“Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework”

UNDP project ID: 00074532
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Evaluation timeframe: December 2013 – December 2017
Date of evaluation report: November 2017 – January 2018
Region and countries included in the project: Ukraine
GEF Operational Program/Strategic Program: GEF-5 CCCD Strategy: The GEF Strategy for Cross-Cutting Capacity Development projects
Implementing Partner: Ministry of Ecology and Natural Resource of Ukraine

Final Evaluation

Evaluation team members: Elinor Bajraktari, Viktor Karamushka

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PROJECT SUMMARY TABLE

Project title:	CCCD: Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework			
GEF Project ID:	4913		*at endorsement (Million US$)*	*at completion (Million US$)*
UNDP Project ID:	00074532 PIMS: 4478	GEF financing:	0,9	0,9
Country:	Ukraine	IA/EA own:	0,15	0,15
Region:	ECIS	Government:	0,7	0,75
Focal Area:	Multi-Focal Area	Other:	0,18	0,1
FA Objectives, (OP/SP):	CD-3: To strengthen capacities to develop policy and legislative frameworks	Total co-financing:	1,03	1,00
Executing Agency:	UNDP	Total Project Cost:	1,93	1,90
Other Partners involved:	All-Ukrainian Environmental League	ProDoc Signature (date project began):		9 Dec 2013
		(Operational) Closing Date:	Proposed: 9 December 2016	Actual: 31 December 2017

Executive Summary

This report presents the results of an independent terminal evaluation of the UNDP Ukraine project "Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework", which was funded with US$ 900,000 by the Global Environmental Facility and was implemented during the period December 2013 – December 2017. The report summarizes the findings of the work conducted by a team of two consultants during the November 2017 – January 2018 period. It provides an objective assessment of the project's design, performance, constraints, results, impact, relevance, efficiency and sustainability. It also identifies a number of lessons and recommendations which may be used by the UNDP Country Office to improve its programming, partnership arrangements, resource mobilization strategies, working methods and management arrangements. The evaluation entailed a systematic desk review of project-related documentation, data collection based on interviews with key stakeholders and analysis of information using triangulation.

The project was designed to facilitate the integration of the provisions of the Rio Conventions into sectoral policies, programmes, plans and legislation. It consisted of three interlinked components. The first component was designed to integrate the principles and obligations of the three conventions into the national policy framework. In particular, this entailed the preparation of a National Sustainable Development Strategy (NSDS) that was envisaged to fully incorporate key environmental priorities. The second component was intended to strengthen key institutional and individual capacities to pursue sustainable development that deliver environmental benefits. The objective was to target the implementation of the NSDS by training government officials on the interpretation of Rio Conventions provisions as they applied to their respective roles and responsibilities. The third component consisted of a targeted public awareness campaign to raise the understanding of the critical linkages between the Rio Conventions principles and more immediate socio-economic development priorities.

While the amount of information generated by this evaluation was enormous, the findings presented in this report cover only the most essential aspects of the project. They are organized in three sections: i) project design; ii) project implementation; and, iii) project results. The evaluation also provides a number of lessons learned and a set of recommendations for the consideration of the Country Office.

Project Design

The goals of the project are adequately defined and respond to a clearly identified problem. The Project Document provides a thorough and consistent analysis of the country context and needs, a clear set of objectives, major risks and assumptions and adequate monitoring and evaluation tools. The results framework is adequate, with the exception of the outcome indicators which are too focused on specific products/outputs and not broader results. Design aspects which could have been framed more adequately are the limited guidance provided on the process through which

outputs will be realized and inadequate focus on the politics of change in the public sector, especially on how to build and maintain political will at the highest levels of decision making. Also, the Project Document envisages the process largely within the purview of Ministry of Ecology and Natural Resources (MENR), which does not allow for sufficient buy-in from other central ministries and sectors (especially the key Ministries of Finance, Transport, Energy, Agriculture, etc.). Another design weakness is the insufficient linkages between the mainstreaming of the conventions and NSDS formulation and the crucial role of the private sector in sustainable development. Furthermore, the Project Document does not closely examine potential linkages that could have been forged with other relevant projects under implementation or in the pipeline. Also, sub-national governments should have been designed to play a bigger role not just in terms of participation but also in the means to do so, relying on sub-national planning processes and policy instruments, to achieve project ends. The Project Document did not foresee an active role in the project for other international organizations that play a crucial role in the process of development planning and financing (i.e. WB, IMF, EU, etc.). Lastly, the Project Document did not focus on the institutionalization of participation mechanisms, which has strong implications for the sustainability of the results of the project. As for the replication approach, the Project Document is not explicit about what exactly is meant by replication, what aspects of the project are intended to be replicated and how replication is supposed to occur.

Project Implementation

The total amount of co-financing that materialized was not monitored during the implementation, however, the project has provided three letters from the GOU, UNDP and a NGO partner testifying the co-financing allocated during the project duration period (Annex VIII). The project was managed by a Project Manager who led a number of consultants that carried out most project activities. The Project Board included representatives from the MENR and UNDP. For the four years of its lifetime, the Project Board met three times - in April 2014, December 2015 and March 2017. A National Project Director was not assigned by MENR, based on the fact that the project was implemented by UNDP under the DIM modality. The project experienced a number of delays driven by two major factors: the rapidly changing security and political situation in the country and a substantial revision of project activities, following a crucial decision to pursue a number of SDG-related activities under the scope of this project and link the development of the NSDS to GoU's work on the adaptation and implementation of SDGs.

The effective use of adaptive management by the project team and board was critical for dealing with unexpected contingencies and taking advantage of newly-emerged opportunities. Major changes in the project approach were the inclusion of the SDGs under its scope and the conduct of pilot initiatives at the local level. The project was also able to extend its contribution to the conflict-affected territories of Eastern Ukraine. The ability of the project team to act swiftly to evolving needs and emerging opportunities is commendable. However, additional areas where the project team could have applied the same adaptive approach were in forging stronger linkages with the country's broader reform agenda and the accelerating decentralization process.

The project's partnership arrangements included a wide range of stakeholders from national and sub-national governments, organizations representing development and environmental professionals and specialists, academia, NGOs and donor organizations. Yet, there was certainly room for better engagement of certain partners - the participation of the private sector could have been integrated more effectively into the local level activities supported by the project. The project should have also worked more effectively with other development partners to create synergies in the delivery of capacity support.

The design of the M&E framework at entry point is rated as "Moderately Unsatisfactory" because of a lack of focus on broader outcomes and tracking mechanisms for a number of project aspects (such as capacity, co-financing, sustainability of pilots, etc.). At implementation, the M&E system is rated "Moderately Satisfactory", reflecting the fact that the team could have used it to track more effectively some key aspects of implementation such as the degree of uptake of project outputs (studies, training, etc.) and the degree to which they serve their intended purpose, the degree to which the capacity of participants in the various training programmes improved, replication effects of pilot initiatives and the lessons they generated during the piloting stage. The performance of the executing agency was rated as "Moderately Satisfactory", reflecting the important role played in the project, but also the need for a more substantive engagement and leadership role. The performance of the implementing agency was rated as "Satisfactory", as a reflection of the hard work to cope with the challenging external environment and make the best use of the existing resources.

Project Results

The project contributed to a range of areas. The report provides an overview of the project's more immediate contributions, which are summarized as follows.

- The project created momentum around the concept and principles of sustainable development. It established participatory fora and a process of public discussion that involved multiple agents from central and local government institutions, civil society, business community, academia, citizen groups, etc. This in itself was a significant contribution because it promoted more coordinated policies across sectors, greater alignment to requirements of international agreements, more inclusive and evidence based policy making, accountability in the public sector, better delivery public service, etc.
- Another major contribution was to bring the SDGs to the fore of public attention and the policy making process. It supported a variety of SDG-related processes, including their adaptation to the country context, the establishment of a baseline and a set of bechmark targets for the coming decade, etc. It also conducted a range of activities aimed at raising the level of awareness about SDGs among policy makers and the general population.
- The project produced a considerable number of analytical reports – policy analyses and reviews, strategies, guidelines, courses on many topics, templates, articles, videos, presentations, etc. The extent to which this body of research will be incorporated into public

policy and programmes and will influence government actions is unknown for two reasons: first, the project did not keep track of change generated by them; and, second, it is too early for the effects of this research to have fully played out. Nevertheless, the amount of knowledge and anaysis that was created represents a good research base which reserachers and policymakers can tap into to develop good policy. The project also stimulated the engagement of local academics and researchers with sustainable development matters – 44 local experts were hired by the project to conduct different pieces of research.

- The project also produced multiple traning materials for governmental and non-governmental representatives. Again, it is not possible to estimate the extent to which this material was translated into improved capacity, but it does nevertheless represent a good resource on which policy makers and civil society activitsts can rely to further develop their capacities.
- The project organized a significant number of events which were targeted to both the national and sub-national levels of government and took place throughout the country (i.e. Kharkiv, Odesa, Lviv, Dnipro, Ivano-Frankivsk, etc.). The project ran an intensive marketing campaign, making good use of social media, internet, newspapers, outdoor advertising, etc.
- The project conducted pilot initiatives at the local level to demonstrate the benefits of sustainable approaches to development and raise awareness on sustainability-related issues. It is not possible to assess the degree to which the pilots will be replicated elsewhere in the country because it is too early for that, but there is evidence derived from surveys that the project has helped to change to some degree the mind-set of citizens and decision-makers.

The full effects of these activities could not be assessed in this evaluation as it will take time for them to play out. For example, it is unclear at this stage what will happen to the NSDS. Also, the extent to which the analytical reports or training courses produced by the project will change the behaviour of policymakers will become obvious only after enough time has passed for these instruments to have gained traction. The sustainability of the pilots will require time to be established properly. Overall, the rating of the project's effectiveness is "Moderately Satisfactory". The efficiency of the project was rated "Moderately Satisfactory". In spite of the implementation delays resulting from the political crisis and the conflict in the East, as well as the modification of the project scope to include the SDG process, the project team has for the most part made efficient use of resources. More effort should have been invested in fostering partnerships and linkages with other UNDP projects and similar interventions of international donors. As for risks related to financial, sociopolitical, governance, and environmental sustainability of project outcomes, they seem to be particularly relevant along the sociopolitical and governance dimensions. Overall, sustainability is rated as "Moderately Likely".

LESSONS LEARNED

Lesson 1: Effective Use of Adaptive Management is a Prerequisite for Success

Given the uncertainties of Ukraine's rapidly changing political environment over the four years of project implementation, the use of adaptive management by the project team was crucial for dealing with a number of unexpected contingencies and taking advantage of emerging opportunities. Examples of the project team's ability to respond swiftly to evolving needs and emerging opportunities were the inclusion of the SDGs under the project's scope, the conduct of a number of pilot initiatives at the local level and the contribution to the conflict-affected territories in the East. However, additional areas where the project team could have applied the same adaptive approach more effectively were in forging stronger linkages with the country's broader reform agenda and the accelerating decentralization process.

Lesson 2: Process matters as much as the Content in the Formulation of National Strategies

When designing a project in support of the development of national development strategies, it is important to focus not only on the output (document) but also on the process and governance structures that will guide the development of the strategy. The strategy should be developed with implementation in mind which requires more attention on the capability of relevant institutions and entities to implement it from a political, technical and financial perspective. An implementation-focused approach requires a shift of focus from form (how the strategy looks like) to functionality (how the strategy will be implemented and what effects it produces). Also, the formulation of the strategy is not merely a technical intervention, but more so a political consensus-building process. When formulation is seen as a technical issue, it does not warrant a close examination of the politics of the process. More attention should be paid to the politics of change in the public sector, especially how to build and maintain political will, especially at the highest levels of decision making.

Lesson 3: Mainstreaming requires more Focus on Money and Politics

Mainstreaming does not only mean integrating environmental concerns into national and sub-national plans and policies, but also subsequently into budget allocations. Plans and policies with no financial tags attached to them have no teeth. Therefore, integrating the principles and actions articulated in the Rio Conventions into routine development activities requires greater commitment from ministries responsible for finance and planning and sectoral departments which control the bulk of financial resources and public investments. The Ministry of Finance and public financial management issues should take a more prominent place in the mainstreaming process. The following are some additional issues which should receive more attention in the design of mainstreaming projects.

- Analysis of the political economy of the mainstreaming of environmental concerns and sustainable development, with a view to understanding more carefully the interests and positions of the key players in the government.
- Devising strategies and tactics for building stronger political will and support for mainstreaming at the highest levels of government.
- Establishing stronger coordination mechanisms within the government and between the government and civil society for the discussion and agreement of policy and strategy options (i.e. inter-departmental committees to improve environmental integration). Key here is the institutionalization of these structures.
- Addressing more effectively the lack of knowledge and understanding of environmental matters in key ministries and sub-national governments.

RECOMMENDATIONS

Recommendation 1: Strengthen Engagement with SDGs and the Sub-national Level

The Rio Project has established good foundations for further UNDP engagement with the SDGs, which the CO has already begun to build on. It has also contributed to UNDP's partnership with local communities and governments in the pilot areas. The project has showcased that the combination of SDGs and local development carries significant potential for the CO. UNDP should continue to strengthen its support for public institutions, particularly at the sub-national level, to adapt SDG targets and indicators to local circumstances, establish monitoring systems and create databases for monitoring progress, and report results nationally and internationally. It should also continue to explore ways of getting international donors more closely engaged with the SDGs. Furthermore, efforts should be made to link all this work more closely with the broader reform agenda led by the National Reform Council.

Recommendation 2: Strengthen Synergies and Linkages between Projects

Drawing on lessons from the experience of the Rio Project, UNDP should further strengthen collaboration between projects, and where feasible establish integrated frameworks for project planning and implementation. The latter is certainly difficult, given the projects' short timeframes and varying funding modalities, but it might be possible at the sub-national level if a sufficient number of projects are up and running. This will require the application of development of principles and methods for integrated ecosystem-based management. Using the example of collaboration between the Rio and SGP projects, UNDP could explore the establishment of a common platform for managing aspects of projects that share similar objectives. Such platform may combine not only elements related to information sharing, data systems, monitoring and evaluation, but also implementation tools such as systems for procurement, recruitment, awareness raising, etc. If such a platform is established across projects, it should be fully integrated with the CO's results-based management system.

Recommendation 3: Using the M&E System to Track Important Parameters

UNDP should examine how projects use their M&E systems to track important aspects of their work with a view to improving the availability of information for management purposes. Measuring some of these dimensions was a challenge in this evaluation. The following are a few worth considering.

- *Uptake of project outputs (studies, training, etc.) and the degree to which they serve their intended purpose* – Projects should monitor the extent to which research and analytical documents they produce get incorporated into national policies and programmes.
- *Capacity of beneficiaries* – Projects should also try to track the degree to which the capacity of participants taking part in the various training programmes organized by the project has improved.
- *Replication effects of pilot initiatives*, *the lessons they generate during the piloting stage and the extent to which the get scaled up* – One key characteristic of pilots is that they serve to produce lessons which when shared lead to replication. They are key vehicles for transmitting experience and play a crucial role for upscaling and replication. However, it is not clear how the lessons are collected, analyzed, synthesized and shared. UNDP should develop a tracking mechanism for pilot initiatives, including documenting results, lessons, experiences and good practices. The tracking of pilots should be fully integrated into the CO's results-based management systems and lessons learned and best practices should be managed as an important component of the CO's knowledge management strategy.
- *Co-financing* – The CO should strive for a more standardized definition of co-financing and monitor it more effectively by developing a tracking system at the project level.

Project Rating

Criteria	Rating
Monitoring and Evaluation: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall quality of M&E	**MU**
M&E design at entry	**MU**
M&E Plan Implementation	**MS**
IA & EA Execution: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall Quality of Project Implementation/Execution	**S**
Implementing Agency (UNDP) Execution	**S**
Executing Agency (MENR/UNDP) Execution	**MS**
Outcomes: Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall Quality of Project Outcomes	**MS**
Relevance: relevant (R) or not relevant (NR)	**R**
Effectiveness	**MS**
Efficiency	**MS**
Sustainability: Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U)	
Overall likelihood of sustainability	**ML**
Financial Resources	**ML**
Socio-economic	**ML**
Institutional Framework and Governance	**ML**
Environmental	**L**
Overall Project Results	**MS**

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ACRONYMS AND ABBREVIATIONS

CBA	Community-based Approach to Local Development Project
CBD	Convention on Biological Diversity
CCD	Convention to Combat Desertification
CPAP	UNDP Country Programme Action Plan
CPD	UNDP Country Programme Document
CO	UNDP Country Office
DAC	Development Assistance Committee
DIM	Direct Implementation Modality
E&E	Environment and Energy Efficiency
EE	Energy Efficiency
EU	European Union
FCCC	Framework Convention on Climate Change
FTP	Fast Track Procedures
GEF	Global Environment Facility
GIZ	German Agency for International Cooperation
GoU	Government of Ukraine
M&E	Monitoring and Evaluation
MAPF	Ministry of Agrarian Policy and Food
MEDT	Ministry of Economic Development and Trade
MENR	Ministry of Ecology and Natural Resources
NCSA	National Capacity Self-Assessment
NPD	National Project Director
NEP	National Environmental Policy
NES	National Environmental Strategy
NGO	Non-governmental Organization
NIM	National Implementation Modality
NSDS	National Sustainable Development Strategy
OECD	Organization for Economic Cooperation and Development
PIR	Project Implementation Report
PMU	Project Management Unit
PSC	Project Steering Committee
RIA	Rapid Integrated Assessment
SGP	Small Grants Programme
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Attainable, Relevant, Time-bound
TE	Terminal Evaluation
ToR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention on Combating Desertification and Land Degradation
UNDAF	United Nation Development Assistant Framework
UNFCCC	United Nations Framework Convention on Climate Change

1. INTRODUCTION

Purpose of evaluation. This report presents the results of an independent terminal evaluation of the UNDP Ukraine project "Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework", which was funded with US$ 900,000 by the Global Environmental Facility and was implemented during the period December 2013 – December 2017. The report summarizes the findings of the work conducted by a team of two consultants during the November 2017 – January 2018 period.

Scope and methodology. It provides an objective assessment of the project's design, performance, constraints, results, impact, relevance, efficiency and sustainability. It also identifies a number of lessons and recommendations which may be used by the UNDP Country Office to improve its programming, partnership arrangements, resource mobilization strategies, working methods and management arrangements. The evaluation entailed a systematic desk review of project-related documentation, data collection based on interviews with key stakeholders and analysis of information using triangulation.

Report structure. While the amount of information generated by this evaluation was enormous, the findings presented in this report cover only the most essential aspects of the project. They are organized in three sections: i) project design; ii) project implementation; and, iii) project results. The evaluation also provides a number of lessons learned and a set of recommendations for the consideration of the Country Office.

1.1. Project Description and Development Context

The UNDP Ukraine project "Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework" was implemented during the period December 2013 – December 2017. The project initially was approved for 36 months, but received an extension due to political protests in 2014 and the new government appointment.

Ukraine's environmental challenges are significant and present one of the most complex areas that the country needs to address, given the pressures of rapid economic growth and social transition. Rapid industrialization, intensive farming, and a lack of effective pollution controls during the Soviet era have collectively contributed to the serious degradation of the environment. Despite considerable progress achieved in the past years, the situation remains critical. Environmental governance is not effective due to insufficient political commitment, unrealistic and unclear objectives, inadequate financing, weak technical and institutional capacities, and poor monitoring and evaluation.

