inefficiencies)

e. Unsure

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

12. Do you think the benefits or outcomes achieved by the project will continue to have an impact after the project has concluded?

a. Yes

b. No

c. Partially

c. Unsure

*Please provide any additional comments or explanations for your choice:* \_\_\_\_\_\_\_\_\_\_\_\_\_

13. Which specific parts of the project or actions taken have created positive changes that you think will last for a long time?

\_\_\_\_\_\_\_\_\_\_\_\_\_

14. Can you point out a successful activity or approach in this project that you think it could be used again in future similar projects?

\_\_\_\_\_\_\_\_\_\_\_\_\_

15. What would be your recommendations for the next phase of the project?

\_\_\_\_\_\_\_\_\_\_\_\_\_

16. What noticeable improvements or positive changes have you, or others in your community, seen as a result of the project?

\_\_\_\_\_\_\_\_\_\_\_\_\_

Thank you for your participation and valuable insights!

## **Annex 3.** Questionnaire Overview in Ukrainian

**Опитувальник**

**Фінальна оцінка проєкту “****Права людини для України”**

**Інструкції:** Ми будемо вдячні, якщо Ви зможете присвятити кілька хвилин заповненню цієї анкети. Ваші відповіді надзвичайно цінні для формування якісних висновків незалежного оцінювання проєкту «Права людини для України». Будь ласка, дайте відповідь на кожне запитання враховуючи Ваше розуміння тематики та роботи проєкту. Якщо Ви маєте сумніви щодо відповіді, виберіть варіант, який видається Вам найбільш ймовірним.

**Захист персональних даних та конфіденційність**: Участь у цьому опитуванні є повністю добровільною, і Ваші відповіді використовуватимуться виключно для цілей оцінки проєкту «Права людини для України». Консультант з оцінки гарантує, що Ваші відповіді будуть анонімними, надійно зберігатимуться та будуть доступними лише консультанту з оцінювання. Надана інформація буде представлена в зведеному вигляді, жодна конкретна відповідь не буде оприлюднена чи розповсюджена без Вашої явної згоди.

Беручи участь у цьому опитуванні, Ви підтверджуєте, що розумієте ці умови та погоджуєтеся на використання Ваших анонімних відповідей для цілей оцінки проєкту.

**Профіль респондента/респондентки:**

1. Будь ласка, вкажіть свою стать:

a. Чоловік

b. Жінка

c. Відмова від відповіді

2. Будь ласка, вкажіть, до якої вікової групи Ви належите:

a. до 20

b. 20-30

c. 31-40

d. 41-50

e. більше 51

3. Будь ласка, вкажіть Вашу роль по відношенню до проєкту:

a. Представник/представниця регіональної мережі Уповноваженого Верховної Ради України з прав людини

b. Представник/представниця громадської організації, яка співпрацює з проєктом

**Питання:**

4. На Вашу думку, наскільки проєкт «Права людини для України» є релевантним в контексі захисту прав людини в Україні? Оцініть за шкалою від 1 до 10, де 1 – «взагалі нерелевантний», 10 – «дуже релевантний»:

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

5. На Вашу думку, чи відповідає проєкт національним потребам і пріоритетам?

a. Так

b. Ні

c. Частково

d. Не знаю

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

6. Назвіть, будь ласка, конкретні компоненти або активності в рамках проєкту, які, на Вашу думку, роблять його успішним або ефективним?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

7. Чи Ви ідентифікували якісь конкретні проблеми чи фактори, які могли перешкодити успіху проєкту чи зробити його менш ефективним?

a. Так

b. Ні

c. Не знаю

Якщо відповідь так, будь ласка, перерахуйте ці проблеми чи фактори: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

8. Будь ласка, вкажіть, наскільки, на Вашу думку, проєкт був ефективним у досягненні сталих результатів і готовності національних партнерів їх підтримувати?

a. Дуже ефективний

b. Середня ефективність

c. Низька ефективність

d. Неефективний

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

9. На Вашу думку, якою мірою проєкт зміцнив спроможність національної інституції з прав людини (Уповноваженого ВРУ з прав людини) та розвинув її національну мережу?

a. Суттєво

b. До певної міри

c. Незначно

d. Взагалі не зміцнив

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

10. На Вашу думку, якою мірою проєкт покращив знання і навички державних службовців у сфері прав людини?

a. Суттєво

b. До певної міри

c. Незначно

d. Взагалі не зміцнив

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

11. Оцініть, будь ласка, ефективність та доречність механізмів і процесів менеджменту, координації та моніторингу в рамках проєкту?

a. Дуже ефективні (процеси були впорядковані, добре скоординовані та регулярно моніторились)

b. Середня ефективність (хороший менеджмент деяких компонентів, але періодично виникали проблеми)

c. Низька ефективність (часті проблеми, але процеси загалом працювали)

d. Неефективні (багато проблем і неефективності)

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

12. Як Ви вважаєте, чи будуть результати, досягнуті проєктом, мати вплив після завершення проєкту?

a. Так

b. Ні

с. Частково

d. Не знаю

*Будь ласка, поясніть свою відповідь, надавши додаткові коментарі чи пояснення:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_*

13. Назвіть, будь ласка, конкретні компоненти або активності в рамках проєкту, які, на Вашу думку, призвели до позитивних змін, які будуть збережені протягом тривалого часу?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

14. Чи можете Ви назвати успішну активність чи підхід, застосовані в цьому проєкті, які, на Вашу думку, можуть бути використані у схожих майбутніх проєктах?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

15. Чи є у Вас рекомендації щодо наступної фази проєкту?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

16. Які покращення чи позитивні зміни як результат роботи проєкту Ви чи мешканці Вашої громади помітили?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Дякуємо за Вашу участь та корисний відгук!

## **Annex 4.** TOR for the evaluation



**TOR for INDIVIDUAL CONSULTANT**

**ICPN/2023/114**

|  |  |
| --- | --- |
| **Project name:** | UNDP Human Rights for Ukraine Project (HR4U) |
| **Post title:** | International Consultant for Final Evaluation of the Human Rights for Ukraine Project |
| **Country / Duty Station:** | Home-based with possibility of one mission to Ukraine (approximately 5 days) depending on the security situation |
| **Expected places of travel** (if applicable): | Kyiv (+other cities which will be specified during the inception phase considering security situation) |
| **Starting date of assignment:** | 1 May 2023 |
| **Duration of assignment / or end date** (if applicable): | 25 days within the timeframe of 1 May 2023 to 30 September 2023 |
| **Supervisor’s name and functional post:** | Evaluation manager |
| **Selection method:** | Desk review |

**Administrative arrangements**: The Consultant will submit deliverables to the evaluation manager, who will safeguard the quality and independence of the evaluation. The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, Human Rights Team Lead/HR4U Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews. Otherwise, the evaluation will be fully independent, and the evaluator will retain enough flexibility to determine the best approach in collecting and analysing data for the evaluation. Interpretation and translation services will be set up by the evaluator. Space/technical equipment will not be provided for this assignment.

**Payment arrangements**: Lump Sum (payments linked to deliverables).

**1.BACKGROUND**

The project “Human Rights for Ukraine” (2019-2023) funded by the Danish Ministry of Foreign Affairs is a nation-scale 5-year initiative which runs from 1st January 2019 until 31st December 2023 with the total project budget is 4,573,317.00 USD. The project is aimed at increasing the capacity of the Ombudsperson’s Office (OO) and promoting human rights initiatives among all national stakeholders, including core duty-bearers in the legislative branch (that is, Parliament, as a secondary partner), the executive branch (e.g. Ministry of Justice, Ministry of Social Policy, National Agency of Ukraine on Civil Service, other line ministries and agencies), sub-national and local authorities, and civil society organisations.

The Project’s overall goal is to promote human rights through strengthening capacities of the national actors effectively promote, protect and observe human rights and integrate HRBA into the national and local policies all over Ukraine including conflict area.

The Project’s interventions are organised under six key components:

1. Capacity of the OO’s network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas
2. The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities
3. The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights
4. The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine
5. Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced
6. The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened

The project is an integral part of UNDP’s democratic governance portfolio that strengthens accountable and responsive public institutions and trust in state-society relations, respect of the rule of law and human rights, and inclusive political processes and social policies, that place emphasis on women, youth and disadvantaged groups. The project builds its support on progress achieved in the previous project ‘’Strengthening capacities of the Office of the Ombudsperson’’.

Please find more information about the project in its Project Document at

[Human Rights for Ukraine (HR4U) | UNDP Transparency Portal](https://open.undp.org/projects/00096842)

The Project follows a human-rights-based approach to programming under which policies, processes and planned activities are anchored in the system of rights and corresponding obligations established by international law and ensures gender-mainstreaming in all its components providing opportunities for equal participation of women and men in capacity building, advocacy and grant activities.

On 24 February 2022, when the full-scale war caused by the Russian military invasion of Ukraine began, the contextual situation and programming approaches changed enormously. Ensuring the physical security of project staff and partners required urgent relocations, security restrictions made implementation of many activities impossible, and the priorities and urgent needs of the partners changed dramatically making it impossible and inexpedient to follow the Project’s initial work plan. This required revision of the priority activities and approaches of work. Therefore, project activities after consultations with partners, donor and external experts were adjusted to ensure that the programmatic priorities corresponded to the new realities, feasibility, and applicability of activities to achieve the Project’s goals.

As currently HR4U is in its phasing out stage, it is important to engage the independent evaluator to assess the extent to which project objectives were achieved and contribute to future programming, including new Democratization and Human Rights 2023-2026 Project,policymaking and overall organizational learning with a focus on lessons learnt and best practice.

**2. MAIN OBJECTIVE AND SCOPE OF THE ASSIGNMENT**

The major objective of the assignment is to conduct a final evaluation of five years of HR4U implementation to assess the extent to which the project objectives were achieved, summarize the key results, lessons learned and best practices with a view to contribute to future adaptation, programming, policymaking and overall organizational learning by outlining recommendations for the next phase of UNDP human rights programme., namely Democratization and Human Rights 2023-2026 Project. In particular, it will be important to translate the lessons learned in concrete approaches of the project implementation, development of the sustainability strategy. Moreover, lessons learned will be discussed with the partners and the donor to ensure that the new project uses the best approach to reach the target.

The consultant should also evaluate the project’s activities addressing the war related challenges and effectiveness of budget allocations.

Identifying lessons learned and best practices are key elements of this evaluation, as UNDP would like to understand what has worked well, what hasn’t worked well, what is sustainable and what approaches, pathways and interventions are likely to have most impact and be effective to promote human rights initiatives in future.

**3**.**DESCRIPTION OF RESPONSIBILITIES/SCOPE OF WORK**

The Evaluator should make the analysis of the Project strategy, thematic priorities, the theory of change, the allocated resources and make the assessment of Projects key results / achievements (impact where possible, outcomes, outputs) against initial objectives taking into consideration the key findings and recommendations of the Steering Meetings.

The key product expected is a comprehensive evaluation report (*up to maximum 25-30 pages without annexes, single spacing, Myriad Pro font, size 11*) with key findings and a maximum of 7 key recommendations. The evaluation report should include, but is not limited to the following components:

* Introduction
* Evaluation scope and objectives
* Evaluation approach and method
* Development context and project background
* Data analysis and key findings and conclusions
* Recommendations, lessons learned and best practices for the future (including viable ideas on focus areas and work directions which could be sharpened and further enhanced in the next UNDP human rights programme)
* Annexes: TOR, list of field visits/on-line meetings and their agendas, list of people interviewed, documents reviewed, interview and focus group questions, etc.

In addition to a final evaluation report, a consultant shall develop an *executive summary* on the key findings, lessons learned and best practices and recommendations (no more than 5 pages long).

The evaluation at a minimum will cover the criteria of **relevance/ coherence, effectiveness, efficiency, sustainability and impact**. The Evaluator should also address how the Project applied the human rights-based approach and mainstream gender in development efforts.

Specifically, it will cover (but not be limited to) the following areas and questions:

**RELEVANCE/ COHERENCE**

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

1. Country context: How relevant was the project to the interventions target groups, including Government’s needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP Country Programme Document/United Nations Partnerships Framework? Is there a coherence with other donors interventions?
2. Target groups: To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at project and stakeholder’s level)? To what extent did the initial theory of change for the project take those groups into consideration?
3. Describe if HR4U was able to transform/adjust to fast changing context (political, security, epidemiological) taking into consideration risks/challenges mitigation strategy. The Evaluator can emphasize to what extent Project outputs have been achieved with involvement of government partners and have been adopted into national strategies, policies and/or legal codes.

**EFFECTIVENESS**

1. To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan,and national development priorities?
2. Did the intervention achieve the project objectives and what were the key outcomes and outputs?
3. What factors contributed to effectiveness or ineffectiveness?
4. Assess the overall performance of the HR4U with reference to its respective project document, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? What are the results achieved beyond the logframe? To what extent have the results at the outcome and output levels generated results for gender equality, empowerment of women?
5. How have stakeholders been involved in project implementation? How effective has the Project been in establishing national ownership?
6. To what extent has the project contributed to strengthening capacities of the National Human Rights Institution and development of its regional network, the empowerment of civil servants with human rights knowledge and skills?

**EFFICIENCY**

1. Were the resources and inputs converted to outputs in a timely and cost-effective manner?
2. Was the project management, coordination and monitoring efficient and appropriate?
3. Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results?
4. To what extent has the project ensured value for money?
5. To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
6. To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

**SUSTAINABILITY**

1. To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends? Define the areas, which produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention.
2. Is stakeholders’ engagement likely to continue, be scaled up, replicated or institutionalised after the project? Define which of the platforms, networks, relationships development in the framework of the project have the highest potential for further scaling up and/or replication.
3. Are there any social or political risks that may jeopardize the sustainability of project results?
4. To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out? And is there a best practice sustainability model which can be replicated into a future design?
5. To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?
6. Identifying possible priority areas of engagement, offer recommendations for the next phase

**IMPACT**

1. Has the project contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civil society groups and institutions related to the project?
2. What difference has the project made to the beneficiaries, involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)?
3. Has the Project contributed to gender equality, women’s empowerment and protection of human rights, social inclusion?

Focus and cross-cutting issues, such as HRBA and gender should be carefully evaluated and be integrated across the evaluation.

**4. METHODOLOGY AND PROPOSED ARRANGEMENTS**

The scope of the final evaluation will cover all activities undertaken in the framework of the HR4U Project. The Evaluator will compare planned outputs of the Project to actual outputs and assess the actual results to determine their contribution to the attainment of the Project objectives.

The evaluation must provide evidence based and transparently obtained information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with NHRI, government counterparts, international partner organisations, UNDP Country Office and Project team.

An evaluation of Project performance will be carried out against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for Project implementation along with their corresponding means of verification. It is suggested that the evaluation should use a mixed method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.

The evaluator will also identify lessons learnt and best practices from the Project which could be applied to future and other on-going UNDP interventions.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and significant outcomes and outputs of the Project. They should be well substantiated by the evidence and logically connected to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to Project beneficiaries, UNDP and HR4U.

The evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP prior to the start of work; these documents and the list of partners to meet (on-line or offline depending on the security situation) should be agreed with UNDP. While proposing the methodology, the Consultant should be guided by UNDP approach to evaluations[[17]](#footnote-17).

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

The final evaluation methodology and approach (to be discussed and agreed with UNDP shall include, as a minimum, the following elements / sources of information:

* Desk research of HR4U primary documentation: the project document, monitoring reports, board meeting minutes, financial reports, M&E framework, work plans, NHRI assessment, assessment of the OO regional network;
* Review of specific products including datasets, publications, audio visual materials, technical packages, consultancies reports and other materials and reports;
* Thematic interviews with UNDP and HR4U staff and consultants to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders and other issues;
* Key informant interviews/focus groups with HR4U’s partners and end-beneficiaries broadly represented, women, men, youth etc.):
  + the government institutions (including but not limited to the OO, the National Agency of Civil Service, Free legal Aid Coordination Center, etc.);
  + representatives of the OO regional network
  + selected CSO partners beneficiaries;
  + Interviews with international development actors, such as the DMFA;
  + Interviews with other key informants/experts.