Since the Rio Summit in 1992, the Government of Ukraine (GoU) has taken a number of important steps in the area of sustainable development. First, Ukraine ratified the Convention on Biological Diversity (CBD) on 7 February 1995, the Convention to Combat Desertification (CCD) on 27 August 2002, and the Framework Convention on Climate Change (FCCC) on 29 October 1996 (a more detailed description of the three conventions is provided in Box 1).

Further, Ukraine conducted in 2007 its National Capacity Self-Assessment (NCSA), which served as the basis for the development of its first National Environmental Policy (NEP)[1], followed by a National Environmental Strategy (NES - 2020).[2] These two documents outlined the government's vision for the environmental sector in line with the principles and provisions of the three Rio Conventions. NEP and NES were also aligned with the European Union's (EU) Environment Action Programme and Association Agreement[3], which opened the way to significant EU financing. Ukraine has also developed a number of national and sub-national development strategies and plans, as well as issue-based programmes, to meet its obligations as party to a number of multilateral environmental agreements, including the Rio Conventions. While such strategies and plans usually touch upon certain social and economic issues associated with environmental concerns, they generally remain within the purview of environmental institutions, in particular the Ministry of Ecology and Natural Resources (MENR), with limited buy-in from other central-level institutions and sectors. Consequently, there is limited policy coherence and weak implementation of such instruments.

As in a number of other countries, Ukraine's challenge in meeting global environmental priorities enshrined in the Rio Conventions is rooted in multiple socio-economic challenges that require the urgent attention of the government and society. This leaves the issue of sustainability in the back stage and results in a lack of understanding of the benefits of the conventions, weak institutional capacities to implement them, and limited financial resources allocated for environmental protection. Thus, policy-makers make choices that seriously compromise the future in exchange for short-term economic or political gain. The continuing deterioration of the natural resource base is an unequivocal sign that more work needs to be done to support government institutions design and implement viable, integrated and effective sustainable development strategies and policies. Even when there is political will, there are significant knowledge, information, capacity and coordination barriers. Policy-makers do not have access to timely relevant analysis to fully comprehend the trade-offs and impact of policy decisions on the environment. Opportunities for pro-poor and inclusive sustainable development are often missed as a result of this failure. Civil

[1] This law called for Ukraine to stabilize and improve the environment by integrating environmental objectives into sectoral socio-economic policies. The NEP law framed a comprehensive policy and legal framework that reflected the principles of the Rio Conventions, as well as the European Union's legislative requirements on the environment for member states.

[2] Key priorities identified in the National Environmental Strategy 2020 were air pollution; quality of water resources; land degradation; solid waste management; climate change, biodiversity loss; and, human health issues associated with environmental risk factors.

[3] In 2014, Ukraine signed with the EU an Association Agreement which calls for the approximation of Ukraine's standards and legislation to the EU directives (this includes energy and environmental legislation).

society also lacks the means to conduct in-depth analyses of development options and make the case for a sustainable path, in particular to make the economic case for policy change.

Following the 2014 protests that ousted the previous administration, the new Ukrainian government has embarked on an ambitious reform agenda which is largely driven by the integration process into the European Union (EU). In 2014, Ukraine signed with the EU an Association Agreement which calls for the approximation of Ukraine's standards and legislation to the EU directives (this includes energy and environmental legislation). Furthermore, GoU has fully committed to developing the economy, building democratic institutions, increasing transparency of decision making, fighting corruption and giving civil society a greater role in holding state institutions accountable. This renewed commitment to socio-economic development represents another opportunity to embed principles of sustainability into the country's policy and legal framework.

1.2. Project Objectives and Description

The basis for the development of the "***Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework***" project (hereafter referred to as the Rio Project or the project) was provided by Ukraine's National Capacity Self-Assessment (NCSA), which was completed in 2007. Ukraine's NCSA process was supported by a previous UNDP project funded by the Global Environment Facility (GEF) called the "***National Capacity Self-Assessment project***" which took place between 2004 and 2007. With the support of the NCSA project, GoU prepared in a participatory fashion the National Environmental Policy (NEP), which incorporated the principles and provisions of the three Rio Conventions.[4] The Rio Project was designed to further support NEP by facilitating the integration of the provisions of the Rio Conventions into sectoral policies, programmes, plans and legislation. Funded by GEF with an amount of USD 900,000 and managed by the UNDP, it ran for a period of four years from December 2013 to December 2017.

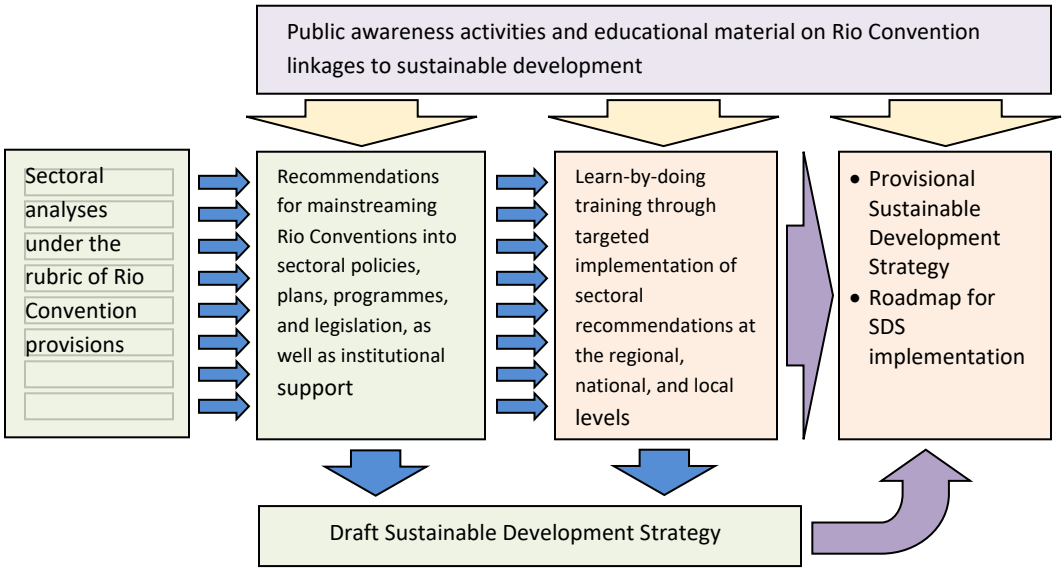
The project consisted of three interlinked components (see Figure 1 below for a schematic representation of the logic of the project). The first component was designed to integrate the principles and obligations of the three conventions into the national policy framework. In particular, this entailed the preparation of a National Sustainable Development Strategy (NSDS)[5] that was envisaged to fully incorporate key environmental priorities. The second component was

[4] The NCSA project was implemented in three phases, the first of which consisted of taking stock of the country's national implementation of the three conventions, with particular attention paid to analyzing the institutional framework underlying convention implementation. The second phase focused on an assessment of the cross-cutting interactions of convention implementation, including an assessment of stakeholder capacities, with the final phase identifying priority actions for capacity development.

[5] The adoption of this strategy was envisaged by the legislation of Ukraine and the EU-Ukraine Action Plan signed in 2005.

intended to strengthen key institutional and individual capacities to pursue sustainable development that deliver environmental benefits. This second objective was to target the implementation of the NSDS by training government officials on the interpretation of Rio Conventions provisions as they applied to their respective roles and responsibilities. The third component included a targeted public awareness campaign to raise the understanding of the critical linkages between the Rio Conventions principles and more immediate socio-economic development priorities. All components were to be implemented through a learning-by-doing approach.

Figure 1: Project Intervention Logic



Project activities were expected to improve the capacities of government and civil society actors to meet and sustain the objectives of the Rio Conventions. Interventions were designed to strengthen and institutionalize Ukraine's commitments within the framework of national sustainable development policy. In this way, the project was expected to lower the transaction costs in terms of political will and resources (human and financial) to address and sustain global environmental outcomes. To this end, the project was intended to produce a National Sustainable Development Strategy that fully reflected the articles of the three Rio Conventions and the decisions of their respective Conferences of Parties. The project was intended to also strengthen the institutional arrangements necessary for the cost-effective implementation of the NSDS by demonstrating regional implementation and extensive training and public awareness on the critical links between environment and development. This would in turn inform the preparation of a "roadmap" for the implementation of the NSDS.

The project has a wide range of stakeholders, including governmental institutions, research institutes and NGOs. The active participation of a wide range of government and non-governmental stakeholders in the full project life cycle was intended to facilitate the strategic adaptation of project activities in keeping with project objectives. The critical role of non-state

stakeholders was meant to contribute to the adaptive collaborative management of project implementation. The project was also to take a sub-national approach by focusing on key sectoral policies implemented at the regional level by regional authorities.

The governmental stakeholder included: Ministry of Ecology and Natural Resources, Ministry of Regional Development, Housing and Construction, Ministry of Education an Science, State Statistics Service, Ministry of Transport and Infrastructure, Ministry of Economic Development and Trade, Ministry of Food and Agriculture, Ministry of Energy and Coal, Ministry of Social Policy. Non-governmental stakeholders included the Institute of Geography of the National Academy of Sciences of Ukraine, the National University of Kyiv Mohyla Academy; the National Aviation University, NGO 'Zhyva Planeta', NGO All-Ukrainian Environmental League; NGO ‘Ukrainian Nature Conservation Society’, NGO ‘National Association of Protected Territories’ NGO ‘Institute for Community Development’.

2. EVALUATION OBJECTIVES AND METHODOLOGY

This report presents the main findings of the terminal evaluation of the Rio Project. The evaluation was commissioned by UNDP Ukraine[6] and was carried out during the period November-December 2017 by a team of two independent experts. This chapter provides an overview of the objectives of the evaluation and the methodology employed for the collection of information and the analysis of data. It should be noted that the evaluators relied to a significant extent on data and research from an earlier evaluation of UNDP Ukraine's Energy and Environment (E&E) portfolio which took place in the beginning of 2017. As an integral part of the that portfolio, the Rio Project fell under the scope of the outcome evaluation and, as a result, a number of insights presented in this report are extensions of the arguments and discussions provided in the previous report.[7]

2.1. Purpose of the Evaluation

The evaluation's goal was to assess the project's overall progress towards expected results, identify how activities were designed and implemented and derive lessons and recommendations for future interventions of a similar nature. More specifically, the evaluation was conceived and conducted with the following specific objectives in mind:

- To assess overall project performance against project objectives and outcomes as set out in the Project Document, the Logical Framework, and other related documents;
- To assess the extent to which results have been achieved, partnerships established, capacities built, and cross cutting issues such as gender equality addressed;
- To establish whether the project implementation strategy has been optimal and recommend areas for improvement and learning;
- To identify gaps and weaknesses in the project design and provide recommendations as to how it may be improved in the future;
- To assess project strategies and tactics for achieving objectives within established timeframes;
- To critically analyze the project's implementation and management arrangements;
- To provide an appraisal of the project's relevance and efficiency of implementation;
- To review and assess the strength and sustainability of partnerships with government bodies, civil society, private sector and international organizations;
- To draw lessons that may help improve the selection, design and implementation of similar projects in the future;
- To provide the Country Office (CO) with feedback on issues that are recurrent and need attention, and on improvements regarding previously identified issues;

[6] In accordance with UNDP and GEF Monitoring and Evaluation policies and procedures, all full and medium-sized GEF-financed projects are required to undergo a Terminal Evaluation upon completion of implementation to provide a comprehensive and systematic account of the performance by evaluating its design, process of implementation and achievements vis-à-vis GEF project objectives and any agreed changes during project implementation.

[7] One of the consultants led the evaluation of the Energy and Environment Portfolio of UNDP Ukraine, which allowed for a wealth of information and insights to be used in this evaluation.

- To assist the CO in identifying future interventions in the area of sustainable development, environmental protection, community development, etc., aligned with national priorities and UNDP's mandate and expertise.

2.2. Evaluation's Scope and Methodology

The evaluation's scope encompassed all activities and resource disbursements that took place within the 48 months of the project's lifetime. The Terms of Reference (ToR) that guided the evaluation process are attached in Annex I of this report. Key issues on which the evaluation focused were:

- Project design and its effectiveness in achieving stated objectives.
- Assessment of key financial aspects, including planned and realized budgets, co-financing, etc.
- The project's effectiveness in building the capacity of local institutions and strengthening policy framework to encourage sustainable development.
- Strengths and weaknesses of project implementation, monitoring and adaptive management and sustainability of project outcomes including the project's exit strategy.
- Recommendations, lessons learned, best practices that may be used in similar UNDP and GEF projects.

The evaluation used OECD DAC criteria and definitions and followed the norms and standards established by the United Nations Evaluation Group. It was guided by GEF's "*Guidelines for GEF Agencies in Conducting Terminal Evaluation for Full-sized Projects*"[8], but also meets the requirements set forth in UNDP's evaluation toolkit, and in particular:

- "*Handbook on Monitoring and Evaluation for Development Results*"[9]
- "*Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects*"[10]

The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned.

Evaluation activities were organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. Figure 2 below shows the three stages and the main activities under each of them.

Figure 2: Evaluation Stages

[8] https://www.gefieo.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf
[9] http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf
[10] http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf

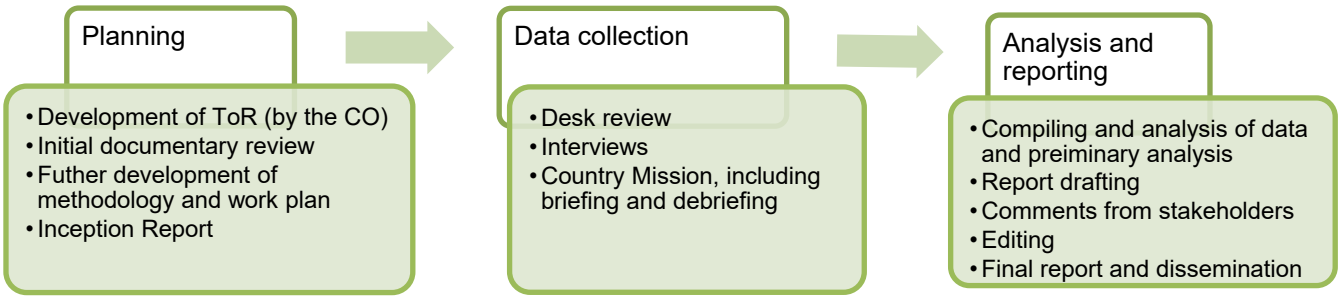


Table 1 further details the main activities that were undertaken by the CO and the evaluation team under each stage.

Evaluation Planning

The planning and preparation phase included the development of the ToR by the CO and the design of the evaluation framework by the evaluation team. The evaluators developed a detailed programmatic scope of evaluation activities, visits, as well as sample interview guides for interviews with stakeholders.

Table 1: Evaluation Steps

I. Planning • Development of the ToR (by the CO) • Start-up teleconference and finalization of work plan • Collection and revision of project documents • Elaborated and submitted evaluation work plan • Mission preparation: agenda and logistics
II. Data Collection • Interviewed key-Stakeholders • Further collected project related documents • Mission debriefings • Mission report summary
III. Data analysis and reporting • In-depth analysis and interpretation of data collected • Follow-up interviews • Developed draft evaluation report • Circulated draft report with UNDP and stakeholders • Integrated comments and submitted final report

Data Collection

The data collection process involved a comprehensive desk review of project documents and semi-structured interviews with stakeholders and partners (see Table 2 for a list of data sources).

- ***Desk Review*** - The evaluators started by analyzing relevant documents, project documents and progress reports, as well as national development policies and strategies. Documents from similar and complementary initiatives, as well as reports on the specific context of the project formed part of the analysis.

- ***Semi-structured Interviews*** - Interviewees included, among others, UNDP staff, government officials, civil society organizations, donors, academics and development practitioners, local government representatives, etc.. Open-ended questions were used to enable interviewees to express their views freely and raise the issues they considered most important. A questionnaire

was designed to guide the semi-structured interviews and ensure that questions would be investigated consistently across all interviews (the questionnaire can be found in Annex III). A full list of people interviewed can be found in Annex IV.

- ***Final Workshop*** – The evaluators were able to attend the project's final workshop which took place on December 3, 2017. The workshop provided an opportunity for the evaluators to obtain a good overview of project activities, meet key stakeholders and collect additional information.

Table 2: Data Sources

Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	• UNDP Programme and Operations Policies and Procedures • UNDP Handbook for Monitoring and Evaluating for Results • GEF Monitoring and Evaluation Policy and Guidelines
	Project documentation	• GEF approved Project Document • Annual work plans • Project Implementation Reviews • Project Board Minutes • Updated risk logs • A large number of reports produced by the project.
	Governments documents/papers	Including relevant policies, laws, strategies, etc.
	Third party reports	including those of the World Bank, EU, EBRD, USAID and others, independent local research centres, etc.
Interviews with project staff and key project stakeholders	These included:	• Interviews with key project personnel including the Project Manager and technical experts. • Interviews with relevant stakeholders including government agencies and civil society organizations.

Data Analysis

Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is depicted in Figure 3 below.

Figure 3: Method of Triangulation

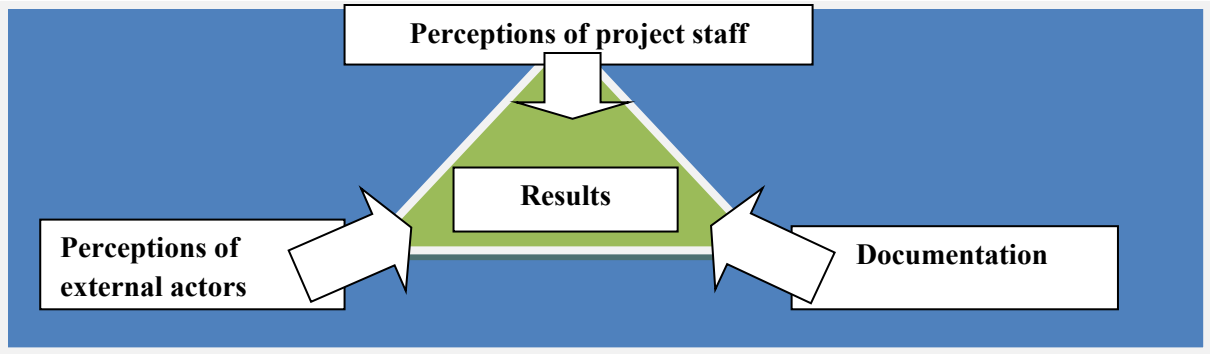
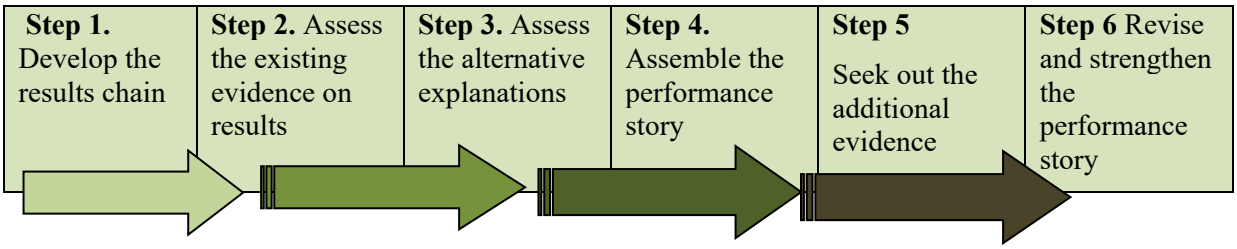


Figure 4 shows the steps that were taken for the analysis which was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability (see Annex II for a more detailed list of questions that were used for the analysis of information).