For each of these key informant interviews, the evaluator should first develop and present his/her ideas for the content and format of the interview forms (e.g. interview guides defining the structure of future interviews and key proposed questions to be asked) that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

Considering security conditions in Ukraine and rapidly changing situation remote format of the assessment can be considered. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

**5. EVALUATION PRODUCTS/ DELIVERABLES:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable #** | **Task description** | **Timing** | **Payment breakdown** |
| Deliverable #1 | Conduct desk research of the HR4U Project core documentation (Project document, annual work plans and progress reports 2019-2022, project implementation plans, board meeting minutes, mid-term review mission report with annexes, Project studies and assessments, etc). The set of documents to be reviewed will be prepared by UNDP.  Develop an evaluation methodology and strategy to collect the required information, plans and forms for the interview with partners and counterparts, as well as the questionnaire for a beneficiary satisfaction survey.  **Output**: the inception report, including workplan and evaluation schedule (with detailed description of the methodology and evaluation matrix) is produced; annotated structure of the final evaluation report is developed; a toolkit for gathering information (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is designed. All documents are submitted to UNDP for final approval. | 4 days | 20% |
| Deliverable #2 | Conduct a number of meetings with selected Project stakeholders according to the agreed agenda (the preliminary list is defined in section 4 of this TOR).  Make the analysis of support provided to establishment and strengthening of the OO regional network, achieved results (long and short term) and overall level of effectiveness. Collect feedback from partners.  **Discuss observations, preliminary findings, lessons learned, best practices and early recommendations in a tri-angulation workshop with Project team and relevant UNDP CO staff** *(can be done on-line)***.** | 12 days | 0% |
| Deliverable #3 | Produce a draft report of the evaluation with key findings and a maximum of 7 recommendations. The report should be evidence-based and cover all items detailed in the paragraph #2 of the present TOR with definition of the lessons learned and best practices.  **Output**: draft of the report produced and submitted for UNDP comments (*UNDP review will take up to 10 work days*). | 6 days | 40% |
| Deliverable #4 | Collect, review and incorporate comments from UNDP into the final version of the evaluation report, produce audit trail detailing how comments, questions and clarifications have been addressed  **Output**: Final evaluation report containing all required annexes indicated in the paragraph #3 of the present TOR, submitted to UNDP for final review and approval. | 1 days | 35% |
| Deliverable #5 | Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP/HR4U and DMFA, in Kyiv, Ukraine *(on-line format, can be arranged offline depending on the security situation. If travel occurs, UNDP will cover all related travel expenses)*.  Should the simultaneous translation be needed for the presentation, it will be provided by UNDP. Consultations regarding UNDP expectations from the presentation will be held with the Contractor prior to the event.  **Output:** PowerPoint presentation prepared and delivered during the joint meeting of interested parties (to cover major findings and lessons learned from the evaluation as defined in section 3 of this TOR, with diagrams/pictures, where applicable). | 2 days | 5% |

**6. monitoring/REPORTING requirements, Management arrangements**

The detailed schedule of the evaluation and the length of the assignment will be discussed with the evaluator prior to the assignment. The estimated duration of the assignment is 25 working days (1st May 2023 to 30 September 2023).

The final version of the comprehensive report with UNDP comments taken into consideration should be submitted to UNDP by 30 September 2023.

Evaluation manager will review and approve inception reports including evaluation questions and methodology, review and comment on evaluation report, circulate draft evaluation report, collect and consolidate comments and share with the Evaluator for finalization of the evaluation report. The satisfactory completion of each of the deliverables shall be subject to the endorsement of the UNDP Evaluation Manager.

The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, Human Rights Team Lead/HR4U Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews.

**7. EVALUATION ETHICS, IMPARTIALITY AND CONFIDENTIALITY**

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

The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultants must also agree to hold in trust and confidence any information or documents (“confidential information”) disclosed to them or discovered by them or prepared by them in the course of or as a result of the evaluation and agree that it shall be only used for the purposes of this evaluation and shall not be disclosed to any party without UNDP approval.

**8. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS**

* *Education*: **Advanced University degree** (Master’s or PhD) in Monitoring and Evaluation, Public Administration, International development or related fields;
* *Relevant professional experience*: **At least, 7 years of international work experience** in the field of democratic governance, human rights and HRBA, rule of law, and experience in participatory approaches and planning, and monitoring, evaluation and learning. Working experience in Eastern Europe region and CIS will be an asset;
* *Experience in evaluation:* **At least, 3 accomplished complex evaluations projects where the candidate was the author or co-author**, especially in democratic governance field. Proven experience in human rights, HRBA, gender and rule of law programming. (Reference to or copies of previously developed knowledge materials including analytical reports, project documents, research papers, case studies materials, etc. to be provided);
* *Proven knowledge of monitoring and evaluation methodologies*, summary of a proposed evaluation methodology is to be provided (up to 2 pages).
* *Language proficiency*: Excellent English writing and communication skills; knowledge of Ukrainian and/or Russian would be an asset.

1. **DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Applicants shall submit the following documents:

|  |  |
| --- | --- |
|  | Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached; |
|  | Professional Resume CV and P11, including information about past experience in similar projects / assignments; |
|  | Financial proposal (according to defined deliverables); |
|  | Reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. (at least, 3 reports) |

1. **FINANCIAL PROPOSAL**

**Lump sum contract**

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

**Travel costs**

All envisaged travel costs will be paid separately according to UNDP rules and procedures and should not be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

1. **EVALUATION CRITERIA**

* Educational background – **10** points max

*[10 pts – PhD degree; 6 pts – Master’s degree];*

* Relevant professional experience – **15** points max

*[15 pts – 8+ years, including the experience in Eastern Europe; 13 pts – 8+ years; 10 pts – 7 years];*

* Experience in conducting complex evaluations – **20** points max

*[5+ highly relevant evaluation projects - 20 pts; 3-5 highly relevant evaluation projects; 3 highly relevant evaluation projects - 15 pts]*

* Proven knowledge of monitoring and evaluation methodologies- **20** points max

*[20 pts – highly relevant methodology; 17 pts – intermediate level of quality and relevance; 15 pts – acceptable quality and relevance of the methodology];*

* Languages proficiency – **5** points max

*[5 pts – English, Russian, Ukrainian; 3 pts – only English];*

Maximum available technical score - 70 points.

1. **EVALUATION METHOD**

**Cumulative analysis**

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

a) responsive/compliant/acceptable, and

b) having received the cumulative highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

\* Technical Criteria weight: 70%

\* Financial Criteria weight: 30%

Only candidates obtaining a minimum 70% from the maximum available technical score (70 points) would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

## **Annex 5.** Quality Self-Assessment Table **[[18]](#footnote-18)**

|  |  |
| --- | --- |
| **Quality assessment criteria indicators** | **Self-checked**  **(Y-Yes; N- No)** |
| **Evaluation report structure, methodology and data sources** | |
| Are the evaluation objectives, criteria, methodology and data sources fully described and are they appropriate given the subject being evaluated and the reasons for carrying out the evaluation? | **Y** |
| **STRUCTURE** | |
| **Is the evaluation report well balanced and structured?**   * Follows the proposed evaluation report structure detailed in the UNDP Evaluation guidelines (section 4, 4.4.5 and annex 4)   **If not followed, does the report structure used allow for a well-balanced report?**   * The report includes sufficient and comprehensible background information * The report is a reasonable length * The required annexes are provided | **Y** |
| **Does the evaluation report clearly address the objectives of the evaluation as outlined in the TOR?** | **Y** |
| **METHODOLOGY** | |
| **Is the evaluation methodological approach clearly outlined?**   * Any changes from the proposed approach are detailed with reasons why | **Y** |
| **Is the nature and extent of stakeholder roles and involvement explained adequately?** | **Y** |
| **Does the evaluation clearly assess the project/ programme’s level of relevance/ coherence?** | **Y** |
| **Does the evaluation clearly assess the project/ programme’s level of effectiveness?** | **Y** |
| **Does the evaluation clearly assess the project/ programme’s level of efficiency?** | **Y** |
| **Does the evaluation clearly assess the project/ programme’s level of sustainability?** | **Y** |
| **DATA COLLECTION** | |
| **Are data collection methods and analysis clearly outlined?**   * Data sources are clearly outlined (including triangulation methods) * Data analysis approaches are detailed * Data collection methods and tools are explained | **Y** |
| **Is the data collection approach and analysis adequate for the scope of the evaluation?**   * A comprehensive set of data sources (especially for triangulation) is included where appropriate * A comprehensive set of quantitative and qualitative surveys, and analysis approaches is included where appropriate * Clear presentation of data analysis and citation within the report * Meetings and surveys with stakeholders and beneficiary groups are documented, where appropriate | **Y** |
| **Are any changes to the evaluation approach or limitations in implementation clearly explained?**   * Issues with access to data or verification of data sources * Issues in the availability of interviewees * Outline of how these constraints were addressed | **Y** |
| **REPORT CONTENT** | |
| **Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF/ UNSDCF?**   * It evaluates the programme/ project theory of change and its relevance * It analyses the linkage of the project/ programme being evaluated to the UNDP country programme strategy * It makes linkages to the United Nations Sustainable Development Cooperation Framework (UNSDCF) | **Y** |
| **Does the evaluation draw linkages to related national government strategies and plans in the sector/area of support?**   * The evaluation discusses how capacity development, or the strengthening of national capacities, can be addressed | **Y** |
| **Does the evaluation detail project funding and provide funding data?**   * Variances between planned and actual expenditures are assessed and explained * Observations from financial audits completed for the project are considered | **Y** |
| **Does the evaluation include an assessment of the project/ programme’s initial results framework, M&E design, implementation, and its overall quality?**   * Monitoring data presented and sufficiently detailed to enable analysis for the evaluation * Data was disaggregated by sex and vulnerable groups | **Y** |
| **Are all indicators in the logical framework assessed individually, with final achievements noted?** | **Y** |
| **Cross-cutting issues** | |
| **DOES THE EVALUATION REPORT ADDRESS GENDER AND OTHER KEY CROSS-CUTTING ISSUES?** | |
| **Where relevant, does the evaluation adequately include and analyse the intervention’s impact on gender, human rights, disabilities and vulnerable groups?** | **Y** |
| **Does the report analyse the poverty and environment nexus or sustainable livelihood issues, as relevant?** | **N/A** |
| **Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant?** | **N/A** |
| **Does the report discuss crisis prevention and recovery issues, as relevant?** | **Y** |
| **Are gender equality and empowerment of women integrated in the evaluation scope, and are the evaluation criteria and questions designed in a way that ensures data related to gender equality and empowerment of women will be collected?**   * The evaluation includes an objective specifically addressing gender equality and/or human rights issues and/or gender was mainstreamed in other objectives * A stand-alone evaluation criterion on gender and/or human rights was included in the evaluation framework or mainstreamed into other evaluation criteria * - One or several dedicated gender equality and empowerment of women evaluation questions were integrated into the evaluation | **Y** |
| **Were gender-responsive methodology, methods and tools, and data analysis techniques selected?**   * The evaluation specifies how gender issues are addressed in the methodology, including how data collection and analysis methods integrate gender considerations and ensure data collected is disaggregated by sex * The evaluation methodology employs a mixed-methods approach, appropriate to evaluating gender equality and empowerment of women considerations * A diverse range of data sources and processes are employed (i.e. triangulation, validation) to guarantee inclusion, accuracy and credibility * The evaluation methods and sampling frame address the diversity of stakeholders affected by the intervention, particularly the most vulnerable, where appropriate | **Y** |
| **Do the evaluation findings, conclusions and recommendation reflect a gender analysis?**   * The evaluation has a background section that includes analysis of specific social groups affected and/ or spelling out the relevant instruments or policies related to gender equality and human rights * The findings include data analysis that explicitly and transparently triangulates the voices of different social role groups, and/ or disaggregates quantitative data by sex, where applicable * Unanticipated effects of the intervention on gender equality and human rights are described * The evaluation report provides specific recommendations addressing issues of gender equality and empowerment of women, and priorities for action to improve gender equality and empowerment of women or the intervention or future initiatives in this area | **Y** |
| **Does the evaluation consider disability issues?**   * Evaluation questions cover different aspects of disability inclusion * Evaluation findings and analysis provide data and evidence on disability inclusion * Evaluation conclusions and/ or recommendations reflect the findings on disability inclusion | **Y** |
| **Does the evaluation draw linkages to the Sustainable Development Goals (SDGs) and relevant targets and indicators for the area being evaluated?** | **Y** |
| **Evaluation findings, conclusions and recommendations** | |
| **FINDINGS AND CONCLUSIONS** | |
| **Does the evaluation report contain a concise and logically articulated set of findings?**   * The findings are structured around the evaluation criteria and evaluation questions * The findings are detailed and supported by evidence * The findings go beyond an analysis of activity implementation | **Y** |
| **Does the evaluation report contain a concise and logically articulated set of conclusions which are stand-alone in nature?** | **Y** |
| **Does the evaluation report contain a concise and logically articulated set of lessons learned?**   * The lessons learned are substantive * The lessons learned are appropriately targeted at different implementation and organizational levels | **Y** |
| **Do the findings and conclusions relate directly to the objectives of the project /programme and the evaluation?**   * They relate directly to the objectives of the project/ programme * They relate to the objectives of the evaluation as outlined in the TOR for the evaluation | **Y** |
| **Are the findings and conclusions supported with data and interview sources?**   * Constraints in access to data and interview sources are detailed | **Y** |
| **Do the conclusions build on the findings of the evaluation?**   * The conclusions go beyond the findings and present a balanced picture of the strengths and limitations of the intervention | **Y** |
| **Are risks discussed in the evaluation report?** | **Y** |
| **RECOMMENDATIONS** | |
| **Are the evaluation recommendations clear, concise, realistic and actionable?**   * They are reasonable given the size and scope of the project/ programme | **Y** |
| **Are recommendations linked to country programme outcomes and strategies and actionable by the country office?**   * Guidance is given for implementation of the recommendations * Recommendations identify implementing roles (UNDP, government, programme, stakeholder, other) | **Y** |
| **LESSONS LEARNED** | |
| **Overall thoughts and lessons from the evaluation report for future projects and programmes.**   * Detail positive and innovative aspects of the project or programme if any * Detail lessons for other projects or programmes * What could have been done differently to strengthen the project or programme? * What key project or programme lessons can be drawn from the report? | **Y** |