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

Figure 4: Steps in Analysis Process



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

Table 3 shows the scale that was used to rate the various dimensions of this evaluation. This is the standard scale used in GEF-funded projects.

Table 3: Rating Scale

Rating for the assessment of Relevance, Effectiveness and Efficiency	
HS	Highly Satisfactory: The project has no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
S	Satisfactory: The project has minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MS	Moderately Satisfactory: The project has significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
MU	Moderately Unsatisfactory: The project has major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
U	Unsatisfactory: major problems
HU	Highly Unsatisfactory: The project has severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency
Ratings for sustainability assessment	
L	Likely sustainable: negligible risks to sustainability
ML	Moderately Likely sustainable: moderate risks
MU	Moderately Unlikely sustainable: significant risks
U	Unlikely (U): severe risks
Additional	
N/A	Not Applicable
U/A	Unable to Assess
Relevance Rating	
R	Relevant (R)
NR	Not relevant
Impact Ratings	
S	Significant
M	Minimal
N	Negligible

2.3. Evaluation Limitations

All possible efforts were made to minimize the limitations of this evaluation. A field mission for the international evaluator was not foreseen in the ToR, as the national evaluator was expected to cover all the fieldwork for the data collection. Nevertheless, the international evaluator was able to make a visit to Kyiv and conduct some interviews with stakeholders. The visit coincided with the project's final workshop which brought together a large number of stakeholders. This was a good opportunity to meet key actors and collect additional data. For the remaining stakeholders the evaluation team tried to collect and triangulate as much information as possible - follow-up interviews and Skype conversations by the evaluation team were also made after the December mission.

One challenge in this evaluation was the estimation of the amount of co-financing provided by the government and partners at the sub-national level. The Project Document stipulated that the time government officials would be spending on the activities of this project would be considered as government co-financing, but translating this contribution into financial terms was beyond the means of this evaluation.

Also, field visits to the pilot initiatives in the regions were not conducted as they were not foreseen in the Terms of reference. For this reason, the evaluation team was not able to assess adequately key aspects of the pilots such as replicability, sustainability, co-financing, etc.

2.4. Structure of the Report

The report begins with an introductory section that provides a description of the project and the country context (previous chapter). The second (current) chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report and consists of three parts: the first part assesses key aspects of project design and formulation; the second part focuses on implementation issues; and, the third part presents an assessment of the results achieved by the project along the standard dimensions of relevance, effectiveness, efficiency and sustainability. The fourth chapter provides a set of ideas about how some of the activities initiated by this project could be carried forward by UNDP in future. The fifth chapter summarizes the main conclusions and identifies key "lessons learned" drawn from the experience of this project and the last (sixth) chapter provides a set of recommendations for the consideration of UNDP. Additional information supporting the arguments made throughout the document is provided in the seven annexes attached to this report.

3. FINDINGS

While the amount of information generated by this evaluation was enormous, the findings presented in this chapter cover only the most essential aspects of the project and are to some extent focused on those issues that require improvement and the attention of the project team and country office management. The findings of this evaluation are organized in the following sections: i) Project Design; ii) Project Implementation; and, iii) Project Results.

3.1. Project Design

This section examines the project's logic and design features by focusing on the adequacy of elements like the results framework, management arrangements, identification of risks and assumptions, use of lessons derived from other projects, linkages with relevant UNDP or donor projects, UNDP's comparative advantage in the area, planned stakeholder engagement, replication approach and exit strategies, etc. The main questions that have driven the analysis presented in this section are shown in Box 2 below.

Box 1: Key Issues Related to Project Design

The key questions driving the analysis in this section are:

- Whether the project has a sound logic with outcomes flowing from activities and the latter driven by project objectives.
- Whether assumptions and risks were adequately identified at the outset of the project.
- Whether lessons learned from the earlier NCSA project and other UNDP interventions were incorporated into the project design.
- Whether the project's linkages to other relevant projects in the UNDP portfolio or by other donors were properly identified and capitalized on.
- Whether UNDP's comparative advantages were adequately exploited.
- Whether stakeholder consultation was an essential part of the project incorporated from the project design phase.
- Whether the replication approach was sound and an exit strategy was clearly identified.
- Whether management arrangements were properly identified, with roles and responsibilities adequately determined prior to project approval.

3.1.1. Analysis of the Project Document and Planning Matrix

The Rio Project was designed in 2012 and received all the necessary approvals in the course of 2013. During this period the project design underwent multiple changes to accommodate diverse views from concerned stakeholders. As mentioned in the previous chapter, the design was largely informed by a previous UNDP-GEF project titled "*National Capacity Self-Assessment*" which took place between 2004 and 2007 and led to Ukraine's first National Capacity Self-Assessment

(NCSA) in 2007. The major challenges identified in the NCSA which the Rio Project was conceived to help address were:

1. Lack of knowledge amongst ministries and other state bodies about the three conventions and the opportunities they provide, as well as the steps required to fulfill their commitments;
2. Weak institutional arrangements for the implementation of the conventions;
3. Poor financing and lack of appropriate human resources in governmental institutions;
4. Inadequate communication between agencies responsible for the conventions;
5. Weak capacity of government institutions at the national and sub-national level to plan and implement policy, which is further compounded by the lack of up-to-date social, economic and environmental data.

While the shortcomings in the area of environmental protection are clearly identified, designing a feasible course of actions that address them in an effective manner is difficult. The Rio Project was conceived to contribute precisely to this. The project intervention was organized in three components, summarized as follows:

- The first component focused on strengthening the country's policy and institutional framework by integrating Rio Convention provisions into sectoral policies that serve to meet national socio-economic development priorities. This mainstreaming exercise was to inform the development of a National Sustainable Development Strategy (NSDS) that would reinforce the legitimacy of sectoral policies, programmes, plans and legislations.
- The second component focused on strengthening individual and organizational capacities by targeted implementation of policy and programme recommendations made under the first component. Guidelines and training manuals would be prepared to help institutionalize the learning-by-doing to implement integrated global environmental and sustainable development strategies through the SDS. Targeted training would be provided on focal area and sectoral aspects of sustainable development in order to reinforce the validity and legitimacy of each ministry and their respective agencies and departments' actions towards congruent implementation of the policy and programme recommendations.
- The third component focused on developing and implementing a broad-based public awareness campaign to raise the level of public support to the goal and objectives of the project, focusing on promoting an understanding of Rio Convention issues.

The goals of the project are adequately defined and respond to a clearly identified problem. The Project Document provides a thorough and consistent analysis of the country context and the needs to be addressed, and identifies a clear set of objectives for the project to pursue. Major risks and assumptions facing the project are identified in detail and adequate monitoring and evaluation tools are devised to track them. The results framework, which is underpinned by three outcomes and 11 outputs, as shown in Annex V, is adequate as far as activities and outputs are concerned. Planned activities, outputs and associated costs are discussed in a detailed manner. Also, output indicators, baselines and targets are generally adequate and well-identified.

Where the design of the project is less solid is at the outcome level. Both framework and outcome indicators are focused on specific products/outputs such as the NSDS and not on broader results.[11] Hence, it is not clear how proposed activities would lead to the overarching goal of mainstreaming. For example, there seems to be a logical jump from having documents such as the NSDS or the SWOT and Gap Analyses (these will be clarified further in the report) to the mainstreaming of Rio principles and obligations into sectoral policies. Just having strategic documents *per se* is not sufficient for the mainstreaming of certain principles into policies, let alone their implementation. Furthermore, even when outcome indicators in the Project Document are not directly related to outputs, they are not always specific. For example, the outcome targets 3, 4 and 5 shown in Box 3 below are not useful because they are not defined in clear terms and are not directly measurable.

Box 2: Outcome Targets 3, 4 and 5 in the Logical Framework

In the project logical framework, Outcome targets 3, 4 and 5 were framed as follows:

- There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff
- There is a minimum of 15% increase in the appreciation of the Rio Conventions among the general public
- There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its accompanying Roadmap

In addition to the logical framework, there are a number of other design aspects which could have been framed more adequately. The following is a short summary of the most important ones. It is important to emphasize here the following discussion does not pertain to how the project was implemented, but only to how it was designed.

Insufficient Focus on the Process

Not only project outcomes, but the Project Document in general is largely focused on outputs and specific products such as the NSDS, the Roadmap, sectoral analyses, surveys, trainings, etc. Overall, it provides limited guidance on the process through which these outputs will be realized. Let's take, for example, the development of the NSDS, which is one of the most important aspects of the project. The Project Document does not outline in any detail any processes or governance structures that would guide the development of the NSDS. The focus of the document is not on the "how" of the formulation, but on the "what" of the NSDS. The Project Document understates the complexity inherent in the process of formulating a national development strategy. There is ample evidence out there, shown by other countries' experiences, that the benefits of developing a national strategy are just as much, if not more, related to the process through which it is developed

[11] It is not clear why the Project Document provides two sets of outcome indicators and what is the difference between the framework indicators and the outcome indicators.

than the document (end product) itself. The formulation of a national development strategy is a massive undertaking that involves a large number of actors and activities and requires a significant amount of resources. To be sustainable and fully institutionalized, it also requires the full support of the country's leadership and a wide political coalition (including political parties and civil society). The way the NSDS process unfolded supports this point – with hindsight, we know that the project had a hard time obtaining the right level of commitment from the government's leadership for the adoption of the strategy.

Excessive focus on the document, without paying sufficient attention to the process, is also expected to have an impact on implementation – if and when the strategy will be adopted by the government. This is an endemic problem in Ukraine - the country has over time introduced a number of policies and laws to implement the conventions, but there is a general weakness in their implementation. The strategy's accompanying Roadmap (action plan) that was envisaged as one of the outputs of the project was a good step to address the issue of implementation, but still not sufficient because it focused largely on actions (what needs to be done) and less so on the process (how it can be done).

Overall, it would have been useful if the Project Document had focused not only on the development of the NSDS but also the capability of government entities to implement it from a political, technical and financial perspective. An implementation-focused approach would have required that the focus of project shifted from form (how the strategy looks like) to functionality (how the strategy will be implemented and what effects it produces).

Such conceptualization of NSDS's formulation is underpinned by the assumption that the formulation of the strategy is a technical intervention, rather than a political consensus-building process. When the mainstreaming of environmental concerns in the planning process is seen as a technical issue, it does not warrant a close examination of the politics of the process. This is a serious limitation – and the way this project unfolded proves the point. More attention could have been paid to the politics of change in the public sector, especially how to build and maintain political will, especially at the highest levels of decision making.

Intervention Centered on Environmental Institutions

Although the project's stated objective was to promote cross-sectoral integration of environmental concerns, the real focus of activities as presented in the Project Document is the environmental sector and MENR. For all the linkages between environmental concerns and development policy highlighted at the conceptual level, practical-level activities involve primarily environment sector specialists and institutions. For example, we know that work on the NSDS comprises crucial social and economic issues related to all sectors. Yet, the Project Document envisages the process largely within the purview of MENR, which does not allow for sufficient buy-in from central ministries and sectors (especially the key Ministries of Finance, Transport, Energy, Agriculture, etc.). Such heavy focus on MENR is misplaced, given the inability of MENR's policy units to mobilize action

of the magnitude required for the NSDS across the government and beyond. With hindsight, we know that the consequence of this set up was insufficient interest and uptake from key institutions – especially, in the case of NSDS which remains unapproved in the Presidential Administration.

The following issues could have received more attention in the Project Document:

- Analysis of the political economy of the mainstreaming of environmental concerns and sustainable development, with a view to understanding more carefully the interests and positions of the key players in the government.
- Devising strategies and tactics for building stronger political will and support for the project at the highest levels of government.
- Establishing stronger coordination mechanisms within the government and between the government and civil society for the discussion and agreement of policy and strategy options (i.e. inter-departmental committees to improve environmental integration). Key here is the institutionalization of these structures which in the course of the project turned out to be a real challenge to accomplish.
- Addressing more effectively the lack of knowledge and understanding of environmental matters in key ministries and regional governments.

Lack of Focus on Financing

Mainstreaming does not only mean integrating environmental concerns into national and sub-national development plans and policies, but also subsequently into budget allocations. Plans and policies with no financial tags attached to them have no teeth. Therefore, integrating the principles and actions articulated in the Rio Conventions into routine development activities requires that commitments be made not only to environmental objectives, but also cross-sectoral priorities – and in particular financing – which were developed precisely because the environmental objectives are unachievable in their absence. This requires far greater commitment from ministries responsible for finance and planning and sectoral departments which control the bulk of financial resources and public investments. If the work of projects like this one, and ultimately the Conventions, are to have significant impact, public sector financial management and governance will need to improve. With hindsight, we know, for example, that the Ministry of Finance played a marginal role in project activities, and to a large extent this was a result of a design that did not give it a central role in the project. Had the role of the Ministry of Finance (and others) been crafted more carefully, giving it not only a central place in the project, but also organizing project activities more intensively around public financial management issues, the results of the project would have been more significant.

Insufficient of Focus on the Sub-national Level and Decentralization

The Project Document has a limited focus on the sub-national level (this received more attention later thanks to the project's adaptive management). In the project document, activities are not conceptually integrated with community development interests and the decentralization process. When the project was designed it was inconceivable that Ukraine would experience a revolution, armed conflict in Donbass, major reform initiatives and, more importantly, increased impetus for decentralization. Yet, the sub-national level was always supposed to be crucial for the promotion of sustainable development. Improving the integration of environmental and development objectives requires greater decentralization of power and resources and the participation of people at grass-roots level.

A careful reading of the Project Document does not reveal why the Project Document did not establish a more solid line of work at the sub-national level – for example, in the context of NSDS, providing support to sub-national governments to develop their own development strategies linked to national strategies. No discussion of this type of work is provided in the Project Document. Furthermore, the Project Document could have focused more on the implementation of the Conventions on the ground, by supporting activities of local authorities, organizations and communities to implement the conventions in their local context, and improving feedback mechanisms from local to national and international levels. Also, the Project Document could have designed more effective instruments to building the capacities of local governments, organizations and communities to develop their own initiatives and translate the NSDS into community-level resource management strategies. It could also have envisaged the establishment and strengthening of governance mechanisms that allow local communities to feed back into the national agenda (i.e. committees with community and civil society representatives).

Inadequate Engagement with the Private Sector

Another design weakness is the insufficient linkages between the mainstreaming of the conventions and NSDS formulation and the crucial role of the private sector in sustainable development. The private sector plays an important role in ensuring that economic activity does not go against environmental and social concerns. The private sector can also be involved as an actor that contributes with insights and resources to the solution of systemic sustainable development problems. Yet, in the project logic and planned activities, and subsequently what transpired during project implementation, the role of the private sector was limited.

Weak Linkages with the MDGs (and subsequently SDGs)

The design of the project was an opportunity to integrate environmental concerns into policy frameworks through the MDG[12] process, and subsequently the SDGs (which at the time of the development of the project document were still under discussion). However, the Project Document leaves the MDGs mostly out of the picture. As the SDG process got started when the project was

[12] The MDG process was underway at the time of the development of the Project Document. In 2015 it was superseded by the SDG process.

half-way into implementation, the importance of sustainability and the need for strong government commitment to meet agreed global targets by 2030 came the fore of public debate internationally and in the country. As will be discussed further in this report, the project team reacted to this opportunity by crafting a role for the project in supporting GoU adapt SDG targets and indicators to national conditions and report results nationally and internationally. Furthermore, the NSDS process was closely linked to the SDGs activities. This turned out to be a positive modification which added to the relevance of the project and the quality of its results.

Overall, based on the examples provided here, it can be argued that design shortcomings in the Project Document represent had a constraining effect on project activities and results (as will be seen further in this report). As discussed in more detail in the section on adaptive management, the team was able to mitigate the consequences of some of these challenges, but nevertheless the roots of the problem were such that they could be neutralized entirely.

3.1.2. Assumptions and Risks

The Project Document identified the following four risks and associated assumptions:

1. ***Lack of government commitment to prioritize environmental concerns due to other governance priorities*** – This is further complicated by the prevailing perception within government that environment should always take a back seat to more important issues, such as the economy and health care.
2. ***Potential resistance from politically and institutionally entrenched sectors that have traditionally governed Ukraine*** – Political institutions in Ukraine have a history of working within the legal boundaries of mandates at the technical level As a result, there is minimal sharing of information or collaboration among ministries and agencies. This is particularly evident in the environment sector due to the relatively limiter understanding of the linkages between environmental protection and the development sectors.
3. ***NSDS not able to integrate and reconcile Rio Convention principles, criteria, and objectives in the presence of mutually exclusive priorities among environmental, economic and social development goals.***
4. ***NSDS will not be adopted by the Parliament during the lifetime of the project*** – the Project Document states on more than one occasion that the adoption of the NSDS by the Parliament cannot be expected during the lifetime of the project.

A major risk that occurred during the lifetime of the project and which the Project Document could not have foreseen was the 2014 Maydan revolution, the ousting of the previous administration, Russia's takeover of Crimea, the conflict in Donbass and the ensuing political turbulence and major reform agenda. Beyond this, the four risks described above have been and remain serious limitations of Ukraine's context and have therefore been correctly identified in the Project

Document. However, the assumptions underlying the factors that would mitigate these risks could have been analyzed more adequately.

1. The lack of government commitment to prioritize environmental concerns due to other governance priorities turned out to be a major factor that had a considerable effect on the project. The reform agenda that emerged after the 2014 uprising was something that could not have been predicted when the project was developed. While this created opportunities for new avenues of cooperation, it also further relegated the environment to a less prominent position in the list of priorities, given GoU's heavy focus on anti-corruption, justice, restructuring of State-Owned Enterprises, health, energy security, etc. As will be discussed in the "adaptive management" section, the project team tried to address this risk by linking NSDS to the SDGs and the government's commitment to implement them.

2. Also, resistance from politically and institutionally entrenched sectors that have traditionally governed Ukraine has been and remains a powerful force to reckon with in Ukraine's current political environment. The focus of the design on environmental institutions and MENR was not helpful in mobilizing the support of other sectors and ministries.

3. The risk that it might not be possible to integrate and reconcile Rio Convention principles, criteria, and objectives in the presence of mutually exclusive priorities among environmental, economic and social development goals seems to not have been a major threat. As the Project Document rightly noted, this technical challenge has been overcome in many other countries, so it is not something that pertains to Ukraine only. As has already been noted, the main shortcomings of the design of the project are of a political, rather than technical nature.

4. The challenge of getting the NSDS to be adopted by the Parliament during the lifetime of the project is clearly realized in the Project Document. The prediction that the approval of the strategy would most likely not happen during the lifetime of the project turned out to be correct. At the time of the writing of this report, approval of NSDS is still pending with the Presidential Administration. While it was understood that the NSDS would not be adopted by the government, the Project Document does not provide any insights as to why this is still OK and what would be the likelihood of adoption at a later stage. It is mute on what would happen with the NSDS after the end of the project and how the path to adoption would look like. Ideally, the Project Document could have examined various options and assessed their likelihood and needs for support by other parties.

3.1.3. Lessons from Other Relevant Projects Incorporated into the Project Design

As described earlier in this report, between 2004 and 2007 UNDP supported the implementation of Ukraine's GEF-funded National Capacity Self-Assessment project. The NCSA was implemented in three phases. The first consisted of taking stock of the country's national implementation of the three conventions, with particular attention paid to analyzing the framework underlying convention implementation. The second phase focused on an assessment of the cross-cutting interactions of convention implementation, including an assessment of stakeholder capacities. The final phase identified priority actions for capacity development. The NCSA was prepared through a collaborative process, involving multiple stakeholders which strengthened the legitimacy of its outcomes. One key result was the National Environmental Policy (NEP) of 2007 which incorporated the principles and provisions of the Rio Conventions.