| **Annex 6.** Evaluation Matrix | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Criteria** | **Key evaluation questions** | **Desired knowledge acquisition** | **Data sources** | **Data collection methods/tools** | **Indicators/Success standards** | **Methods for data analysis** |
| **Relevance/ Coherence** | * + 1. How relevant was the project to the interventions target groups, including Government’s needs and priorities? | Relevance for the target groups. | Interviews with all interlocutors, especially target group representatives, and review of the project documents | Key Informant Interviews, Focus Group Discussions, and Document Analysis | Degree of relevance as perceived by the target groups | Thematic Content Analysis, Comparative Analysis |
| Relevance to Government needs and priorities. | Interviews with UNDP Governance Unit, Government representatives; Analysis of key-Government documents, and project documents | Key Informant Interviews, Focus Group Discussions, and Document Analysis | Degree of alignment with government needs and priorities | Comparative Analysis, Thematic Content Analysis |
| * + 1. To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP Country Program Document/United Nations Partnerships Framework? | Alignment with the policies and strategies of the Government | Review of key-Government policies and strategies and project documents | Document Analysis and Key Informant Interviews | Degree of alignment with government policies and strategies, as well as the UNDP strategic documents | Comparative Analysis, Content Analysis |
| SDG alignment | Desk review of the Sustainable Development Cooperation Framework and project documents | Document Analysis and Key Informant Interviews | Alignment with SDG goals | Comparative Analysis, Content Analysis |
| UNDP Country Program Document/United Nations Partnerships Framework | Review of UNDP Country Program Document/UN Partnerships Framework and project documents | Document Analysis and Key Informant Interviews | Degree of alignment with UNDP/UN Frameworks | Comparative Analysis, Content Analysis |
| * + 1. Is there coherence with other donors' interventions? | Coherence with other donors’ interventions/ external coherence assessment | Interviews with beneficiaries and representatives of key-development partners representatives and review of the project documents | Key Informant Interviews, Focus Group Discussions, and Document Analysis | Degree of coherence with other donors’ interventions | Comparative Analysis, Thematic Content Analysis |
| * + 1. To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at the project and stakeholder's level)? | Assessment of addressing the needs of vulnerable groups | Interviews, desk research, and review of the project documents | Key Informant Interviews, Focus Group Discussions, and Document Analysis | The degree to which the project addressed the needs of vulnerable groups | Thematic Content Analysis, Comparative Analysis |
| Assessment of addressing gender issues, at the project (design) level and stakeholders’ level | Desk review of project design and stakeholder's response, and interviews | Document Analysis, Key Informant Interviews, and Focus Group Discussions | The degree to which the project addressed gender issues | Thematic Content Analysis, Comparative Analysis |
| * + 1. To what extent did the initial theory of change for the project consider those groups? | Assessment of how the Theory of Change considers the needs of vulnerable groups | Review of the Project's Theory of Change and Interviews with stakeholders | Document Analysis and Key Informant Interviews | The degree to which Theory of Change incorporated the needs of vulnerable groups | Comparative Analysis, Content Analysis |
| Assessment of how the Theory of Change considers the gender issues | Review of the Project's Theory of Change and Interviews with stakeholders | Document Analysis and Key Informant Interviews | The degree to which Theory of Change incorporated gender issues | Comparative Analysis, Content Analysis |
| * + 1. To what extent was HR4U able to transform/adjust to a fast-changing context (political, security, epidemiological) taking into consideration the risks/challenges mitigation strategy? | Assessment of the project's ability to adjust to fast-changing context (political, security, epidemiological) taking into consideration risks/challenges mitigation strategy | Interviews and review of the project's risk mitigation documents | Key Informant Interviews, Focus Group Discussions, and Document Analysis | The degree of project flexibility and adaptability in the face of contextual changes | Comparative Analysis, Content Analysis |
| * + 1. To what extent Project outputs have been achieved with the involvement of government partners and have been adopted into national strategies, policies, and/or legal codes? | Assessment of the project’s outputs achievement, especially with the involvement of government partners? | Interviews with the project team, and government partners and review of national strategies, policies, and legal codes | Key Informant Interviews, Focus Group Discussions, and Document Analysis | The degree to which project outputs have been achieved and incorporated into national frameworks | Comparative Analysis, Thematic Content Analysis |
| Assessment of what project's outputs have been adopted into national strategies, policies, and/or legal codes? | Review of national strategies, policies, legal codes and project outputs | Document Analysis, Key Informant Interviews, and Focus Group Discussions | Degree of project's influence on national strategies, policies, and legal codes | Comparative Analysis, Thematic Content Analysis |
| **Effectiveness** | * + 1. To what extent did the project contribute to the country's program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities? | Assessment of contribution to the country’s program outcome and outputs | Desk reviews, stakeholder interviews | Document analysis, semi-structured interviews | Contribution to program outcomes & outputs, SDGs, UNDP Strategic Plan, and national priorities | Qualitative content analysis, thematic analysis |
| Assessment of contribution to SDG | Desk review, stakeholder interviews | Document analysis, semi-structured interviews | Contribution to SDGs fulfilment | Thematic analysis |
| Assessment of contribution to the UNDP Strategic Plan | Desk review, stakeholder interviews | Document analysis, semi-structured interviews | Contribution to UNDP Strategic Plan | Thematic analysis |
| Assessment of contribution to the national development priorities | Desk review, stakeholder interviews | Document analysis, semi-structured interviews | Contribution to national development priorities | Thematic analysis |
| * + 1. Did the intervention achieve the project objectives and what were the key outcomes and outputs? | Assessment of achievement (degree) of the project’s objectives | Interview with the project team; desk review of reports, beneficiary feedback | Semi-structured interviews, document analysis | Degree of objectives achievement | Descriptive statistics, thematic analysis |
| Assessment of achievement of project's key outcomes and outputs | Interview with the project team; desk review of reports, beneficiary feedback | Semi-structured interviews, document analysis | Degree of outcomes & outputs achievement | Descriptive statistics, thematic analysis |
| * + 1. What factors contributed to effectiveness or ineffectiveness? | Identifying the factors that contributed to the project’s effectiveness and ineffectiveness | Interview with the project team; interview with beneficiaries; desk review of project documents. | Semi-structured interviews, document analysis | Identified factors contributing to effectiveness/ineffectiveness | Thematic analysis |
| * + 1. Assess the overall performance of the HR4U concerning its respective project document, strategy, objectives, and indicators, and identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? What are the results achieved beyond the log frame? To what extent have the results at the outcome and output levels generated results for gender equality and empowerment of women? | Assessment of the overall performance against the provisions of the project document, strategy, objectives, and indicators | Desk review, stakeholder interviews | Document analysis, semi-structured interviews | Alignment with project document, strategy, objectives, and indicators | Thematic analysis |
| Identification of key issues and constraints that affected the achievement of Project objectives | Interviews and desk review, beneficiary feedback | Semi-structured interviews, document analysis | Identified key issues and constraints | Thematic analysis |
| Assessment of the framework of achievement of the planned objectives and outcomes regarding the provisions of the key-project component | Desk review, stakeholder interviews | Document analysis, semi-structured interviews | Alignment with project components | Thematic analysis |
| Identification of the project's results achieved beyond the logframe | Interviews and desk review, beneficiary feedback | Semi-structured interviews, document analysis | Identified results beyond the logframe | Thematic analysis |
| Assessment of results at the outcome and output levels in regard to the gender equality and empowerment of women | Desk review, stakeholder interviews, beneficiary feedback | Document analysis, semi-structured interviews | Level of gender equality and women empowerment | Thematic analysis |
| * + 1. How have stakeholders been involved in project implementation? How effective has the Project been in establishing national ownership? | Assessing how the stakeholders have been involved in the project implementation | Interviews and desk review, stakeholder feedback | Semi-structured interviews, document analysis | Level of stakeholder involvement and national ownership | Thematic analysis |
| Assessing the effectiveness of building up/ strengthening the national ownership of the intervention | Interviews and desk review, stakeholder feedback | Semi-structured interviews, document analysis | Level of national ownership | Thematic analysis |
| * + 1. To what extent has the project contributed to strengthening the capacities of the National Human Rights Institution and development of its regional network, the empowerment of civil servants with human rights knowledge and skills? | Assessment of the project's contribution to strengthening the capacities of the National Human Rights Institution and development of its regional network with human rights knowledge and skills | Interviews and desk review, beneficiary feedback | Semi-structured interviews, document analysis | Degree of contribution to strengthening capacities of the National Human Rights Institution | Thematic analysis |
| **Efficiency** | * + 1. Were the resources and inputs converted to outputs in a timely and cost-effective manner? | Assessment of the timeliness and cost-efficiency of the achieved inputs | Interviews, desk review, project reports | Interviews, document analysis | Project completion within budget and time | Quantitative analysis, trend analysis |
| Assessment of the overall spending of resources | Interviews, desk review, financial reports | Interviews, document analysis | Comparison of budgeted and actual resources spent | Quantitative analysis, financial analysis |
| * + 1. Was the project management, coordination, and monitoring efficient and appropriate? | Assessment of the project management and coordination against efficiency and appropriateness | Interviews with the project team, project reports | Interviews, document analysis | Positive feedback from team and stakeholders; compliance with project management standards | Quantitative and qualitative analysis |
| Assessment of monitoring against efficiency and appropriateness | Interviews, project reports, M&E reports | Interviews, document analysis | Efficient use of monitoring systems and timely response to identified issues | Quantitative and qualitative analysis |
| * + 1. Has the project produced results (outputs and outcomes) within the expected time frame? | Assessment of the overall project alignment with the planned timeframe | Desk review, project timeline, and project reports | Document analysis | Achievement of project milestones within expected time frames | Quantitative analysis, trend analysis |
| * + 1. Was project implementation delayed, and, if it was, did that affect cost-effectiveness or results? | Assessment of delay in project implementation and effect on cost-effectiveness | Interviews, desk review, project timeline, project reports | Interviews, document analysis | Identification of delays and their impact on cost-effectiveness and outcomes | Quantitative and qualitative analysis |
| * + 1. To what extent has the project ensured value for money? | Assessment of the value-for-money | Interviews, desk review, financial reports, project reports | Interviews, document analysis | Evidence of cost-effectiveness and benefits exceeding costs | Cost-benefit analysis |
| * + 1. To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results? | Assessment of how the internal coherence helped to reduce costs while achieving results | Interviews, desk review, project reports | Interviews, document analysis | Examples of synergies that led to cost reduction and enhanced results | Qualitative analysis |
| * + 1. To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly? | Assessment of the M&E system exchange of data with the project management on improving learning and adapting change management | Interviews, desk review, M&E reports | Interviews, document analysis | Evidence of data-driven decision-making and learning from the M&E systems | Quantitative and qualitative analysis |
| **Sustainability** | 1. To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends? | Understand the potential long-term effects of the project | Project reports, Stakeholder interviews | Document analysis, Semi-structured interviews | Defined project outcomes sustained post-project | Quantitative and qualitative analysis, Thematic analysis |
| 1. Identification of the areas, which produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention. | Identify strengths and areas of improvement for future interventions | Project records, Managerial reviews | Document analysis, Semi-structured interviews | Areas identified for future interventions | Trend analysis, SWOT analysis |
| 1. Is stakeholders' engagement likely to continue, be scaled up, replicated, or institutionalized after the project? Define which of the platforms, networks, and relationships developed in the framework of the project have the highest potential for further scaling up and/or replication. | Assess stakeholder engagement and potential for growth or replication | Stakeholder interviews, Stakeholder meeting minutes | Semi-structured interviews, Document analysis | Stakeholder commitment to continue, potential for growth identified | Thematic analysis, Comparative analysis |
| 1. Are there any social or political risks that may jeopardize the sustainability of project results? | Understand external factors impacting project sustainability | Risk assessments, Stakeholder interviews, Media reports | Document analysis, Semi-structured interviews | Identified risks and mitigation strategies | Risk analysis, PESTEL analysis |
| 1. To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out? And is there a best practice sustainability model which can be replicated into a future design? | Evaluate capacity-building efforts and identify best practices for sustainability | Training reports, Stakeholder feedback, Partner organization feedback | Document analysis, Semi-structured interviews | Capacity-building efforts linked to sustainability, best practices identified | Quantitative and qualitative analysis, Benchmarking |
| 1. To what extent does Project have a well-designed and well-planned exit strategy which includes a gender dimension? | Assess the project's exit strategy and its inclusiveness | The exit strategy document, Stakeholder feedback, Project reports | Document analysis, Semi-structured interviews | Comprehensive and inclusive exit strategy | Content analysis, Comparative analysis |
| 1. Identifying possible priority areas of engagement, offer recommendations for the next phase | Understand priorities for future interventions | Project reports, Stakeholder interviews, | Document analysis, Semi-structured interviews | Identified priorities, and recommendations for the next phase | Trend analysis, Gap analysis |
| **Impact** | 1. Has the project contributed or is likely to contribute to long-term social, economic, and technical changes for individuals, civil society groups, and institutions related to the project? | Insights into long-term changes induced by the project | Project reports and documents; Focus groups and interviews with civil society; Relevant statistical databases | Document review, focus group discussions, interviews | Defined metrics of social, economic, and technical change; positive responses from stakeholders | Qualitative content analysis; quantitative data analysis |
| 1. What difference has the project made to the beneficiaries, involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)? | Understanding of the tangible and intangible benefits for direct and indirect beneficiaries | Beneficiary testimonials and feedback; Project impact reports; Interviews with beneficiaries | Interviews, document review | Positive feedback from beneficiaries; measurable improvement in the conditions of target communities | Thematic analysis; quantitative data analysis |
| 1. Has the Project contributed to gender equality, women's empowerment and protection of human rights, and social inclusion? | Insights into the project's role in promoting gender equality, human rights, and social inclusion | Project reports and documents; Relevant gender and human rights reports and databases | Document review, interviews | Evidence of increased gender equality, human rights protection, and social inclusion; positive responses from stakeholders | Gender analysis; qualitative content analysis; quantitative data analysis |

## **Annex 7.** Sources and Supporting Documents for the Evaluation

Note: The compilation of sources presented in this annex is not exhaustive; rather, it delineates a curated selection of key documents that have significantly contributed to the evaluation. This annex forms a segment of a broader corpus of 588 documents that were meticulously scrutinized during the evaluation process.

1. Project Document of the HR4U
2. Cost-sharing agreement of the HR4U
3. Registration card of the HR4U project
4. Annual Work Plans of the HR4U (2019 – 2023)
5. Project Narrative Reports and Annexes (Status of Log Frame, communication materials, Risk Log, Sustainability Plans, Deliverables) (2019 – 2023)
6. Project Financial Reports (2019 – 2023)
7. Project Board Minutes (2019 – 2023)
8. Risk Register (2019 – 2023)
9. Grant Scheme Documentation
10. Studies, assessments, opinions polls produced with the Project’s assistance
11. Minutes of the LPAC meeting
12. Educational courses on human rights related issues (2020 – 2023)
13. Digital products, videos, online webinars on human rights related issues
14. Quality Assurance Report 2019, 2020, 2022
15. CPD Ukraine 2018-2022
16. CPD Ukraine Extension
17. IRRF SP 2022-2025
18. UN Transitional Framework
19. UNDP Recovery Framework
20. UNDP Strategic Plan 2022-2025
21. HACT Program visit
22. Output verification mission Rivne oblast 15-16 September 2021
23. Draft Project Document of the HR4U Phase II

## **Annex 8.** Stakeholder-Based Grouping of Interviewed Individuals and Groups

|  |  |  |
| --- | --- | --- |
| **Group 1** | | |
| No. | **Entities** | **Data collection modality** |
|  | UNDP DRR | KII |
|  | UNDP Head of Governance Unit | FGD |
|  | UNDP Programme Analyst, Democratic Governance Unit |
|  | HR4U Project Manager and members of the project team | FGD |
|  | HR4U Project’s MEAL/ Communication analyst | KII |
|  | UNDP Programme Finance Analyst | FGD |
| UNDP Project Associate (covering HR4U finance issues) |
|  | Advisor to OO contracted by the Project | KII |
|  | Expert contracted by the Project | KII |
| **Group 2** | | |
|  | OO Secretariat | KII |
|  | Director of the General Directorate on professional development of the public officials of the National Agency of Ukraine on Civil Service | KII |
|  | Head of the Free Legal Aid Coordination Center | KII |
|  | Representatives of the OO regional network: group of regional coordinators, in total 17 individuals | Questionnaire |
|  | OO Secretariat | KII |
|  | Group of eight CSOs (Jurfem, Zmina, UMDPL, Human Rights Platform, Center “Social Diia”, CSO Fight for Right, Educational Human Rights House, Human Rights Expert Center) | Questionnaire |
|  | Coordinator of the regional network representatives of the CSO | KII |
| **Group 3** | | |
|  | Donor representative | KII |
|  | Human rights officer, UN Human Rights Working Group | KII |

## **Annex 9. Analysis of Evaluation Questions: Addressing the Information Needs of Users Through Detailed Analysis of Main Questions**

***Relevance/ Coherence:***

*Evaluation Questions Concerning Country Context:* How relevant was the project to the intervention’s target groups, including the Government’s needs and priorities? To what extent was it aligned with the policies and strategies of the Government, SDGs, UNDP Country Programme Document, and United Nations Partnerships Framework? Was there coherence with other donors' interventions?

These questions aim to assess the alignment of the project with the national context, ensuring that it was consistent with existing policies, strategies, and donor coordination.

*Evaluation Questions Concerning Target Groups:* To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at the project and stakeholder’s level)? To what extent did the initial theory of change for the project take those groups into consideration?

These questions aim to ensure that the project adequately considers the unique needs and perspectives of vulnerable populations and gender dynamics.

*Evaluation Questions Concerning* *Adaptation to Changing Context*: Was HR4U able to transform/adjust to a fast-changing context (political, security, epidemiological) taking into consideration risks/challenges mitigation strategy? To what extent have Project outputs been achieved with the involvement of government partners and adopted into national strategies, policies, and/or legal codes?

These questions examine how the project adapted to unexpected changes and integrated its outcomes with national efforts, reflecting its resilience and alignment with broader goals.