Except for NCSA, the Rio Project Document does not explore lessons from other relevant projects by UNDP other donors. For example, Ukraine does have a National Sustainable Development Strategy (till 2020) which was adopted by the authorities in 2015, but had been in the making since 2012. [13] It would have been useful if the Project Document had examined the experience of that earlier initiative and identified from it relevant lessons. While the project document links the project to ongoing UNDP initiatives on the mainstreaming of the Rio Conventions, it does not refer to the experience and lessons learned from many other UNDP/GEF projects on the mainstreaming of the Rio Conventions implemented throughout the world.

3.1.4. Linkages to other Relevant Projects in the UNDP Portfolio

Although UNDP Ukraine has always had an active involvement in the environmental sector, the Project Document does not examine potential linkages that could have been forged with other relevant projects under implementation or in the pipeline. The issue of interlinkages and synergies between UNDP projects was discussed in detail in the outcome evaluation of the CO's Energy and Environment portfolio (called the E&E cluster) conducted earlier in 2017. [14] The report provided a detailed analysis of the potential for synergies and complementarities among projects within the E&E cluster (including the Rio Project) and in the broader portfolio of UNDP projects. The following is a recap of the main insights from the outcome evaluation, targeted more specifically to the Rio Project.

[13] In early 2012, the National Academy of Sciences of Ukraine drafted a concept paper of Ukraine's Transition to Sustainable Development, containing a set of nine objectives that included biodiversity conservation, reduction of greenhouse gas emissions, soil conservation, and efficient use of natural resources. This concept paper served as a basis for the drafting of a "Concept on Sustainable Development Strategy", which was then circulated for review by the Cabinet of Ministers. However, due to the upcoming elections at the time, this draft concept was not considered and set aside. After the election in October 2012 and new political leadership, priority to the development of the SDS was reinvigorated.

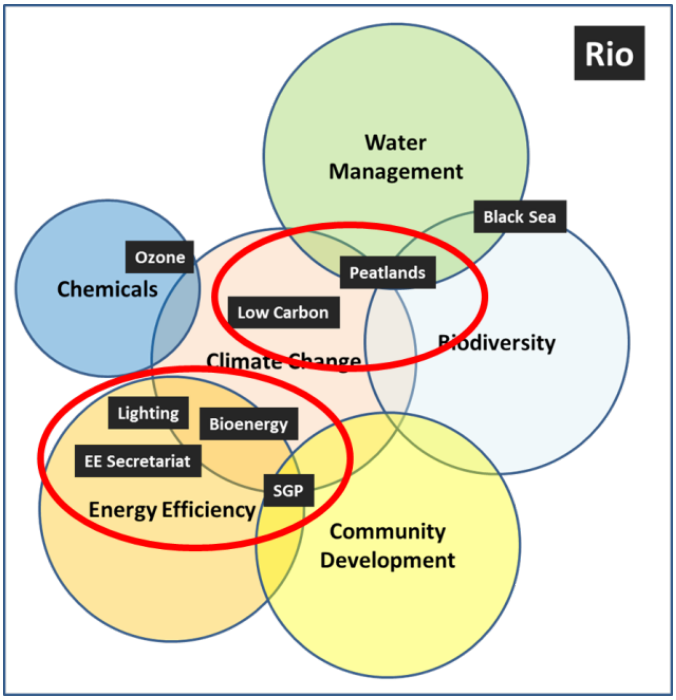
[14] For more information on synergies and complementarities among projects in UNDP Ukraine's E&E portfolio, and in particular linkages between the Rio Project and other projects in the portfolio, see the report of the outcome evaluation for the energy and environment area which was conducted in 2017.

Table 4: List of Projects in UNDP's E&E Cluster

No.	Project Title
1	ClimaEast: Conservation and sustainable use of peatlands
2	Ukraine Energy Efficiency Secretariat and Expert Hub
3	Development and Commercialization of Bioenergy Technologies in the Municipal Sector in Ukraine
4	Initial Implementation of Accelerated HCFC Phase Out in the CEIT Region
5	Capacity for Low Carbon Growth in Ukraine (includes Support Ukraine in development of INDC)
6	Transforming the Market for Efficient Lighting
7	Improving Environmental Monitoring in the Black Sea
8	Integrating Rio Conventions Provisions into Ukraine National Policy Framework
9	GEF Small Grants Programme, Fifth Operational Phase (2011-2015).

At the time of the implementation of the Rio Project, UNDP's E&E portfolio contained nine projects shown in Table 4 (above). Figure 5[15] maps them into clusters based on their area of activity. The Rio Project is placed at the top of the figure because of its overarching nature which is due to the fact that it is a framework project intended to strengthen environmental governance and mainstream a variety of concerns, including climate change and energy efficiency, into national policy frameworks and strategies. Given this broad scope and policy-oriented nature, it has potential for synergies and complementarities with all the other projects in the cluster.

Figure 5: Project Linkages in UNDP's E&E cluster

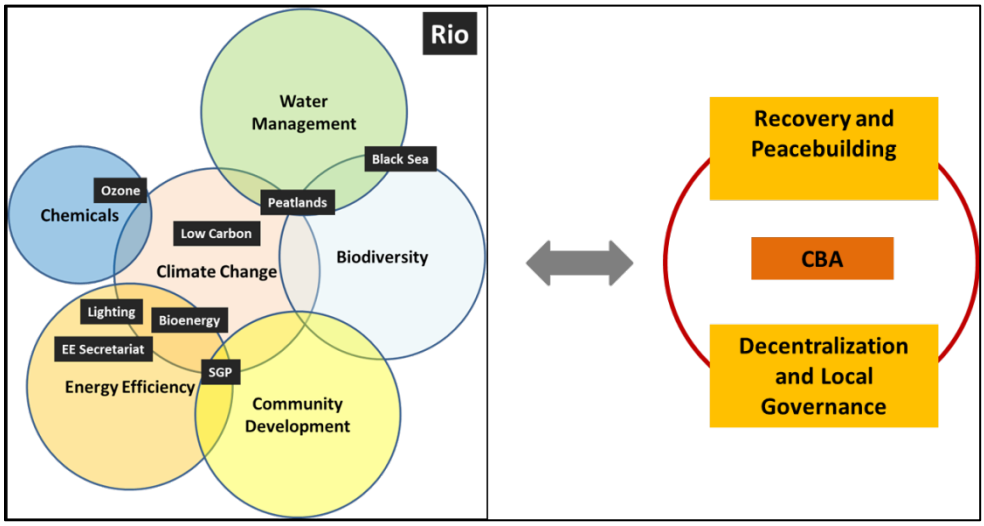


Another project with potential for linkages and synergies with the Rio Project is the Community-based Approach to Local Development (CBA) project. CBA is a long-running[16] project that

[15] Figure is taken from the outcome evaluation of UNDP Ukraine's Energy and Environment cluster.
[16] CBA has been running since 2008. It represents a major investment of UNDP in Ukraine. Institutional memory and lessons generated are significant assets. CBA is currently running its 3rd phase and is in the process of wrapping up its activities.

promotes sustainable development at the local level by strengthening participatory governance and encouraging community-based initiatives throughout the country. It mobilizes local governments, community organizations and the private sector to plan and carry out together micro projects aimed at improving the living conditions of people in urban and rural areas. CBA has a footprint in every region of Ukraine, including physical infrastructure (staffed offices in most oblast[17] administrations - with the exception of the conflict areas). It works closely with local authorities at the oblast, rayon and municipal/village level on a range of governance issues, including strategic planning, especially the financial planning aspects. CBA's access to local communities and authorities, but also expertise, is an invaluable asset which the Rio Project could have tapped into for its activities at the sub-national level in order to save costs and accelerate implementation (Figure 6[18] below shows how UNDP projects, including Rio and CBA are interrelated).

Figure 6: Linkages with other UNDP Programme Areas



As has been discussed, although the potential for interlinkages within the E&E cluster and the broader UNDP portfolio is significant, the design of the Rio Project did not consider them. The Project Document did not foresee any formal mechanisms for close coordination, active sharing of experiences or joint activities.[19] The analysis of the information collected in the course of this evaluation indicates that the degree of cooperation between the Rio Project and the other projects

[17] Throughout this report, the terms "oblast"/"region" and "district"/"rayon, will be used interchangeably. The term oblast (region) is used to describe an administrative unit of sub-national governance composed of districts (rayons) and municipalities (cities/towns or clusters of villages).
[18] Figure is taken from the outcome evaluation of UNDP Ukraine's Energy and Environment cluster.
[19] The outcome evaluation argued that the absence of project coordination contributes to the entrenchment of the projectized (i.e. narrowly focused) nature of the programme's work, missing opportunities for synergies and not supporting local authorities effectively to respond to development challenges. With the projects engaging government and non-governmental counterparts separately, there is a lack of formal representation vis-à-vis partners and interlocutors on the ground.

within the cluster and in the broader CO programme was limited and this may be attributed to some extent to the shortcomings of the project design.

One positive example is the cooperation that took place with the Small Grant Programme (SGP) which is a GEF-funded project. The regional pilots were administered through the SGP which ensured compliance with GEF regulations and procedures. Importantly, all three projects contribute to implementation of the globally adopted Sustainable Development Goals (SDGs) in Ukraine.

3.1.5. UNDP's Comparative Advantage

The Project Document identifies some of UNDP's comparative advantages in the area of sustainable development which represent potential for high-impact work. The most important is its long institutional experience and history of implementing environmental projects, ranging from climate change to energy efficiency, to international waters. The vast experience enables it to build on previous achievements and apply the lessons learnt to new challenges. Combined with the good profile/image, good financial system control, procurement systems, etc., the close links and trusted partnership with government and non-governmental partners allow UNDP to ensure continuity in the circumstances of the frequent institutional changes. Box 4 summarizes additional advantages of UNDP in the implementation of projects that mainstream environmental concerns into public policy.

Box 3: Key Elements of UNDP's Comparative Advantage

- UNDP boasts excellent partnerships with the government, civil society, private sector, universities, etc. National stakeholders value UNDP for its neutrality and impartiality. The trust and respect commanded by UNDP and the access it has to government officials, as well as civil society, place UNDP in a good position to play a strong advocacy role on the one hand, and, on the other, to undertake pioneering initiatives. UNDP interventions have been welcomed by the national partners, especially in conflict areas in the Eastern part of Ukraine, where UNDP has taken a major role in the delivery of assistance.

- UNDP has extensive experience supporting capacity development initiatives of national governments and other stakeholders through advocacy, policy advisory, and technical assistance services. Implementation of this project benefited from the experience and technical support UNDP provided as a specialist in capacity development.

- Its global experience and lessons learned in the same sectors in many countries around the world and in the region in particular, provide UNDP with a distinct advantage. When needed, UNDP is able to mobilize support from a range of UNDP and UN structures. Its access to a vast global network of experts allows it to tap into comparative experiences and technical support from other regions. UNDP's regional office, in particular, provides technical support to numerous projects across a number of areas. Regional technical advisors assist with

project formulation and input into the development of the logical frameworks, recruitment of international experts, identification of key stakeholders, etc.

- UNDP has extensive experience and capabilities related to regional cooperation. A significant part of UNDP's work is regional (multi-country) in nature. It has great capabilities for promoting south-south and triangular cooperation and can mobilize technical expertise to develop a suitable regional knowledge platform.

- UNDP's strong record of working with GEF on energy efficiency and environmental projects allows it to capitalize on valuable GEF expertise in these sectors. UNDP has one of the largest portfolios of GEF-funded projects in the world. The experience and capacity that this implies is a significant comparative advantage in developing and implementing such types of projects. In addition, UNDP was a critical implementing agency for implementing GEF financed NCSAs globally. The agency implemented 117 NCSAs and benefits from this extensive experience of national capacity assessments and resource tools developed in this process.

- Another one of UNDP's strengths is its broad based development approach focused on strengthening national capacities for sustainable development through the integration and mainstreaming of various development aspects. SDGs are used by UNDP as an integrating platform for all development efforts in various countries and as an instrumental for engaging with a wide spectrum of stakeholders, which has proven to be a critical factor of success in many instances.

- UNDP's extensive local presence throughout the territory of Ukraine is one of its strongest assets and a huge comparative advantage when it comes to delivering development programmes at the local level. Long established partnerships with sub-national partners are crucial for ensuring smooth implementation, sustainability and replication of various initiatives. Also, UNDP has a lot of experience helping communities develop local initiatives and bankable proposals.

3.1.6. Planned Stakeholder Participation

A broad-based stakeholder participation process was inherent in the design of the project, given that it was intended to facilitate partnerships with a broad-spectrum of stakeholders in different areas related to sustainable development.

Public sector organizations were identified as key partners of the project – in particular, central level ministries and local governments. At the central level, the main project partner was designated to be MENR, given its role as the focal point for the Rio Conventions and its responsibility for reporting on their national implementation. For all the positive aspects related to MENR's central role in the implementation of the Rio Conventions, this approach also had its downsides discussed in the previous section – most importantly, MENR's lack of authority to

mobilize other line ministries around the NSDS and the concept of sustainable development. The Project Document also highlighted the role of the Ministry of Agrarian Policy and Food (MAPF)[20], State Environmental Investment Agency (SEIA)[21] and a number of other key state agencies directed and coordinated by the Cabinet of Ministers through MENR[22]. At the regional level, the Project Document identified local governments (at the oblast, district and municipal levels) and state departments for environmental protection which implement environmental policy in oblasts and select cities[23]. Although the latter authorities are subordinated to the MENR, their work is coordinated with regional administrations. The Project Document also identified a number of civil society organizations as project partners on a range of activities, especially the development of the NSDS. Academia, in particular Ukraine's National Academy of Sciences[24], were given a particular role in the conduct of analytical work, drafting of multiple reports and delivery of training. Also, the media was designed to play a special role in the project in support of the awareness raising activities.

While the identification of key stakeholders in the Project Document is thorough, certain shortcomings are worth pointing out in relation to how the process of participation was conceived. First, as has already been discussed, the project should have been designed to tap more effectively into government agencies that are not traditionally associated with environmental protection, in particular, the Ministry of Finance. For the integration of environmental and development concerns, forging partnerships with non-traditional partners such as the Ministry of Finance should have been a key consideration. Second, sub-national governments should have been designed to play a bigger role not just in terms of participation but also in the means to do so, relying mostly on sub-national planning processes and policy instruments, to achieve project ends. Third, the design of citizen and community participation in the policymaking process was not strong and indirect at best. The biggest role here was left to the experts and academics. Fourth, the Project Document did not foresee an active role in the project for other international organizations that play a crucial role in the process of development planning and financing. For example, the EU, World Bank and the IMF are key players whose support is essential for the success of a national development strategy. Lastly, the Project Document did not focus on the institutionalization of participation mechanisms, which has strong implications for the sustainability of the results of the project. The Project Document should have included considerations for how to build permanent

[20] MAPF is responsible for the management of fisheries, forests, and land (among others) through the State Fishery Agency (SFA), State Forest Agency (SFRA), and State Land Resources Agency (SLRA).
[21] The State Environmental Investment Agency (SEIA) is now abolished. Previously, it was a central government authority whose work is directed and coordinated by the Cabinet of Ministers through MNRE, but not under its authority. The State Environmental Protection Agency (SEPA) oversees the management of Ukraine's protected areas and is under MENR's authority.
[22] State Geological Service (SGS), State Water Resources Agency (SWRA), and State Ecological Inspectorate (SEI).
[23] In the course of the decentralization process, these departments were subsequently subordinated to local governments and are not under the authority of MENR anymore.
[24] The National Academy of Science of Ukraine (NASU) is a leading national institution that is made of leading scientists, and has played a leading role in the drafting of key policy instruments for the consideration of the Cabinet of Ministers and national reporting to various United Nations entities, among others.

mechanisms through which the voice of citizens is taken into consideration by authorities in the daily policy making process, beyond the formulation of the NSDS.

3.1.7. Replication Approach

As for the replication approach, the Project Document is not very explicit about what exactly is meant by replication, what aspects of the project are intended to be replicated and how replication is supposed to occur. The replication approach and the broader issue of sustainability would have benefited from better definitions and a more in-depth analysis. The following is a brief overview of three main issues closely related to the project's capacity for replication.

The Project Document recognizes that high-level political commitment is critical for the sustainability of outcomes and their further replication, but does not outline any strategy for how this commitment could be obtained. Although it recognizes the need to institutionalize the project's capacities development structures, it does not discuss how institutionalization will be achieved and does not provide any guidance for that process. It leaves this contingency open by stating that "*the best set of institutional structures and mechanisms for NSDS implementation will be validated by stakeholders and incorporated into the NSDS Roadmap*". In practice, however, we know that by the time the Roadmap was developed there was little time left for the project to pursue the institutionalization of governance structures. With hindsight, it is clear that the form of institutionalization should have been designed right from the beginning of the project on the basis of a well-outlined plan. Similarly, the Project Document considers the establishment of an inter-agency working group on sustainable development under the Cabinet of Ministries or the Parliament[25], but does not provide any guidance and does not foresee any activities for doing this under the "Activities and Results Framework". Overall, the lack of detail on the institutionalization of these structures represents another limitation of the project design.

The Project Document provides a brief discussion about the possibility of linking the project to the Post-2015 Development Agenda (page 36 of the Project Document). Although with hindsight we know that this happened thanks to the project team's adaptive management, the Project Document does not provide any definitive guidance in this. The PD states that "*the legitimacy of these goals at the national level can only come about with a strong alignment with national socio-economic development priorities*".

Also, the pilots are grounded in the idea of replication because the very purpose of piloting is to catalyze an experience on a larger scale elsewhere. The Project Document, however, pays scant attention to the piloting of these initiatives. As will be discussed further, the project was eventually

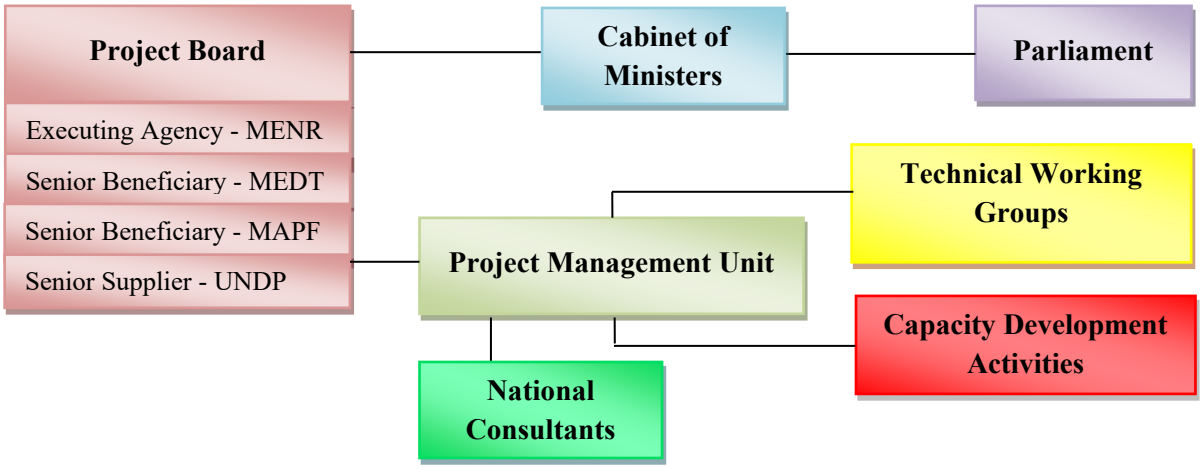
[25] The Project Document states that under the Cabinet of Ministers the inter-agency group may be perceived as espousing the policies of the political party in power. Placing it under the Parliament would minimize this perception and the potential loss of political commitment as a result of changes in government leadership.

able to implement a number of pilots, but the Project Document provided little guidance on how the pilots should have been conducted, who would have benefited from the demonstration effects, etc. Neither did it elaborate on the replication approach - how the pilots would provide lessons and best practices on the successful implementation of sustainable development solutions to local problems for further replication elsewhere. For the project team, it would have been useful if the pilots had been planned right from the beginning with a clear dissemination plan and knowledge management strategy elaborated in the Project Document.