Addressing User Information Needs:

* Stakeholders and Government Alignment: The evaluation questions concerning the country's context and alignment with policies provide stakeholders with critical insights into how well the project fits within the national and international strategic landscape. This helps guide future decision-making and resource allocation.
* Focus on Vulnerable and Gender Groups: By concentrating on the needs of vulnerable populations and gender issues, the evaluation ensures that the project's impact and alignment with human rights norms and gender equality principles are adequately assessed.
* Adaptation and Integration: Assessing the adaptability and integration of the project offers an understanding of its resilience, flexibility, and contribution to national strategies. It supports evidence-based decisions on the continuation, scaling, or modification of the project.

***Effectiveness***

*Evaluation Questions Concerning the Contribution to Country Programme Outcomes and Alignment:* To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?

These questions seek to understand how the project aligns and contributes to wider development goals and national priorities.

*Evaluation Question Concerning Achievement of Project Objectives*: Did the intervention achieve the project objectives, and what were the key outcomes and outputs?

This question examines the success of the project in meeting its defined objectives, outcomes, and outputs.

*Evaluation Question Concerning Factors Contributing to Effectiveness or Ineffectiveness:* What factors contributed to effectiveness or ineffectiveness?

This question aims to identify underlying factors that influenced the project's success or failure.

*Evaluation Questions Concerning the Assessment of HR4U's Performance:* Assess the overall performance of HR4U concerning its respective project document, strategy, objectives, and indicators. Identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved within the framework of the key project components? What are the results achieved beyond the log frame?

These questions assess the project's alignment with its planned strategy and the achievement of objectives, including unexpected results.

*Evaluation Question Concerning Gender Equality and Empowerment of Women:* To what extent have the results at the outcome and output levels generated results for gender equality and empowerment of women?

This question focuses on the project's impact on gender equality and women’s empowerment.

*Evaluation Questions Concerning Stakeholder Involvement and National Ownership:* How have stakeholders been involved in project implementation? How effective has the Project been in establishing national ownership?

These questions assess the extent of stakeholder engagement and national ownership in the project.

*Evaluation Questions Concerning Capacity Strengthening of National Human Rights Institution:* To what extent has the project contributed to strengthening the capacities of the National Human Rights Institution and development of its regional network, the empowerment of civil servants with human rights knowledge and skills?

These questions examine the project's contribution to capacity-building in the human rights sector.

Addressing User Information Needs:

* Alignment and Contribution to Wider Goals: The answers provide insights into how well the project aligns with and contributes to international and national development priorities, guiding further alignment and integration.
* Success and Factors Influencing Effectiveness or Ineffectiveness: Understanding what factors contributed to the project’s success or failure will provide essential information for refining future interventions.
* Performance of HR4U: This analysis offers detailed insights into the performance of HR4U, including both achieved and unanticipated results, informing future planning and implementation.
* Gender Impact and Stakeholder Engagement: Assessing gender outcomes and stakeholder involvement ensures that the project’s impact on gender equality and inclusiveness is clearly understood.
* Capacity Building of National Human Rights Institution: This analysis offers critical information on how the project has contributed to strengthening human rights institutions and empowering civil servants, guiding further capacity development.

***Efficiency***

*Evaluation Question Concerning Resource Utilization:* Were the resources and inputs converted to outputs in a timely and cost-effective manner?

This question aims to analyze the efficiency with which resources were utilized to achieve project outputs, examining both timeliness and cost-effectiveness.

*Evaluation Question Concerning Project Management and Coordination:* Was the project management, coordination, and monitoring efficient and appropriate?

This question evaluates the effectiveness of project management practices, focusing on coordination, monitoring, and overall efficiency.

*Evaluation Questions Concerning Timely Results:* Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost-effectiveness or results?

These questions assess the timely achievement of project results, exploring any delays and their impact on cost-effectiveness and outcomes.

*Evaluation Question Concerning Value for Money:* To what extent has the project ensured value for money?

This question explores the value delivered by the project concerning the financial allocations made.

*Evaluation Question Concerning Synergy with UNDP Initiatives:* To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?

This question investigates potential synergies between various UNDP initiatives, and how those synergies may have contributed to efficiency and effectiveness.

*Evaluation Question Concerning Project Monitoring and Evaluation Systems:* To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

This question examines the effectiveness of monitoring and evaluation (M&E) systems in supporting continuous learning and adaptive project implementation.

Addressing User Information Needs:

* Resource Utilization and Project Management: Insight into the effective use of resources and management practices will inform stakeholders about the strengths and weaknesses in project execution, facilitating decisions on improvements or scaling.
* Timely Implementation and Value Assessment: The analysis of the timeliness and value for money will assist in understanding the cost-effectiveness of the project, providing critical information for future budgeting and planning.
* Synergy and Continuous Learning: By evaluating synergies with other UNDP initiatives and the efficiency of M&E systems, the evaluation uncover potential areas for collaboration and continuous improvement, thereby enhancing the overall efficiency and adaptability of projects.

***Sustainability***

*Evaluation Questions Concerning Sustainability of Project Results:* To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends? Define the areas, that produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention.

These questions assess the durability and continuity of project results and identify areas that exhibited the most sustainability, as well as those needing further support.

*Evaluation Questions Concerning Stakeholders’ Engagement Continuation:* Is stakeholders' engagement likely to continue, be scaled up, replicated, or institutionalized after the project? Define which of the platforms, networks, and relationships developed in the framework of the project have the highest potential for further scaling up and/or replication.

These questions evaluate the potential for continuing or expanding stakeholder engagement and identify particular areas with high prospects for scaling up or replication.

*Evaluation Question Concerning Risks to Sustainability:* Are there any social or political risks that may jeopardize the sustainability of project results?

This question identifies potential risks that might threaten the lasting impact of the project.

*Evaluation Questions Concerning Capacity-Building Initiatives:* To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out? And is there a best practice sustainability model that can be replicated into a future design?

These questions evaluate the adequacy of capacity-building efforts and identify ways to enhance sustainability strategies, including the identification of best practices.

*Evaluation Question Concerning Exit Strategies with Gender Dimension:* To what extent do UNDP interventions have well-designed and well-planned exit strategies that include a gender dimension?

This question evaluates how the project considered gender in its exit strategies, ensuring inclusiveness and gender responsiveness.

*Evaluation Question Concerning Recommendations for Next Phase:* Identifying possible priority areas of engagement and offer recommendations for the next phase.

This question provides insights and recommendations for future interventions, ensuring continuity and alignment with priority areas.

Addressing User Information Needs:

* Understanding Sustainability of Results: Through evaluating the potential continuity of project outcomes and the sustainability of different areas, stakeholders will gain insights into long-term impacts and areas requiring ongoing support.
* Assessment of Stakeholder Engagement Potential: By analyzing the potential for further stakeholder engagement and the platforms with the highest potential, stakeholders will be better positioned to plan future scaling or replication.
* Identifying Risks to Sustainability: Examining potential risks ensures that preventative measures can be taken to safeguard the sustainability of the project’s achievements.
* Evaluating and Enhancing Capacity Building and Exit Strategies: Assessing capacity-building efforts and exit strategies, including the gender dimension, allows stakeholders to identify areas for improvement, and best practices, and ensure more robust planning for sustainability.
* Guiding Future Engagement: Offering recommendations for the next phase provides clear guidance on priority areas and next steps, aiding in the planning and design of future interventions.

***Impact***

*Evaluation Question Concerning Long-Term Changes:* Has the project contributed or is likely to contribute to long-term social, economic, and technical changes for individuals, civil society groups, and institutions related to the project?

This question seeks to understand the lasting impacts of the project on various stakeholders, examining how the project has affected or is expected to affect social, economic, and technical aspects.

*Evaluation Question Concerning Beneficiary Impact:* What difference has the project made to the beneficiaries involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)?

This question focuses on assessing the tangible and intangible impacts on both direct and indirect beneficiaries, providing an in-depth analysis of how the project has altered lives and communities.

*Evaluation Question Concerning Gender Equality, Empowerment, and Human Rights:* Has the Project contributed to gender equality, women's empowerment, and protection of human rights, and social inclusion?

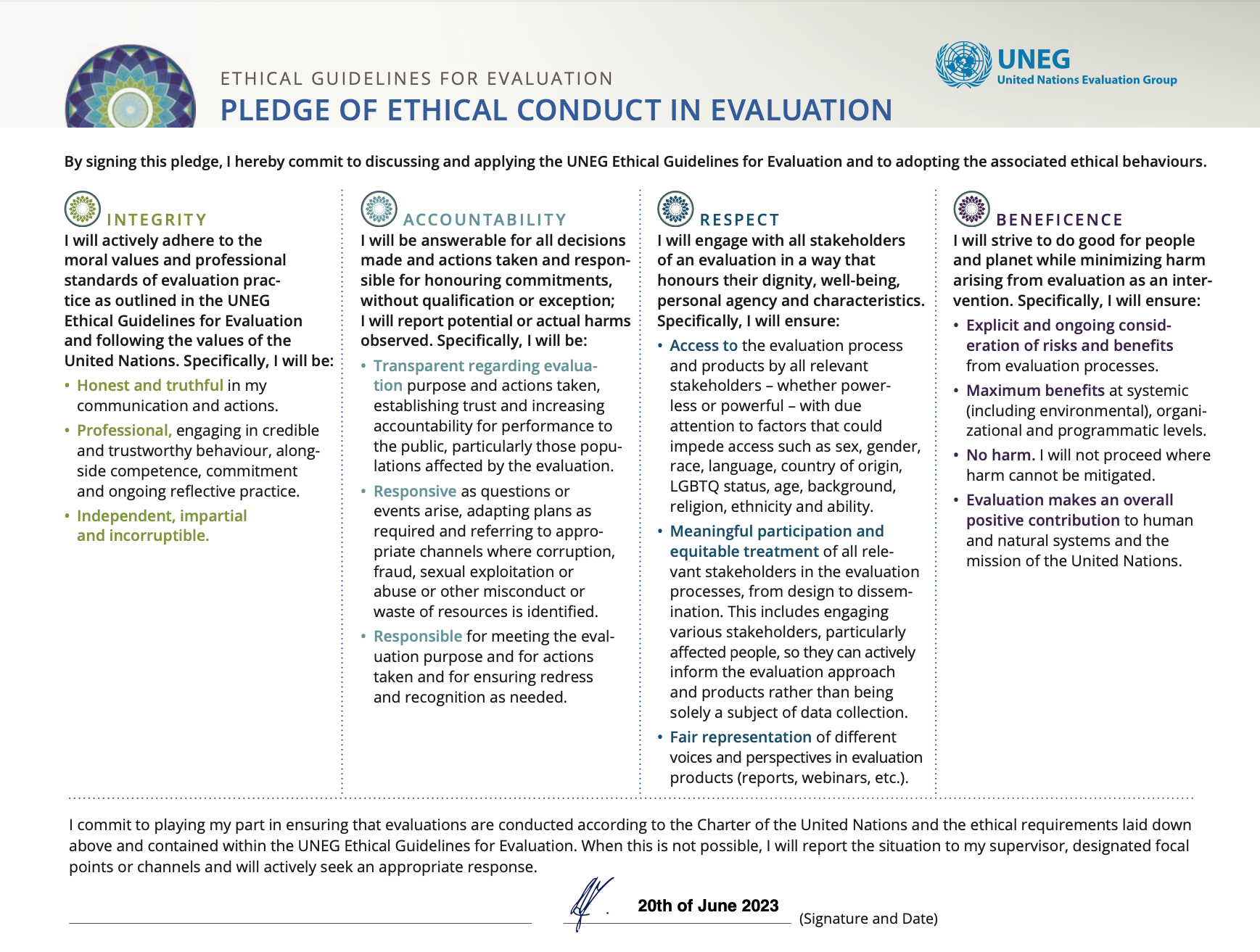
This question emphasizes the alignment of the project with core international values such as gender equality, human rights, and social inclusion, assessing its role in fostering these principles.

Addressing User Information Needs:

* Understanding of Long-Term Effects: By examining the long-term social, economic, and technical changes, the evaluation offers insights into the sustainability and long-lasting impact of the project. This information is important for stakeholders, donors, and implementers seeking to understand the enduring value of the project.
* Assessment of Beneficiary Impact: Analyzing the differences made to beneficiaries provides a human-centric perspective on the project's effectiveness. This information enables a tailored understanding of the project's success in meeting its goals, assisting in future planning, and ensuring that interventions remain aligned with beneficiary needs.

In conclusion, the evaluation questions in this report serve as a framework to address the diverse information needs of stakeholders, including UNDP and other international partners. These questions delve into various aspects corresponding to the OECD/DAC evaluation criteria. By exploring these dimensions, the evaluation provides a comprehensive understanding of the project's performance, its alignment with objectives, its impact on vulnerable groups and gender issues, resource efficiency, and potential for sustainability. The insights generated by these questions enable informed decision-making, resource allocation, and future planning to enhance project outcomes and align with international standards and priorities.

## **Annex 10**. Pledge of Commitment to Ethical Conduct in Evaluation



1. HR4U Project Document, page 5 [↑](#footnote-ref-1)
2. Evaluator's Note: The Project Document refers to the conflict, which pertains to the military situation in certain areas of the Donetsk and Luhansk regions of Ukraine, before the aggression by the Russian Federation against Ukraine on the 24th of February 2022. [↑](#footnote-ref-2)
3. The Project's allocated Gender Equality Marker is 2, signifying that “Gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way” (https://gendercoordinationandmainstreaming.unwomen.org/gender-marker-implementation-undp) [↑](#footnote-ref-3)
4. OECD/DAC Evaluation Criteria, https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm [↑](#footnote-ref-4)
5. OECD/DAC Applying Evaluation Criteria Thoughtfully, https://www.oecd-ilibrary.org/sites/543e84ed-en/1/3/4/index.html?itemId=/content/publication/543e84ed-en&\_csp\_=535d2f2a848b7727d35502d7f36e4885&itemIGO=oecd&itemContentType=book#section-d1e3395 [↑](#footnote-ref-5)
6. An Evaluation Matrix displaying, for each of the evaluation questions, the data sources, data collection tools or methods, and the standard or measure by which each question was evaluated. It is a good illustrative tool to simplify the logic of the methodology for the report reader. [↑](#footnote-ref-6)
7. Demographics of the questionnaire respondents: *Age Group:* Respondents aged 31-40: 9; Respondents aged 41-50: 6; Respondents aged 51 and above: 3. *Institutional Affiliation:* Representatives of the regional network of the Ombudsman of the Verkhovna Rada of Ukraine on human rights: 13; Representatives of a civil society organization cooperating with the project: 5. *Gender:* Female: 14 respondents; Male: 4 respondents. [↑](#footnote-ref-7)
8. The response to this inquiry has been integrated with the query pertaining to the assessment of effectiveness formulated in the question: “To what extent did the project contribute to the country program outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities” [↑](#footnote-ref-8)
9. The 17 Goals, https://sdgs.un.org/goals [↑](#footnote-ref-9)
10. Human Development Report, http://hdr.undp.org/ [↑](#footnote-ref-10)
11. UNDP Country Programme Document 2018–2022, https://www.ua.undp.org [↑](#footnote-ref-11)
12. UNDP Country Programme Document, https://digitallibrary.un.org/record/1293889?ln=en [↑](#footnote-ref-12)
13. United Nations Partnerships Framework 2018-2022, https://ukraine.un.org/sites/default/files/2020-06/UNPF-document-eng.pdf [↑](#footnote-ref-13)
14. The response to the question *"Assess the overall performance of the HR4U concerning its respective project document, strategy, objectives, and indicators, and identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? To what extent have the results at the outcome and output levels generated results for gender equality and empowerment of women?"* is addressed through a series of inquiries posed within the current evaluation, specifically addressing the evaluation criteria related to relevance, coherence, and effectiveness. The question also addresses the evaluation inquiry: *"What are the results achieved beyond the log frame?”* [↑](#footnote-ref-14)
15. UNDP, Audit and Investigations, https://audit-public-disclosure.undp.org [↑](#footnote-ref-15)
16. The answer also addresses the evaluation question formulated as follows: *"Is stakeholders' engagement likely to continue, be scaled up, replicated, or institutionalized after the project? Define which of the platforms, networks, and relationships development in the framework of the project have the highest potential for further scaling up and/or replication."* [↑](#footnote-ref-16)
17. <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf> [↑](#footnote-ref-17)
18. Access at: http://web.undp.org/evaluation/guideline/section-6.shtml [↑](#footnote-ref-18)