3.1.8. Management arrangements

The project was designed to be implemented under the national implementation (NIM) modality, but soon after its launch implementation was switched to direct implementation (DIM). The organogram provided in the Project Document for the project implementation arrangements is shown in Figure 7 below.

Figure 7: Management Arrangements for the Rio Project



The Project Document foresaw the following organizational arrangements:

- MENR was designated the Executing Agency. It would assign a National Project Director (NPD) and provide its staff and network of experts as support to Project Management Unit (as part of government co-financing).
- The Project Board would be established by the project to provide management oversight of project activities and was to be chaired by the MENR (Focal Point for GEF). The Board would review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. In addition to MENR, government membership of the Project Board would include the SEIA (Focal Point for the FCCC), as well as representatives from relevant line ministries and their respective state

agencies. Non-state stakeholders would also be represented on the Project Board, namely from the private sector, academic and research institutions and civil society organizations. The Project Board was expected to meet four times per year.

- A senior government official was to be designated at the National Project Director, and would be responsible for management oversight of the project. The NPD would devote a significant part of his/her working time on the project. In the fulfillment of his/her responsibilities, the NPD would be supported by the Project Board and a full-time National Project Manager (NPM).
- MENR was to establish a Project Management Unit (PMU) for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU would be administered by a full-time National Project Manager (NPM) and supported by a part-time assistant.
- The project would contract a number of National Experts as consultants to undertake the eight sectoral analyses. These consultants would be experts in public administration, natural resource management, environmental economics, cultural anthropology, and environmental sociology. In addition to these national experts, the project would contract the services of additional consultants and companies to support project implementation, such as a video production company.
- Technical Working Groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups would discuss and deliberate on the draft sectoral analyses and the ensuing recommendations for policy and institutional reforms. The TWGs would be constituted on the basis of the sectoral policies, legislation, plans and programmes that will be analyzed for each of the eight ministries (which include the state agencies that are coordinated through the Cabinet of Ministers). A pool of approximately 40-50 experts will be drawn upon so that each TWG was made up of at least eight (8) peer review experts.

During implementation, the project did not follow all the organizational arrangements spelled out in the Project Document and described above. The next section will provide a brief description of the organizational arrangements, as they transpired during implementation, and the reasons for changes where they happened.

3.2. Project Implementation

During the four years of its lifetime, the project went through a number of important stages. The following is the chronology of key events that marked the project's conceptualization and implementation phases that spanned the 2012-2017 period.

- The Project Identification Form was approved by GEF on 21 September 2012.
- The project was endorsed by GEF on 22 October 2013.
- The Local Project Appraisal Committee meeting took place on 26 November 2013.
- The Project Document was signed by GoU on 9 December 2013, thus marking the official start of the project.
- The Inception Workshop was organized on 29 April 2014.
- The mode of implementation was switched from National Implementation Modality (NIM) to Direct Implementation Modality (DIM) shortly after its launch in April 2014 (the following section on Adaptive Management provides more details on the reasons for the change).[26]
- The Project Board was not established formally. Over the four years of its implementation, the Project Board met three times – in April 2014 (constitutive meeting), December 2015 and March 2017.
- In 2016 the project's closing date was extended at the request of the project from 9 December 2016 to 31 December 2017.
- The project closed on 31 December 2017.

The Project was managed by a Project Manager who led a number of consultants that carried out most project activities. At the beginning of the project (April 2014), the Project Board had its constitutive meeting in which it reviewed and approved the annual work plan and budget prepared by the Project Manager. The Project Board included representatives from the MENR and UNDP. For the four years of its lifetime, the Project Board met three times - in April 2014, December 2015 and March 2017. A National Project Director was not assigned by MENR, based on the fact that the project was implemented by UNDP under the DIM modality. The Project Document foresaw the recruitment of an international expert to provide technical advisory services on an as needed basis over the lifetime of the project to ensure high quality interventions.[27] An international expert was briefly engaged at the beginning to help with the launching of the project, but most of the advisory work was subsequently done by national experts. A large number of national experts were hired to produce and review the multiple studies that came out of this project (see Table 12 for the complete list of national experts).

[26] The request for authorization to change the project's implementation mode from NIM to DIM was sent by UNDP to MENR on 14 April 2014.

[27] This included technical backstopping on the project's work to integrate Rio Conventions into sectoral policies, programmes, plans, and/or legislation such as undertaking a technical review and quality control of the work of all consultants and sub-contractors, ensuring the adequate delivery of expected outputs, and effective synergy among the various subcontracted activities.

The project experienced a number of delays driven by two major factors: the rapidly changing security and political situation in the country and a substantial revision of project activities. The following provides a summary of each of these two factors.

- Project implementation coincided with one of the most turbulent periods in Ukraine's recent history. The 2014 Maydan revolution which ousted the previous administration and the ensuing conflict in Crimea and Donbass brought significant changes to the country's political landscape and policy agenda. Key personalities at different levels of the public sector changed and with that also the government's strategic direction and priorities. The new government initiated a massive reform agenda[28] focused on anti-corruption, justice sector, economic growth, health, energy security, decentralization, etc. In this atmosphere of large reforms, prioritizing environmental issues became more difficult for the project. Given the high-level-policy nature of the Rio Project, this exorbitant process of change did clearly exert a significant delaying effect on project activities.

- Furthermore, in 2015 the new global development agenda was launched and the project approach was revised to accommodate GoU's need for support in adapting the SDGs to the local context. In particular, the project team made a crucial decision to pursue a number of SDG-related activities under the scope of this project and link the development of the NSDS to GoU's work on the adaptation and implementation of SDGs (this will be described in more detail in the following section). This meant that the bulk of activities on the NSDS had to wait until the government had completed the SDG adaptation process. The production of other outputs related to the NSDS, such as the Roadmap, had also to be delayed. Overall, this affected a number of project activities directly related to the SDGs, which had to be conducted in a rush closer to the end of the project, after the National Report on SDGs was finally released on 15 September 2017. Only then could the project release products such as the RIA analysis and the report on SDGs statistics, convene regional trainings on the integration of SDGs into local development strategies, etc.

As a result of this rapidly changing political context and in response to the need to align certain activities to GoU's SDG agenda, the project requested a one-year no-cost extension, which was granted by GEF in 2016. Despite these challenges, the project managed to complete on time manner all tasks it set out to complete.

[28] The National Reform Council is a high-level body tasked to coordinate reforms across ministries and monitor their implementation. Its membership consists of high-level government officials and representatives from the civil society, private sector and international organizations. The reform process and key reform institutions are discussed in more detail further in this report.

3.2.1. Adaptive Management

Given the rapid changes that Ukraine experienced during the four years of project implementation, the use of adaptive management by the project team was crucial for dealing with unexpected contingencies and taking advantage of emerging opportunities. While a number of adaptive strategies and actions employed by the project team were observed during the evaluation, this section will focus on those adaptations that played a major role in the delivery of activities and results.

An important change in the project approach was the switch of its implementation mode from NIM to DIM in March 2014. The change was part of a broader UNDP strategy that was motivated by the political crisis and the conflict in the East which were exerting a constraining effect on the capacities of national partners both at the national and sub-national level to execute project-related activities. The strategy included the activation of a mechanism referred to as Fast Track Procedures (FTP) which was aimed at improving UNDP's response to the crisis, speeding up project implementation and addressing urgent country needs. One of the features of the FTP mechanism was the Direct Implementation Modality (DIM) which applied to a number of UNDP projects, including the Rio Project.[29]

Another significant change in the project approach was the inclusion of the SDGs under its scope. Initially, the project design had foreseen no major role for the MDGs or SDGs. However, with the adoption of the new development agenda in 2015, GoU publicly committed to the SDGs[30] and started considering options for their adaptation to Ukraine. This involved primarily the identification of specific targets and indicators which were relevant for the country. Taking advantage of this opportunity, the project team considered that the project's scope allowed for support to this process. The logic was that the mainstreaming of SDGs into government policies and programmes (which is what the process of adaptation fundamentally entails) encompasses the mainstreaming of the Rio Conventions, as part and parcel of the SDG process. This was perhaps one of the most consequential decisions made by the project team and board in the course of the project. Eventually, the activities that were undertaken by the project in support of the SDGs were manifold – data collection, analytical work, public events, advocacy, activities to sensitize government officials and stakeholders to the 2030 Agenda and SDGs, etc. They added great value

[29] On 14 April 2014, UNDP formally informed MENR that the project's execution mode had changed from NIM to DIM. The reason provided for the change was "the decrease of the capacities of MENR, including staff downsizing, related changes in other adjacent ministries and overall political and public administration crisis in Ukraine". Given MENR's lack of capacities to take responsibility for transparent and accountable implementation of the project, UNDP deemed that DIM was the most appropriate mechanism for the implementation of the project. This was followed up with a letter from the UNDP Resident Representative dated 22 May 2014 in which the RR informed MENR that the FTP applied to the Rio Project.

[30] In his speech at the UN Summit in September 2015, President Petro Poroshenko stated that "SDGs will serve as a common foundation for further reforms in Ukraine". (http://www.president.gov.ua/en/news/vistup-prezidenta-ukrayini-na-samiti-z-prijnyattya-cilej-sta-36032)

to the government's ongoing activities on the SDGs (a more detailed description of this can be found under the effectiveness section), despite the trade-off that the inclusion of the SDGs entailed - the project had to wait for the adaptation of the SDGs which happened when the National Report on SDGs was released in September 2017[31].

Another positive adaptive change pursued by the project was the conduct of a number of pilot initiatives at the local level. As has been stated, the Project Document did not provide details about the pilots, but the project team was able to develop a system for supporting community-led initiatives at the sub-national level and identify good opportunities. The cooperation with the Small Grants Programme (SGP), a long-standing GEF-funded project, played an important role as it not only ensured compliance with GEF regulations and procedures, but also allowed the project to take advantage of SGP's tested delivery mechanisms at the grassroots level.

The project was also able to extend its contribution to the conflict-affected territories of Eastern Ukraine. At the time when the project was formulated, a conflict in the East was hard to imagine. But once it happened, the project team started thinking about ways in which it could get involved with this part of the country which as a result of the armed conflict was facing multiple environmental risks.[32] The situation was particularly exacerbated by the low level of awareness of local communities and authorities on sustainable development principles. Operating on the assumption that recovery of the East is best done on the basis of sustainable development principles[33], the project piloted a demonstration intervention which showed how the restoration of the ecosystem could be done using a sustainable development approach. At the same time, thanks to the versatility of the project, namely active awareness-raising, outreach, analytical and practical activities, the project managed to achieve concrete results at the community level. The project supported the establishment of the Center for Restoring Ukraine's Eastern Regions, which became a hub for the activities of local authorities, rural communities, educators, scientists, farmers, small and medium business community, residing in the Donetsk and Luhansk regions. The project included research, awareness-raising and demonstration components, each of which contributed to the implementation of the conventions at the local level, particularly in Eastern Ukraine.

Another adaptive measure was the submission of the draft NSDS to the Presidential Administration, rather than the Parliament, as foreseen in the Project Document. The reason for this change was that the preceding NSDS (the one which is currently effective and extends until 2020) was led and adopted by the Presidential Administration. Going directly through the

[31] Actually, the project was closely engaged in activities related to SDGs adaptation which started in July 2016. The project also worked on the concept and structure of the NSDS at the same time.

[32] Because of the conflict in Eastern Ukraine, which has been going on since 2014, the environmental, economic, social and overall development prospects have deteriorated, with economic activity in the largest industrial region of the country paralyzed. Interruptions in industry, transport, SMEs have increased unemployment and poverty rates, environmental degradation, affected and damaged valuable natural ecosystems. Restoration of the eastern regions is a long-term process that should take into account economic, social and environmental aspects, namely the principles of sustainable development.

[33] This idea was born at the conference organized by the project in Sloviansk (Donetsk oblast) in 2015.

Parliament would have been more challenging because the Parliament is overwhelmed with many pending draft laws submitted by the government and individual MPs.

The ability of the project team to act swiftly to evolving needs and emerging opportunities is commendable. However, additional areas where the project team could have applied the same adaptive approach to what was initially envisaged in the Project Document were in forging stronger linkages with the country's broader reform agenda and the accelerating decentralization process.

With support from the UNDP CO, the project team could have tried to link some of its high-level policy work more closely to the post-Maydan reform agenda led by the National Reform Council. This is certainly difficult because the SDGs are voluntary and do not entail budgetary resources, as do the agreements with the IMF and the EU which represent binding commitments for GoU. Nevertheless, more efforts could have been made, especially from the CO management, to align UNDP's SDG activities to the reform efforts spearheaded by the National Reform Council. This would have required that the CO and project staff understand and navigate the reform infrastructure and agenda more effectively in order to be able to position itself more advantageously vis-à-vis the other donors. Doing this would have required a deeper understanding of and engagement with ongoing reform initiatives and a careful identification of opportunities for synergies. By connecting its activities more effectively to the reform agenda, UNDP would have been able to achieve better cooperation and synergies with the other donors who are also connected to and actively supporting the government's reform agenda.

Also, stronger links could have been established with the process of decentralization which came to the fore of the government's agenda after the start of the conflict in the Donbass region. Certainly, this was the focus of other UNDP projects, especially CBA, but still work around the SDG process at the sub-national level could have been connected more effectively to those activities.

3.2.2. Partnership Arrangements

The project's partnership arrangements included a wide range of stakeholders from national and sub-national governments, organizations representing development and environmental professionals and specialists, academia, NGOs and donor organizations. Most activities, in particular the adaptation of SDGs or the drafting of the NSDS, were highly participatory.[34] At the start of the project, the project team developed a communications plan with which it identified target audiences, interventions, messages, possible partnerships for joint advocacy and information campaigns, etc. A number of surveys with citizens and public officials were conducted in the

[34] The adaptation of SDGs involved 32 working groups, whereas the drafting of the NSDS involving more than 200 experts, authorities and CSO representatives at the national and sub-national level.

course of the project to understand the level of awareness on SDGs and mainstreaming of the Rio Conventions.

Representatives of key ministry representatives identified in the Project Document were invited to participate in most project events and were directly involved in a number of capacity building initiatives.[35] MENR and MEDT staff were closely engaged with the formulation of the NSDS and other analytical documents. Furthermore, relevant ministries participated in the discussion of the RIA analyses[36], which screened and analyzed main sectoral policy documents (assessing which SDGs were already integrated, which ones were missing, what elements were missing in specific strategies and how that hampered their implementation, etc.). Ministries and respective state agencies were also engaged in the preparation and discussion of the eight SWOT and Gap analyses which were drafted for each ministry by project experts in consultation with ministry staff. Furthermore, training was provided to a number of ministries through the Academy of Public Administration (conferences, workshops in regional affiliates of the Academy, summer school for public servants, development of a toolkit, etc.). Also, members of parliamentary committees were invited to participate in consultations about the NSDS and received drafts of the strategy. The project translated into Ukrainian UNDP's toolkit "*Parliament's Role in Implementing the Sustainable Development Goals: A Parliamentary Handbook*".[37] Oblast and district assemblies were extensively involved in regional mainstreaming activities (pilots).

The project also built strong partnerships with civil society organizations. A large number of NGOs and community groups were involved in the consultations and public awareness activities organized by the project. Furthermore, the project relied on the expertise, capabilities and networks of NGOs for the conduct of a number of studies and pilot initiatives. Table 5 below shows the eleven NGOs that were contracted directly by the project to deliver specific activities. The project involved 44 local experts (the complete list of experts engaged by the project can be found in Table 12), especially from the academic institutions like the Natural Sciences Faculty of Kyiv Mohyla Academy, National Academy of Sciences, National Academy of Public Management under the Presidential Administration, etc.). The project created an effective platform for academics, experts,

[35] The eight ministries identified in the Project Document as key partners to the project are: Ministry of Agrarian Policy and Food, Ministry of Ecology and Natural Resources, Ministry of Economic Development and Trade, Ministry of Education and Science, Youth and Sport, Ministry of Energy and Coal Mining Industry, Ministry of Infrastructure, Ministry of Regional Development, Construction and Housing, and Ministry of Social Policy. Also, other public sector stakeholders identified in the Project Document were the state agencies that provide oversight for the management of natural resources: environmental investment (SEIA), energy (SAEE), fisheries (SFA), forests (SFRA), land (SLRA), and water (SWRA).

[36] The RIA analysis was focused on how to integrate SDGs, explains the cross-cutting nature of SDGs and highlight the need to improve inter-sectoral cooperation in the decision making process.

[37] "Parliament's Role in Implementing the Sustainable Development Goals: A Parliamentary Handbook" has been produced jointly by the United Nations Development Programme, the Global Organization of Parliamentarians Against Corruption and the Islamic Development Bank, and it is designed to be an easy-to-use resource that can help parliamentarians and parliamentary staff members play an effective role in implementing the SDGs. It introduces the Agenda 2030 and lists good practices and tools from around the world that can be adapted, as needed, depending on the national context. Parliamentarians around the globe are invited to use this handbook as a practical tool to promote engagement on the Sustainable Development Goals.

civil society representatives to discuss important issues with government officials (primarily, from MENR and MEDT).

Table 5: List of NGOs Contracted to Implement Project Activities

	NGO	Role in the Project
1	Zhyva Planeta	Information campaign on sustainable consumption in 2015-2016.
2	Communications for Change	Managing contest on sustainable business.
3	New Social and Economic Policy	Analytical research and report on energy efficiency indicators, 2016.
4	Center for Corporate Social Responsibility'	Managing hackathon for youth "SDGs for Business", 2017.
5	All-Ukrainian Environmental League	Key project partner for most project activities – both analytical work and public dialogues. Specific outputs: micro-grants (pilot initiatives), trainings for local decision makers on integration of SDGs, advocacy activities on SDGs, etc.
6	Center of Promoting Eastern Ukraine Rehabilitation on the Sustainable Development Principles	Established through the pilot initiatives (the grant management was coordinated by the Small Grants Programme), 2016-2017.
7	Center of Best Practices of Sustainable Development	Established through the pilot initiatives (the grant management was coordinated by the Small Grants Programme), 2016-2017.
8	Interregional Center of Scientific Studies and Expertise	Established through the pilot initiatives (the grant management was coordinated by the Small Grants Programme), 2016-2017.
9	All-Ukrainian Charitable Organization "Association for the new Generation"	Small Grant implementation, 2016-2017.
10	All-Ukrainian Children Association "Environmental Watch"	Small Grant implementation, 2016-2017.
11	Institute of Social and Economic Research	Analytical report 'Rapid Integrated Assessment of Strategic National Documents against SDGs', 2017.

For all these achievements in engaging a wide variety of partners in project activities, there was certainly room for better engagement of certain partners. The case for more active engagement of actors such as the Ministry of Finance has already been made in previous sections. Overall, the engagement of government agencies could have been more effective in terms of both breadth and depth. This is obviously challenging and goes beyond the purview of this project. Weak government engagement in these types of initiatives is an endemic phenomenon reported across the board by other UNDP projects, as well as other development agencies. This challenge is related to long-standing structural weaknesses and inadequate incentives internal to the government which cannot be reviewed thoroughly in this report because they fall outside the scope of this evaluation. This issue has been explored to some extent in the outcome evaluation of UNDP's E&E portfolio and a short summary of the challenges that are most pertinent to the Rio Project is provided in Box 5 below.

Box 4: Public Sector Challenges in Ukraine

The following are key challenges related to the capacity of Ukraine's public sector to engage with development partners. These challenges have had an impact on the activities of the Rio project:

- ***Unclear institutional arrangements*** – A major challenge for Ukraine's public sector is the multitude of agencies responsible for environmental management, coupled with sometimes overlapping responsibilities, frequent organizational changes and weak in coordination. In the area of environmental protection, the main government counterpart is MENR, but there are dozens of other uncoordinated stakeholders involved.
- ***Instability of government structures and staff*** - Another challenge related to the public sector is the instability of government institutions, resulting primarily from recurring reorganizations of government entities and frequent changes in personnel from leadership and management position to lower level public officials. The continually changing institutional context results in new stakeholders, which makes it difficult for UNDP to develop stable contacts and relationships.
- ***Weak inter-governmental coordination*** – Ukraine is undertaking multiple large-scale reform initiatives in all sectors which require strong coordination. However, the level of coordination among public sector organizations remains low and consists mainly of providing "no objection" to legislative acts, programmes, and regulations issued by each government agency.

Also, stronger partnerships could have been forged at the sub-national level. The ongoing decentralization reform, which is delegating more administrative powers and financial resources from the central level to local governments, opens new possibilities at the sub-national level. The decentralization reform at minimum will reshape the broader environmental management responsibilities between national and sub-national authorities. Also, the participation of the private sector could have been integrated more effectively into the local level activities supported by the project.

The project should have also worked more effectively with other development partners to create synergies in the delivery of capacity support. The involvement of international organizations in key project activities was weak. In activities such as the development of the NSDS or the adaptation of SDGs organizations such as the World Bank, IMF and EU could have played a key role. In the December 2015 Project Board meeting, the need for stronger engagement of international organizations was discussed and suggestions were made to how to align project activities with their operations and avoid duplication of efforts. Yet, their engagement in the process remained limited throughout the duration of the project.

3.2.3. Feedback from M&E Activities Used for Adaptive Management

As noted in the previous sections, adaptive management was crucial for the project team's response to Ukraine's rapidly changing political and institutional environment. This adaptive reaction resulted in a number of new activities such as the scaling up activities on the SDGs, piloting of initiatives at the local level, etc. (these were described in detail in the section on adaptive management). To some extent, the ability of the project team to react was enabled by feedback received through the M&E system which consisted of a number of mechanisms (i.e. planning, monitoring, risk management, etc.).

A primary tool of M&E were the Project Implementation Reviews (PIRs) conducted at the end of each year. The evaluation team reviewed all four PIRs produced in the course of project implementation (2014 to 2017) and found them to have been used adequately by the project team to inform the CO management, government partners, GEF and other stakeholders. PIRs provided the project team and board with the opportunity to take stock of the situation in the middle of each year and engage relevant actors into discussion.

Also, Project Board meetings, although not frequent, seemed to have played a positive role in project management. The evaluators reviewed board meeting minutes which although not too detailed gave the impression that they enabled stakeholders to provide feedback on project activities and results and propose corrective actions and strategies.

A number of issues could have been tracked more effectively using the M&E system – i.e. the uptake of outputs (studies, training, etc.) and the degree to which the outputs were serving their intended purpose,[38] the amount of co-financing provided by partners, the replication effects of the pilot initiatives, etc. These limitations are discussed in more detail in the section on the implementation of the M&E system further in this report.

3.2.4. Project Finance

The project had a budget of US$ 900,000, provided by GEF. The Project Document indicates that co-financing amounting to US$ 980,000 was expected from GoU and project partners. Co-

[38] As will be argued further in this report, it was hard to assess this in this evaluation because there is a significant time lapse between the moment at which policies come into force and their effects become apparent. Nevertheless, tracking the effects of policy is crucial because decision-makers need to obtain evidence-based information on the results of the implementation of measures adopted.

financing was expected both in kind and in financial terms. The overall project budget had the structure shown in Table 6 below, with resources spread out evenly across all three project components and US$ 90,000 for project management.

Table 6: Project Costs (US$)

Total Project Budget by Component	GEF ($)	Co-Financing ($)	Project Total ($)
Component 1	260,000	259,000	519,000
Component 2	347,000	317,000	664,000
Component 3	203,000	254,000	457,000
Project Management	90,000	150,000	240,000
Total project costs	**900,000**	**980,000**	**1,880,000**

The total amount of co-financing that materialized in the course of the project was hard to estimate, despite attempts made by the evaluation team to quantify the information provided by the project team. The government and project partners did provide in-kind contributions in the form of man-hours spent by government officials and staf on project activities – such as participating in SDG working groups, discussing the NSDS and Roadmap with civil society, participating in project events, reviewing analytical reports, etc. But converting this contribution into a financial figure was impossible not only because it is hard to price such things appropriately, but also because the project did not have records of the total amount of time spent by government officials on activities strictly related to the project.

One source of co-financing for which there was an estimate was the financial contribution provided by local partners in the pilot initiatives implemented at the regional level (a description of these initiatives can be found in the effectiveness section of this report). The total amount of co-financing reported for three pilots was about US$ 35,000. However, due to lack of records, the evaluation team was not able to validate this claim.

The project was able to receive co-financing letters certifying the co-financing in the amount of USD 1,000,320 (Annex VIII).

It is also worth noting here that the German government through the German Agency for International Cooperation (GIZ) provided UNDP with funding for the continuation in 2018 of certain activities that had been initiated under the Rio Project.[39] Although this funding cannot be counted as co-financing because it materialized at the end of the project, it is noteworthy that it was the project's cooperation with GIZ on local consultations for SDGs that led directly to this opportunity.

Table 7 (below) shows the project's execution rates for each year and for all years based on the budget planned in the Project Document. Execution rates are also shown by component. Overall, all resources were utilized, but the rate of utilization varied considerably by year and component.

[39] The project started in at the end of 2017 and will end in April 2018. The focus of the project is the promotion of SDGs. It is led by the Manager of the Rio Project.

Years 1 and 2 have low execution rates, mainly as a result of delays discussed in the previous section. Year 3 was a turn-around year for the project, with an execution rate of 150%. The remaining resources were spent in the fourth year, after the project received the no-cost extension.

Table 7: Budget Execution by Outcome Area

No.	Outcome Area	Budgeted (as per Pro Doc)	Spent	Execution Rate at the End of Project
ALL YEARS				
1	Outcome 1	260,000	315,643	121
2	Outcome 2	347,000	329,570	95
3	Outcome 3	203,000	163,706	81
	Project Management	90,000	86,593	96
4	Total	900,000	895,512	100
YEAR 1				
1	Outcome 1	157,000	53,342	34
2	Outcome 2	65,500	45,004	69
3	Outcome 3	69,017	37,849	55
	Project Management	24,983	22,400	90
4	Total	316,500	158,595	50
YEAR 2				
1	Outcome 1	85,500	95,588	112
2	Outcome 2	261,000	103,021	39
3	Outcome 3	39,267	41,174	105
	Project Management	25,034	27,010	108
4	Total	410,801	266,793	65
YEAR 3				
1	Outcome 1	17,500	66,033	377
2	Outcome 2	20,500	140,363	685
3	Outcome 3	94,716	26,970	28
	Project Management	39,983	25,715	64
4	Total	172,699	259,081	150
YEAR 4				
1	Outcome 1	0	100,680	~
2	Outcome 2	0	41,182	~
3	Outcome 3	0	57,713	~
	Project Management	0	11,468	~
4	Total	0	211,043	~

3.2.5. Monitoring and Evaluation

Design at entry

The design of the Monitoring and Evaluation provided in the Project Document comprises the standard tools used in most UNDP projects in accordance with established UNDP and GEF procedures. Box 6 summarizes (below) these tools, as outlined in the Project Document.

Box 5: M&E Tools Listed in the Project Document

The design of the M&E system in the Project Document outlined a number of tools and activities, including:

- A project inception workshop, and the accompanying report that documented major conclusions;
- A schedule of M&E-related meetings and reports presented at the initiation workshop;
- Project Board Meeting minutes;
- Quarterly Progress Reports are short reports outlining the main updates in project performance;
- Annual Monitoring discussed at Annual Project Board meetings (taking place twice per year);
- Annual Project Report / Project Implementation Reviews (APR/PIR) used as one of the basic documents for discussions in the PB year-end meeting;
- Project Terminal Report and lessons learned report by the Project Team;
- Terminal Review Meeting organized by the Project Board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations.
- Technical reports and project publications;
- An Independent Final Evaluation (this document);
- Audit reports.

The logical framework matrix (attached in Annex V of this report) provides the logical structure for monitoring the project's performance and delivery using a set of indicators and targets. At the output level the indicators are adequate, although we know with hindsight that the project changed its scope to include additional outputs, especially in the area of SDGs. However, when it comes to the outcomes, the framework is quite weak (see discussion on the quality of indicators under the section on the Analysis of the Project Document and Planning Matrix). The focus of the framework is on specific outputs like the NSDS or the SWOT and Gap Analyses, and it is not clear how by just having these outputs the project will ensure the mainstreaming of Rio principles and obligations into sectoral policies. Certainly, just having some strategic documents *per se* is not sufficient for the mainstreaming of certain principles into policies, let alone their implementation (and the fact that the NSDS currently remains unapproved proves this point). The Project Document would have benefitted from a more explicit exposition of the Theory of Change

underlying the logic of the project which would have linked the multiple outputs and activities descried in the document to the overarching goal of mainstreaming and further to sustainable development. Furthermore, the Project Document does not outline or prescribe mechanisms for the explicit tracking of a number of parameters which would have been crucial to project implementation – such as co-financing, demonstration activities, capacity building effects of the various training events, etc.

Given the challenges described above, the rating of the Monitoring and Evaluation design at entry point is "Moderately Unsatisfactory".

Implementation

Based on the framework provided in the Project Document, the project team designed a detailed M&E plan for project activities, which was revised in 2016 as part of the organization-wide exercise to update management tools.[40] The Results Framework and the Project Document were not formally revised, but, as discussed in previous sections, a number of activities were added to give the project a greater focus on SDGs, regional pilots, etc.

The evaluation team had access to a wide range of project documentation for the assessment of the M&E framework. The reports provide a reasonable picture of project progress as well as the issues being dealt with during implementation. The M&E plan was generally well executed. The project team followed the common M&E template and used standard tools such as risk logs. Annual Project Implementation Reports (PIR) provided a platform for engaging other stakeholders on the discussion of the project's progress. A Lessons Learned Log was not used formally as a separate tool, but lessons learn were analyzed when annual PIRs were prepared, as well as when the project conducted Quality Assurance each year in December. Lessons were discussed in Project Board meetings and analyzed in annual Progress Reports. Tools that were not used but could have been considered are: Issues Log and GEF's Capacity Development Scorecard. No external audits were organized for this project.

The project could have tracked more effectively a number of crucial parameters. The following are the most important.

- One element that the project team could have tracked better is the uptake of outputs (studies, training, etc.) and the degree to which the outputs were serving their intended purpose. For example, the project could have monitored more closely the extent to which research and analytical documents produced by the project were incorporated into the ministries' policies and programmes. While some evidence was generated during the interviews for this evaluation (see the sustainability section for a brief discussion of this), it would have been useful if the

[40] The revision of the M&E framework in 2016 was motivated by a CO Management request to all projects to examine their results more closely and identify and report them more precisely. That exercise provided the basis for the development of the new Country Programme Document.

project had kept track of this in a more systematic way. A good example of this is the November 2017 review of the status of implementation of the three conventions which included an analysis of the integration of the "SWOT Report" recommendations into sectoral policies.

- Another thing that the project team could have tracked is the degree to which the capacity of participants in the various training programmes improved. This was an important activity of the project which could not be assessed by the evaluation team because of the lack of data.
- There was also a need for a system for tracking the performance of pilots over time – the lessons they generate during the piloting stage and the extent to which the get scaled up. One key characteristic of pilots is that they serve to produce lessons which when shared lead to replication. They are key vehicles for transmitting experience and play a crucial role for upscaling and replication. However, it is not clear how the lessons are collected, analyzed, synthesized and shared. Lessons learned and best practices could have been managed as important elements of a knowledge management strategy.
- The project was not able to fully track and justify project co-financing for two reasons: its definition in the project document was not too clear and the project did not have the right mechanism/system for tracking it.

As a result of the weaknesses identified above, the rating of the Monitoring and Evaluation at implementation is "Moderately Satisfactory".

3.2.6. Execution and Implementation

Performance of the Executing Agency (MENR)

Because the project was implemented by UNDP through the DIM modality, MENR's role was that of a key national partner.[41] Ministry representatives attended project events, suggested comments on draft analytical reports, participated in Project Board meetings and provided recommendations, etc. The Project Board met twice, but communications with board members were maintained regularly and they were consulted on major issues. MENR did not assign a Project National Director for this project.

However, as has been mentioned in the previous sections, government organizations, including MENR, could have demonstrated more intensive engagement, ownership and leadership in relation to the project. A number of challenges internal to the government did not allow this to happen:

- Restructuring of the MENR, high turnover of staff, frequent change of personnel, including Minister (3 different ministers during the lifetime of the project), GEF's operational and political focal points and national focal points on UNCBD, UNCCD and UNFCC.

[41] In the DIM modality, the ministry is rather a key partner and/or beneficiary.

- Lack of clarity on departments and representatives assigned to project implementation.
- Lack of leadership among other ministries and lack of inter-governmental coordination.

Overall, the rating of MENR's engagement with the project is "Moderately Satisfactory".

After the implementation modality has been changed to DIM, the UNDP assumed a role of Executing Agency.

Performance of Implementing Agency (UNDP)

This project was managed under extremely challenging circumstances, including a revolution, overthrow of government, and deep political and economic crisis. These conditions obviously have tremendous effect on projects like this, operating at highest levels of policy making. Another outstanding fact about this project is that the entirety of its activities (which were both numerous and complex) was managed by one single person – the Project Manager. The efforts of the Project Manager to coordinate project activities across sectors, at all levels of government and in different regions are commendable. The manager and the country office were committed and focused on achieving expected results despite of the challenging political environment. The project also received considerable support from the CO Programme Analyst responsible for the Energy and Environment portfolio. Overall, the project received considerable support and advice from all UNDP units (programme management, strategic, M&E, communications, finance, procurement, human resources). In most cases, the operational units were quick in their response to the requests of the project team. The management introduced facilitated partnerships, guided the project team on how to deliver greater results and provided adequate oversight.

The annual reporting by the project was done in accordance with the GEF and UNDP policies. The quality of the reports are satisfactory and the report reflect the work conducted during the reported year. The project has actively managed the risks related to the political turbulence and the evolved conflict on the east of Ukraine. For example, the project responded to the challenges of the conflict-affected areas in the Eastern part of the country by contributing with the pilot interventions on the restoration of the eco-system based on the principles of sustainable development described in the previous sections of this report.

Overall, the rating of UNDP's performance in the project is "Satisfactory".

3.3. Project Results

This section of the report is organized along the four standard dimensions of UNDP evaluations: i) relevance - the extent to which the project was relevant to the country's priorities and needs; ii) effectiveness - whether the project was effective in achieving the desired and planned results; iii) efficiency - whether the process of achieving results was efficient; iv) sustainability - the extent to which the benefits of the project are likely to be sustained; and, v) mainstreaming – the extent to which considerations related to gender, vulnerable groups, conflict, poverty, etc., were incorporated into project activities.

3.3.1. Overall Results

The project contributed to a range of outcomes which are difficult to pin down in their entirety because of the "high-level policy" nature of the project, with potential for far-reaching effects across multiple sectors and levels of government. Moreover, it is difficult to talk about ultimate results because the full effects of many activities will take time to play out. For example, the extent to which the analytical reports or training courses produced by the project will change the behaviour of policymakers will become obvious only after enough time has passed for these instruments to have gained traction. Nevertheless, it is possible to provide an overview of the project's more immediate contributions, which are summarized as follows.

- The project created momentum around the concept and principles of sustainable development. It established participatory fora and a process of public discussion that involved multiple agents from central and local government institutions, civil society, business community, academia, citizen groups, etc. This in itself was a significant contribution because it promoted more coordinated policies across sectors, greater alignment to requirements of international agreements, more inclusive and evidence based policy making, accountability in the public sector, better delivery public service, etc.

- Another major contribution was to bring the SDGs to the fore of public attention and the policy making process. It supported a variety of SDG-related processes, including their adaptation to the country context, the establishment of a baseline and a set of bechmark targets for the coming decade, etc. It also conducted a range of activities aimed at raising the level of awareness about SDGs among policy makers and the general population.

- The project produced a considerable number of analytical reports – policy analyses and reviews, strategies, guidelines, courses on many topics, templates, articles, videos, presentations, etc. The extent to which this body of research will be incorporated into public policy and programmes and will influence government actions is unknown for two reasons: first, the project did not keep track of change generated by them; and, second, it is too early for the effects of this research to have fully played out. Nevertheless, the amount of knowledge

and anaysis that was created represents a good research base which reserachers and policymakers can tap into to develop good policy. The project also stimulated the engagement of local academics and researchers with sustainable development matters – 44 local experts were hired by the project to conduct different pieces of research (see Table 12 for the complete list of local experts engaged by the project).

- The project also produced multiple traning materials for governmental and non-governmental representatives. Again, it is not possible to estimate the extent to which this material was translated into improved capacity, but it does nevertheless represent a good resource on which policy makers and civil society activitsts can rely to further develop their capacities (Annex VII provides a summary of media coverage of project activities).

- The project organized a significant number of events – the main ones are listed in Table 9 further in this report. These events were targeted to both the national and sub-national levels of government and took place throughout the country (i.e. Kharkiv, Odesa, Lviv, Dnipro, Ivano-Frankivsk, etc.). The project ran an intensive marketing campaign, making good use of social media, internet, newspapers, outdoor advertising, etc.

- The project conducted pilot initiatives at the local level to demonstrate the benefits of sustainable approaches to development and raise awareness on sustainability-related issues. It is not possible to assess the degree to which the pilots will be replicated elsewhere in the country because it is too early for that, but there is evidence derived from surveys that the project has helped to change to some degree the mind-set of citizens and decision-makers.

Overall, the rating of UNDP's performance on Overall project results in the project is "Moderately Satisfactory".

3.3.2. Relevance

This section provides an assessment of the relevance of the project. While there may be many criteria for assessing relevance, here it will be assessed along the following dimensions: i) relevance to the country's needs and priorities; ii) relevance to UNDP's global corporate strategies & means of implementation; and, iii) relevance to UN Country Priorities and UNDP's Country Mandate and Strategy.

- ***Relevance to the country's needs and priorities*** - The feedback received from national stakeholders, including government officials, NGOs and research institutions participating in project activities, donors, and the UNDP CO staff was unambiguously positive. It was stated that the project was fulfilling an important role among development partners, in particular, providing analytical evidence on the importance of sustainable development, helping improve inter-sectoral coordination, and contributing to policy changes. The project is also relevant to

the national processes of mainstreaming climate change and environmental concerns into national development policies.

- ***Relevance to UNDP's global corporate strategies & means of implementation*** – UNDP's Strategic Plan recognizes that the preservation of the environment is an essential dimension of human development and well-being. The Strategic Plan prioritizes "inclusive and sustainable growth as its connecting theme to place particular attention on those that are being left farthest behind in a world of expanding affluence but exploding inequality."

- ***Relevance to UN Country Priorities and UNDP's Country Mandate and Strategy*** – The project is in line with the key planning documents of the UN and UNDP in the country - UNDAF, UNDP's Country Programme Document (CPD) and Country Programme Action Plan (CPAP) for Ukraine for 2012-2016. The project supports UNDAF's Partnership Framework Area 4 - Environment and Climate Change. It also supports a number of key goals identified in UNDP's CPD/CPAP (as shown in Box 7 below).

Box 6: Key Goals in UNDP's CPD/CPAP Supported by the Project

The following key goals identified in UNDP's CPD/CPAP which the project supports:

- UNDP will enhance capacities for integrated natural resources management, sustainable mechanisms to increase the financing of protected areas for bio-diversity conservation, and for disaster preparedness and response. Moreover, development and popularisation of bioenergy technologies in the municipal sector, energy efficient lighting, and rehabilitation of the heat, gas and hot water supply systems especially in rural areas will be supported.
- Climate change mitigation will remain at the core of UNDP interventions. Specifically, the reduction of greenhouse emissions in the communal sector at national and local level will be prioritized. In cooperation with the Government, private sector, and international partners, targeted interventions to support Ukraine's progress toward a low emission long-term economic development will be undertaken. To this effect, institutional capacity to design and implement low carbon growth strategies, develop new models and calculate projections of future greenhouse gas emissions, including the measures to improve necessary reporting and verification will be strengthened.
- UNDP, together with GEF, will support biodiversity and ecosystem programmes throughout the country. UNDP will also promote the sustainable management of forests and prairies, development of new markets for ecosystem services, conservation of protected areas, and sustainable water use and management of the Dnipro River and Black Sea basins.

Based on the examination of project activities and the opinions of stakeholders interviewed in the course of the evaluation mission, the project is rated as "Relevant".

3.3.3. Effectiveness

Effectiveness in the context of this assessment means the extent to which the project achieved what it planned to achieve at the outset. This section provides a brief overview of the project's main achievements.

One of the project's main contributions was the production of a wide range of analytical reports related to various dimensions of sustainable development. Table 8 (below) lists the main analytical reports that were produced in the course of the project, whereas the rest of this section provides a more detailed description of some of them.

Table 8: Main Analytical Documents/Reports Produced by the Project

Document/Report Title	Brief Description
National Sustainable Development Strategy (draft)	The NSDS (until 2030) is based on the national SDGs and integrates 7 national strategic goals, operational objectives and targets on SD principles.
Road Map (draft)	The Roadmap (until 2020) is an overarching plan of action for the implementation of the NSDS.
National Baseline Report "Sustainable Development Goals: Ukraine"	The National Baseline Report "SDGs: Ukraine" provided the baseline for the elaboration of the draft NSDS. The project contributed to preparation of this report, while its ownership was with MEDT.
Rapid Integrated Assessment	Rapid Integrated Assessment (RIA) of strategic documents (sectoral programmes, strategies etc.) was prepared to help GoU align national policies with SDGs. Based on a methodology developed by UNDP to support countries in assessing their readiness for SDG implementation, RIA informs the level of alignment of current national development plans, and sectoral strategies with SDG targets as well as interlinkages across the SDGs. It identifies gaps and provides recommendations as to which acting policies need to be improved.
SWOT and Gap Analyses	SWOT and Gap Analyses for 8 sectors (Social Protection, Agriculture, Environment and Natural Resources, Urban Development, Economic Development, Education and Sciences, Transport, and Energy) in terms of implementation of the provisions of Rio Conventions (UNFCCC, CBD and CCD) were conducted by national experts.
3 analytical reports on the status of implementation of the UNFCCC, UN CBD, UN CCD (November 2017)	The reports assess the extent of implementation of the Rio Conventions provisions as of August 2017.
Mapping of statistical data available in Ukraine	The mapping of statistical data available in Ukraine supports the monitoring of progress on SDGs achievement. The report provides detailed information on metadata for SDGs indicators identified in the National Report 'SDGs: Ukraine' and outlines data gaps –

	indicators which are not available in the current statistical system or which require revision of the methodology.
Energy Efficiency Indicators for Ukraine	The analytical report "Energy Efficiency Indicators for Ukraine" summarizes results of the analysis of the energy sector in Ukraine.
Energy Efficiency Rankings of Heating Sector	The analytical report "Energy Efficiency Rankings of Heating Sector" provides an overview of the dynamics of energy efficiency across sectors and regions and recommendations for policy makers on potential accelerators of energy saving in residential and public buildings.
Survey of 300 civil servants to assess their knowledge of the Rio Conventions' basic facts and a training needs assessment	The training needs assessment report presents the results of a survey with 300 civil servants. Its results were used to develop a course on "Public Administration for Sustainable Development" (see below).
Case study for small grant projects	The case study report summarizes the pilots' achievements, partnerships and sustainability.
Toolkit and Textbook "Public Administration for Sustainable Development" for public servants studying at the Academy of Public Administration	Based on the training needs assessment (mentioned above), the project developed a new course on 'Public Administration for Sustainable Development' which was integrated into the curricula of the National Academy of Public Administration by the President of Ukraine.
Book "National Strategies of Sustainable Development" (translation)	The book 'National Strategies of Sustainable Development' (prepared by the International Institute of Sustainable Development and GIZ GmbH) was translated into Ukrainian and published by the project.
Analysis of the public awareness and understanding of the link between environment and development (2 surveys)	The surveys assessed Ukrainian's level of awareness and prioritization of global and local issues, including environmental protection. The were conducted in September 2014 and March 2017 with more than 1,200 participants each.

As has been discussed in previous sections, one of the main results of this project was the development of the National Sustainable Development Strategy – the so-called NSDS-2030.[42] Its overarching aim is to harmonize Ukraine's economic, social and ecologic development in the medium term. The strategy includes goals related to rule of law and inclusive governance, high quality education, healthy lifestyle and well-being, to list a few.[43] It also serves as a tool for the

[42] The NSDS document produced by the project can be found here: http://www.ua.undp.org/content/ukraine/en/-home/library/sustainable-development-report/Sustainable-Dev-Strategy-for-Ukraine-by-2030.html

[43] In the vision of its authors, the strategy will serve as a dashboard showing where Ukrainians want to be by 2030, and allowing them to monitor how much progress is achieved in certain intervals on each of its development goals. As stated in the Strategy, its objective is "to ensure a high quality of life for the Ukrainian population, creating the proper conditions for modern and future generations and counteracting the degradation of ecosystems, through the introduction of new economic growth models based on sustainable development principles." (http://www.ua.undp.org/content/ukraine/en/home/presscenter/articles/2017/01/10/mapping-a-sustainable-future-why-does-ukraine-need-a-sustainable-development-strategy.html)

broad-based implementation of priority actions resulting from the Rio Conventions (which is the core objective of the project).

The NSDS was formulated by a working group of leading local experts, brought together and supported by the project. This group conducted a wide range of consultations with stakeholders at the national and regional level. The consultative process started in mid-2016 with regional consultations in Odesa, Ivano-Frankivsk, and Kharkiv. National-level consultations followed in Kyiv in December 2016 and involved about 170 participants from various regions and areas of expertise, including scientists and researchers, local and national authorities, civil society, UNDP experts, and business professionals. The whole consultative process involved more than 300 participants.[44] In addition to the NSDS, the project produced a document called the "National Action Plan on the Strategy Implementation by 2020" (otherwise known as the Roadmap) for the short-term implementation of NSDS. This document outlines concrete actions and specific targets for the period until 2020. It is grounded in existing national and sectoral strategies which are budgeted and under implementation, which makes the prescribed activities more realistic. As has already been mentioned, the strategy and the accompanying Roadmap have not been approved by the authorities yet. The project has submitted the two documents to the Presidential Administration with a suggestion to consider them as the basis for the revision of the existing NSDS which expires in 2020.[45]

Another important aspect of this project's results has been the large amount of work done around the SDGs. This work took place at different levels. First, the project helped the government adapt the SDGs to Ukraine's context by identifying relevant goals and targets through a nationally-driven consultative process. MEDT took a leading role in coordinating this process, whereas the project provided expert support. The technical work was conducted by 32 expert groups led by MEDT and involved more than 800 leading experts from various ministries and government departments, UN agencies, international organizations, business community, academia and civil society. Regional consultations took place in 10 oblasts and included representatives of central executive authorities, local governments, communities, international organizations, academics and CSOs.[46] The results of this extensive consultative process were synthesized in a report called "Sustainable Development Goals: Ukraine" which established a national baseline and a set of benchmarks indicators for 2020, 2025 and 2030.[47] This is a system of 86 national development targets and 172 related indicators, providing a solid quantitative basis for further planning and monitoring of

[44] More information on the consultative process around the NSDS can be found here: http://sdg.org.ua/images/-2016_SDGs_Ukraine_expert_opinion_eng.pdf.
[45] The current National Sustainable Development Strategy was approved by the President of Ukraine in January 2015. (http://www.president.gov.ua/en/news/glava-derzhavi-zatverdiv-strategiyu-stalogo-rozvitku-ukrayin-34506)
[46] Consultations in Dnipro and Lutsk were organized jointly with the GIZ "Programme to Support the Green Modernization of the Ukrainian Economy".
[47] The report can be found here: http://www.ua.undp.org/content/ukraine/en/home/library/sustainable-development-report/sustainable-development-goals--2017-basseline-national-report.html

progress towards the achievement of SDGs.[48] Upon adoption by the government, the baseline and benchmarks were subsequently incorporated into the NSDS and the Roadmap.

Another important process that underpinned the development of the NSDS was the Rapid Integrated Assessment (RIA)[49] of SDGs. The project conducted RIA to determine the SDG's relevance to the country context, both at the national and subnational level, and identify interlinkages across targets. The assessment included national, sectoral and regional development plans, strategies and programmes and provided an overview of their alignment with SDG targets. It also assessed the need for multi-sectoral coordination around the achievement of specific SDG targets and recommended policy improvements and revisions of targets.

The development of the NSDS was also informed by eight sectoral analyses (the so-called SWOT and Gap analyses) conducted in 2015.[50] They were discussed intensively by representatives of eight line ministries, academia, CSOs and the private sector and were peer-reviewed by more than 80 national experts. These sectoral analyses provided policy makers with recommendations on how to strengthen the implementation of the Rio Conventions through improvements in the legislative and institutional framework.[51] At the end of 2017, the project conducted assessments of the implementation status of the recommendations provided in the SWOT and Gap analyses.

Beyond the adaptation of SDGs and development of NSDS, the project supported a number of other initiatives intended to promote Ukraine's shift to a sustainable development paradigm. For example, one important activity was the mapping of available statistical data with the aim of aiding the monitoring of progress on the achievement of SDGs. National statistics lacked a range of measurable indicators relevant for this purpose, so the project identified these gaps and proposed alternative solutions. The project also organized a number of conferences at the national and regional level on the mainstreaming of SDGs and Rio Conventions into sectoral policies, plans, programmes and legislation.[52]

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[48] The document was also meant to inform the elaboration of the new "Five-year GoU - UN Development Cooperation Framework".

[49] This is a customized tool developed by UNDP to aid countries to assess their readiness to implement the SDGs. The tool has been applied in over 25 countries. More information can be found here: https://undg.org/sdg_toolkit/rapid-integrated-assessment-ria-tool/

[50] The eight sectors were Social Protection, Agriculture, Environment & Natural Resources, Urban Development, Economic Development, Education & Science, Transport & Transport Policy, and Energy.

[51] The analyses for each sector can be found here: http://www.ua.undp.org/content/ukraine/en/home/operations/-projects/environment_and_energy/integrating-rio-provisions.html

[52] For example, in September 2015 the project organized in Sloviansk (conflict area) the conference 'Rehabilitation of Donbas on the Principles of Sustainable Development' which gathered more than 260 participants representing the Parliament, government, local officials and communities, CSOs, business, academia and international organizations. The agenda covered the revival of infrastructure, industries, social services and entrepreneurship, with an emphasis on the fact that new strategies must ensure a balance of economic, social and environmental considerations. In October 2015, energy service companies (ESCOs) participated in a round table organized by the project to discuss energy policy and regulatory, legal and other barriers.

The project also conducted two major surveys in 2014 and 2017 respectively. Their purpose was to reveal how citizens prioritize environmental protection; what they know about climate change, loss of biodiversity and land degradation; how they assess their own environmental footprint; and, most importantly, their readiness to change their practices towards saving natural resources, minimizing waste and consumption, etc.[53] Between the two surveys, an increase in public knowledge and support for SDGs and sustainable development was noticed. The project also surveyed civil servants and used the results to develop training programmes.[54] In 2015, in partnership with the National Academy of Public Administration, the project developed a toolkit on "Public Administration for Sustainable Development" which was delivered to civil servants in four regions where the Academy has regional affiliates (Lviv, Ivano-Frankivsk, Odesa and Kharkiv).

To demonstrate in practical terms the benefits of mainstreaming the Rio Conventions and implementing the SDGs, the project supported three regional pilots in 2016. These were short-term initiatives with a focus on demonstrating practical results. Two initiatives were aimed at establishing centers of best practices for sustainable development - one in Eastern Ukraine and the other in Central Ukraine[55]. The third initiative targeted the restoration of land affected by the illegal extraction of amber in Olevsk District, Zhytomyr Region. The average duration of the pilots was 8 months, and the budget of each did not exceed US$ 50,000. They were administered through the GEF Small Grants Programme, which ensured efficiencies and compliance with GEF regulations and procedures. Box 8 below provides a brief description of the three pilot initiatives.

Box 7: Brief Description of Pilot Initiatives[56]

1. ***Center of Best Practices for Sustainable Development***

Grant Recipient: NGO "All-Ukrainian Ecological League"
Grant amount: US$ 48,800
Co-financing by local partners: US$ 12,717
Partners: Korsun-Shenchekiv Rayon Administration; Cherkasy Oblast Administration, Kyiv Mohyla Academy, Cherkasy State Technological University, local NGOs.

[53] An initial broad-based survey was carried out in September 2014 among 1,200 respondents. The results were presented at the Natural Sciences Faculty of Kyiv Mohyla Academy in November 2014. The survey informed the formulation of the project's communication strategy. A second broad-based survey was organized in March 2017. The questionnaire form was expanded to clarify not only the link between environment and development, but also the people's awareness on SDGs and their relevance for Ukraine. The results of the 2017 survey compared to the findings of the 2014 survey can be found here: http://www.ua.undp.org/content/ukraine/uk/home/library/democratic_governance/report_population_perception_sustainable_development.html.

[54] In 2014, the Project organized a survey of 300 civil servants to assess their awareness on the Rio Conventions's basic facts. The results were used for the subsequent training needs assessment and for the launching of a new course 'Public Administration for Sustainable Development'.

[55] The center was established in the Vygraiv Village, Korsun-Shevchenkivsky District, Cherkasy Region.

[56] The amounts of co-financing reported in this box were taken from the promotional materials produced by the project and were not verified in the course of this evaluation.

This initiative supported the establishment of the "Center of Best Practices for Sustainable Development" in the Vyhraiv village school in the Cherkasy region. The center's mission is to provide information on matters related to sustainable development and showcase the integration of Rio Conventions into local policies and programmes. Other activities included the demonstration of technologies such as "dry toilets", "composting", "green offices", "photovoltaic panels", "energy-efficient lighting system", "use of willow as biomass", etc.; restoration of biodiversity in protected areas; establishment of ecological trails; etc.

2. ***Center for Restoring Ukraine's Eastern Regions on the Principles of Sustainable Development***

Grant Recipient: All-Ukrainian Charitable Organization 'Association for New Generation 'Leleka'
Grant amount: US$ 49,200
Co-financing by local partners: US$ 12,500
Partners: Donetsk Oblast Administration; National Natural Preserve 'Sviati Gory'; 'Eastern Ukrainian Environment Institute', City Council in Sviatogirsk

This initiative supported the establishment of the Center for Restoring Ukraine's Eastern Regions on the Principles of Sustainable Development. The Center's mission is to enhance decision making in the development and implementation of programmes and plans in areas affected by the conflict. It supports community projects funded by the State Fund for Regional Development and pilots demonstration models of sustainable practices in communal and social sectors.

With the support of the *Center for Restoring Ukraine's Eastern Regions on the Principles of Sustainable Development*, the project assisted the city administration of Sviatogirsk in the formulation of its Sustainable Development Program until 2020. The programme outlines the city's plans for the areas of solid waste management, reconstruction of urban sanitation system, management of water resources and supply of drinking water, management of forests, greening the city, etc. The project organized a series of workshops to enhance the knowledge of local decision makers and activists on integrating environmental priorities into regional development strategies and programmes, promotion of renewables and energy efficiency, organic agriculture and waste management, and on the role of women in decision making. Interventions included environmental monitoring (testing of the Siversky Donets river water and preparing recommendations on water management), piloting waste-sorting models in the Oleksandrivka village, and restoration of 6 km of ecological trail in an area rich with rare vegetation in the National Nature Park 'Sviati Gory'. The project also conducted the geo-ecological and biological monitoring of the Siversky Donets basin, with recommendations for improvement. In the long run, this work will improve the condition of water bodies in the Donetsk and Luhansk regions and provide public access to safe drinking water. Special attention was paid to gender issues – the initiative supported the establishment of the "Donbass Businesswomen Club" which provides assistance to women's business and social initiatives.

3. ***Re-cultivating lands degraded due to illegal extraction of minerals on environmentally valuable areas***

Grant Recipient: Interregional Center of Scientific Expertise, Attestation, Certification, Pasportisation and Personnel Policy
Grant amount: US$ 39,000
Co-financing by local partners: US$ 10,000
Partners: Polissia Natural Preserve; Olevsk Rayon Council; construction company 'Eterna'; Zhytomyr State University of Technology; Institute of Agroecology and Nature by the NAS, NGOs

The initiative demonstrated restoration approaches in the lands degraded by the extraction of amber near the Ubort river (Olevsk rayon, Zhytomyr oblast). This is an acute and pressing problem for the Polissia region because the digging of soil results in erosion and destruction of the forest ecosystem with self-renewal possible only after several decades. Restoration is important because the Polissia forests are a unique natural heritage. They perform important climatic and habitat functions and have both natural and resource value. As Party to the Convention on Biological Diversity, Ukraine is obliged to take measures for the rehabilitation and restoration of degraded ecosystems and promote the recovery of endangered species.

The initiative supported the detailed design of soil re-cultivation and the practical recovery of three hectares of affected area. It also supported the development of guidelines for the assessment of environmental damages and the conduct of botanical and zoological research. The initiative also raised public awareness of the value of Polissia and its forests by engaging local communities in restoration activities and lobbying authorities for the revision of policy and legislation related to this issue.

Other communities took an interest in the development of local strategic plans using the principles of sustainable development. Thus, at the request of Varvarivka community in the Luhansk region, the project supported the formulation of its Sustainable Development Strategy[57].

The project undertook a range of events and activities to raise the awareness of the broader population on sustainable development and environmental protection by using events, social media, contests and public information campaigns in collaboration with civil society organizations and the media.[58] Table 9 (below) summarizes the main events organized by the project, whereas Annex VII provides a large collection of web links to stories published in relation to project activities. Overall, the project delivered more activities than was expected (awareness raising initiatives, various contests, generated more publications in mass media than was expected etc.).

As has already been mentioned, the full effects of these activities could not be assessed in this evaluation as it will take time for them to play out. For example, it is unclear at this stage what will happen to the NSDS. Also, the extent to which the analytical reports or training courses

[57] The overarching goal of the Strategy is to ensure the well-being of residents by developing the infrastructure, increased socioeconomic standards and ensure a healthy environment.
[58] Public information materials are available at http://gpp.in.ua/ and http://sd4ua.org/.

produced by the project will change the behaviour of policymakers will become obvious only after enough time has passed for these instruments to have gained traction. The sustainability of the pilots will require time to be estavlished properly. Overall, the rating of the project's effectiveness is "Moderately Satisfactory".

Table 9: Events and Consultations Organized in the Framework of the Project

- Series of discussion platforms where SWOT and Gap analyses were presented (2014-2015)
- National Conference 'Rehabilitation of Donbas on the Principles of Sustainable Development'
- 3 regional consultations + national consultations on the draft NSDS
- Series of trainings for local authorities on incorporation of SDGs into local development strategies
- National information campaign
- National contest of professional photography; National contest of sustainable business solutions among SME; Contest of educational methodologies among teachers
- Trainings for Journalists
- Annual Forum on Education for SD (in April 2016 and April 2017); Forum for University Rectors
- International Forum for Sustainable Business 'Green Mind'
- Panel 'The role of business in achieving SDGs' in the framework of the East Expo forum for private sector
- Training course 'Public Administration for Sustainable Development' at the National Academy of Public Administration;
- Targeted educational workshops for civil servants at 4 regional affiliates of the National Academy of Public Administration – in Lviv, Ivano-Frankivsk, Odesa, Kharkiv
- National conference on public governance for Sustainable Development
- Hackathon for youth: collecting ideas on how to engage private sector in implementation of SDGs
- Multiple forums, workshops and trainings conducted by the grant recipients (NGOs) in the micro-projects in regions

3.3.4. Efficiency

This section provides an assessment of the project's efficiency. As the term efficiency is typically used to indicate the cheapest way of achieving a particular result, best assessments of efficiency are standard cost-benefit analyses which quantify the benefits and costs of an intervention and compare them to certain benchmarks. Given the lack of project level data, especially the inability to link broad outcomes to specific project activities, this type of estimation was not possible for this evaluation. Instead, to assess efficiency, the report focuses on a number of parameters which are closely associated with efficient project management. These parameters are categorized into the following categories: i) budget execution rates; ii) cost structure; iii) timeliness of project activities; and, iv) synergies and linkages.

Budget Execution Rates

Budget execution rates can be an adequate indicator of the project's efficiency because inefficient projects usually have delays in expenditure which results in higher amounts of spending occurring at accelerated rates closer to project end dates. This typically leads to hurried decisions and hastened implementation which is rarely efficient. Table 10 shows the project's execution rates based on planned expenditure as per Project Document. Clearly, the project had a slow start in the first year with just 50% of the planned budget executed. Execution was slow in the second year too, but this time only for the second component. In the third year and in the year of extension (fourth year), the project was able to ratchet up the execution tempo and managed to spend all the allocated resources.

Table 10: Budget Execution Rates (in %)

Outcome Areas	Year 1	Year 2	Year 3
Outcome 1	34	112	377
Outcome 2	69	39	685
Outcome 3	55	105	28
Project Management	90	108	64
Total	**50**	**65**	**150**

Cost Structure

Another indicator of project efficiencies is the composition of expenditures. In particular, administrative costs are an important factor to examine because unusually high administrative costs are a sign of inefficient management. Table 11 (below) shows the composition of project expenditure for all years of project implementation.

Table 11: Project's Expenditure Structure

Expenditure Categories	2014	2015	2016	2017	All Years	% of tot.
1. - Contractual Services	22,570	41,965	17,383	72,160	154,078	17%
2. - Local Consultants	87,704	68,801	56,668	86,278	299,451	33%
3. - International Consultants	4,900	0	0	11,154	16,054	2%
4. - Grants	0	76,834	132,567	3,756	213,157	24%
5. - Events, conferences, travel	20,645	49,440	29,607	31,758	131,450	15%

6. - Admin expenses	22,775	29,752	22,857	5,936	81,320	9%
TOTAL	**158,594**	**266,792**	**259,082**	**211,042**	**895,511**	**100%**

As can be seen from the table, administrative costs constituted less than 10% of all project expenditures, which is a low rate.[59] Furthermore, expenditures were evenly spread throughout the four years of project's duration. Table 11 also shows that 30% of the budget was spent on local consultants. As has been pointed out, this project was quite intensive in research and analysis and almost all these activities were conducted by a large number of local experts (Table 12 provides the list of 44 national experts who were engaged). The use of local consultants has certainly been a cost-saving factor, although the involvement of more international expertise might have been useful in transferring ideas and insights from outside the country. Another factor of cost efficiency is the management of the project by a single staff (Project Manager), who in the last year of implementation also played a substantive role as project expert.

Table 12: List of National Experts Engaged by the Project

1	Agrarian Policy Specialist (local)	24	NSDS Team Lead
2	Natural Resource Expert (local)	25	NSDS Process Coordinator
3	Environmental Economist (local)	26	NSDS and National Report expert
4	Environmental Education Specialist 1 (local)	27	NSDS and National Report expert on economic aspects
5	Environmental Education Specialist 2 (local)	28	NSDS and National Report expert on social aspects
6	Energy Expert (local)	29	NSDS and National Report expert on governance
7	Transportation Specialist (local)	30	NSDS and National Report Statistics expert
8	Urban Development Specialist (local)	31	NSDS Expert on institutionalizing
9	Social Welfare Specialist (local)	32	Expert Roadmap Effective governance for SD
10	Environmental Sociologist (local)	33	Expert Roadmap Economic aspects
11	Public Administration Expert (local)	34	Expert Roadmap Environmental aspects
12	Website Designer (local)	35	Expert for Roadmap - Social aspects
13	Expert on Awareness Raising on SD	36	Expert in Public Administration
14	Editor (Ukr)	37	Expert to review CBD implementation
15	Editor (Eng)	38	Expert to review CCD implementation
16	Awareness assessment facilitator NAPU	39	Expert to review FCCC implementation
17	Textbook writer	40	Advisor to VPM on Sustainable Infrastructure
18	Textbook writer	41	Advisor to VPM on Ecoinspection (procedures)
19	Expert on Rio Conventions provisions	42	Advisor to VPM on Sustainable Energy
20	Expert on Rio Conventions provisions	43	Advisor to VPM on Communications
21	Partnership advisor	44	Advisor to VPM on Ecoinspection
22	National SDGs Report Team Lead	45	National expert on Terminal Evaluation
23	National SDGs Report Logistics assistant		

[59] The Project Manager's salary expenses for 2017 (extension year) was not included in the administrative budget line because the manager played a substantive role as one of the experts of the project.

Timeliness of Activities

Another indicator of project efficiencies is the extent to which implementation falls behind established timelines. One quick way of assessing this is to look at the period of extension required to complete planned activities. Clearly, project extensions lead to higher administrative costs which reduce the overall efficiency of the intervention.

Although the approval and initiation of the project were quite fast, the project ended up needing a one-year no-cost extension as a result of the delays related to the political crisis and the conflict in the East, as well as the modification of the approach to include the SDG process in the scope of the project. These delays were for the most part outside the control of the project. Overall, project execution procedures were found to have been effective, especially the recruitment of the large number of consultants, the contracting of companies for some of the training and public relations activities, the delivery of the grants for the pilot initiatives, etc.

Synergies and Linkages

As has been mentioned, the project's pilot initiatives were administered under the Small Grants Programme which allowed for fast and efficient execution, given SGP's established systems and many years of experience with implementing such initiatives. On the other hand, as discussed in the "linkages" section, the project had significant potential for linkages and synergies with other UNDP projects which were not fully exploited. As has been argued already, the Project Document did not explore these linkages and did not foresee the establishment of any systems of collaboration. Neither was adaptive management used to take advantage of them.

As for cooperation with other international development organizations, one good example is the collaboration with GIZ's "Programme to Support the Green Modernization of the Ukrainian Economy" on the consultations on the development of the SDG's baseline and benchmark indicators conducted in Dnipro and Lutsk. This joint work, and subsequent regular exchange on results and planned activities, led to the signing at the end of 2017 of a 70,000 Euro contribution agreement between UNDP and GIZ on further collaboration on the implementation of SDGs. Efforts were made by the project team to connect more closely with other donors operating in the area of sustainable development[60], but no joint activities materialized.

In spite of the implementation delays resulting from the political crisis and the conflict in the East, as well as the modification of the project scope to include the SDG process, the project team has for the most part made efficient use of resources. More effort should have been invested in fostering partnerships and linkages with other UNDP projects and similar interventions of international donors. Overall, the efficiency dimension of the project is rated as "Moderately Satisfactory".

[60] For example, the European Commission was invited to the project inception workshop and did a presentation of their activities.

3.3.5. Sustainability

While the sustainability of project outcomes is shaped by a number of factors, the focus of this section is on risks related to financial, sociopolitical, institutional, and environmental sustainability of project outcomes.

Financial resources

The main objectives pursued by this project – mainstreaming of environmental concerns into policy and legal frameworks and the adaptation of the SDGs – involve high-level policy work that does not entail significant financial resources.[61] These activities require foremost national ownership and the commitment of the highest levels of government.

Financing is more relevant for the continuity of the results of the pilot initiatives involving communities and local governments at the sub-national level. At this level, continued financing is important because it is an indication of commitment and ownership from the partners, and as such an important aspect of sustainability. As indicated in the "project financing" section, the project reported that local communities and governments provided about US$ 35,000 in co-financing for the local pilot initiatives.[62] It is expected that financing will continue to be provided by the local NGOs and governments involved, but it is still too early to say how far into the future they will be able to sustained the structures (i.e. sustainable development centers) established by the project.

As far as support from international organizations on aspects related to capacity development is concerned, there is a sufficient degree of interest for this kind of work to ensure that the necessary amount of financing will be available. This will also depend on UNDP's continued engagement in this area and its ability to position itself as a natural leader for this type of work. A good step in this direction was the securing of 70,000 Euro of financing from GIZ to continue some of the SDG-related activities initiated through this project.

Given these positive examples, the likelihood of sustainability of the project's outcomes from a financial perspective is rated as "Moderately Likely".

Socio-economic

The main socio-economic risks to the sustainability of project outcomes emanate from the country's political instability and worsening security situation, in particular the armed conflict in the East. While the situation has improved considerably in the last four years, the country is heading towards the end of the electoral cycle which could bring further instability. Another risk

[61] This is not to imply that the implementation of those policies does not entail additional costs. The focus here is only on mainstreaming at the policy level.
[62] As has already been noted, the evaluation team was not able to verify whether the reported co-financing did indeed take place due to the lack of tracking system for this type of financing at the local level.

factor is related to weak ownership by socio-economic groups and local communities. As evidenced by the surveys conducted by the project, this is due to:

- Low awareness to support long-term project's objectives.
- An assistantship-based mentality, which inhibits initiatives and leaves the beneficiaries waiting for a new project for easy benefits.

Given this, the likelihood of sustainability from the socio-economic perspective is rated as "Moderately Likely".

Institutional framework and governance

The project's sustainability from a governance and institutional perspective is related to the likelihood that mainstreaming outcomes will be sustained beyond the project's completion and will eventually contribute to environmental sustainability. It is also important that local institutions retain or enhance their capacity to respond to unmet demand for mainstreaming after the project has ceased to exist. Measuring outcomes in this domain is complicated because institutional change takes time. For example, it will take several years before national counterparts fully test and integrate the SDG indicators that were developed with the help of the project into national statistics systems, and create the capacities for systematically collect the data and for producing integrated analysis that would be useful to policy-makers. And the time lag between activities and results in this domain carries the risk of "mainstreaming fatigue" if the benefits of mainstreaming do not start becoming apparent. It was precisely for this reason that the project had to show quick results.

At the local level, the pilots were good mechanisms for identifying opportunities for quick wins (although not clearly outlined in the Project Document[63]). For example, the establishment of the pilot Center for Best Practices for Sustainable Development in Vyhrayiv, Cherkasy region, was a way of showing quick results with a strong demonstration effect. The village committee is reported to have taken full ownership of the center and has allocated finances for its operation. The grant recipient reported that about 15 new communities have now expressed interest in establishing similar centers in their communities. Similarly, the Varvarivka community in the Luhansk region became interested in the concept of sustainable development and decided to develop its own sustainable development strategy with support from the project. Another example of institutionalization is the approval of the Conception of Land Protection against Deterioration and Desertification (2015) and the National Action Plan on Prevention Land Degradation and Desertification (2016) by the Cabinet of Ministers. These instruments were developed on the basis

[63] The design of projects that involved piloting should have included a clear plan for what is expected from the pilot initiatives. How are they expected to be replicated? Under what timeframes? What resources will be required for the replication and scaling up?

of activities conducted by the project and incorporated the provisions of the Convention to Combat Desertification.

Weaker aspects of sustainability were the lack of adoption of the NSDS by the government (components of this document are implementing now in some ways and formats). This is linked to the need for national leadership at the highest level. Another factor discussed earlier in the report is the need to institutionalize sustainability concerns in budget allocations. Also, widespread corruption, especially at the institutional level, presents a risk for the sustainability of the mainstreaming results.

Given this, the likelihood of sustainability from the governance perspective is rated as "Moderately Likely".

Environmental

The activities involved in this project do not involve any direct environment risk. Therefore, this dimension of sustainability is rated as "Likely".

The following table summarizes the sustainability of the project's achievements according to the four dimensions.

Table 13: Sustainability Rating

Sustainability Dimension	Risk Assessment
Financial risk	ML
Socio-Economic risk	ML
Governance risks	ML
Environmental risks	L

3.3.6. Mainstreaming

The evaluation found that the project had mainstreamed reasonably well cross-cutting programming principles such as capacity gender equality, the rights of vulnerable groups, etc.

Abundant evidence indicated that women were involved in all stages of the project cycle from planning to implementation, monitoring and evaluation. They participated in large numbers in the expert groups working on the various analysis documents and reports, as well as other project activities. Many expert teams were led by distinguished Ukrainian female academics. They also participated in project activities at the sub-national level, with female representatives of local governments, CSOs and business organizations playing a crucial role. The pilots demonstrated best practices in the promotion of gender equality. In particular, the creation of the center for

sustainable development in Eastern Ukraine promoted women's leadership qualities in cooperation with the "Businesswomen of Donbass Club"[64] in Slaviansk.

The project also contributed to the promotion of the rights of young people through their active involvement in the project. The Center for Best Practices of Sustainable Development in Vyhrayiv, Cherkasy region, was supported by young people who were actively involved in awareness-raising, practical and demonstration activities. A major hackathon for youth on "SDGs for Business" was organized in 2017. Under one of the pilot initiatives, the project provided assistance to another initiative – a University of Third Age which combined various age groups for the purpose of building communities based on sustainable development, using the experience and expertise of all members.

Another cross-cutting principle employed in project activities was the identification of linkages between project activities and conflict risks. The project responded to the challenges of the conflict-affected areas in the Eastern part of the country by contributing with the pilot interventions on the restoration of the eco-system based on the principles of sustainable development described in the previous sections of this report. The pilots were designed to demonstrate the effectiveness and benefits of this approach for further replication in other recovery activities in the region.

[64] The club's main purpose is to promote business and social initiatives for women in East Ukraine.

4. CONCLUSIONS AND LESSONS LEARNED

This evaluation has examined a number of key dimensions of the project, both at the design and implementation stage. The findings outlined in this report present a balanced view of the project, informed by the stakeholders who were interviewed in the process. While a number of gaps were found in the availability of quantitative information, which for this type of projects is quite common, the project team sought to triangulate as much as possible the various views that were presented by the interviewees. The following are a few conclusive remarks, including a perspective on how UNDP could build further on the foundations laid by this project.

First of all, it should be recognized that this project was implemented under extremely challenging circumstances, including a revolution, the ousting of the previous administration, and continued political and economic challenges. These conditions obviously have tremendous effect on projects such as this, operating at highest levels of policy making. It should also be acknowledged that this project sought to get the full attention of the government at a very high level on very important issues, such as the formulation of a national development strategy, at a time when the attention span of the leadership was very short and the main preoccupation were the financing agreements with the IMF and the EU which outlined their own policy agenda focused on things like anti-corruption, reform in health and police, restructuring of state-owned enterprises, etc. The project also had to cope with the issue weak government engagement which is an endemic phenomenon in Ukraine reported by other UNDP projects, as well as other development agencies. This challenge is related to long-standing organizational weaknesses within the public sector and inadequate incentives for government staff.

As far as the design of the project is concerned, the general assessment is that it does not present a cohesive and complete blueprint that shows how all the pieces work together and contribute meaningfully to a well-understood outcome, beyond the integration of certain principles into the legislation. A theory of change connecting all the dots all the way to the ultimate outcomes related to impact on living conditions and the environment would have been useful. Furthermore, for all the clarity in the formulation of outputs, the outcomes are vaguely defined and lack strong indicators. As a result, the Project Document provides limited guidance for project staff on the process through which outputs will be realized. There is also inadequate focus on the politics of change in the public sector, especially on how to build and maintain political will at the highest levels of decision making, and the institutionalization of participation mechanisms, which has strong implications for the sustainability of the results of the project. Furthermore, the Project Document is not explicit about the aspects of the project that are intended to be replicated and how the replication is supposed to occur. Also, potential linkages with other relevant projects under implementation or in the pipeline could or stronger cooperation with the private sector, sub-national governments and international organizations could have been examined more carefully during the design stage.

With regards to implementation, it should be noted that the effective use of adaptive management by the project team and board was critical for dealing with the unexpected political and institutional changes and for taking advantage of newly-emerged opportunities. Key changes in the project approach were the inclusion of the SDGs under its scope and the conduct of pilot initiatives at the local level. The project was also able to extend its contribution to the conflict-affected territories of Eastern Ukraine. The ability of the project team to act swiftly to evolving needs and emerging opportunities is commendable. However, additional areas where the project team could have applied the same adaptive approach were in forging stronger linkages with the country's broader reform agenda and the accelerating decentralization process.

The project engaged a wide range of stakeholders from national and sub-national governments, academia, NGOs and donor organizations. The number of academics and experts involved in the various analytical components of work was significant. The project has provided a serious stimulation of the country's research capabilities in a number of areas related to sustainable development. Yet, there was room for better engagement of some partners. The participation of the private sector could have been integrated more effectively into local level activities and the project team could have also worked more effectively with other development partners to create synergies in the delivery of capacity support.

Project results are outlined in detail in the effectiveness section of the report. They include the draft NSDS and its roadmap, a large number of policy analyses and reviews, strategies, guidelines, courses on many topics, multiple training materials for governmental and non-governmental representatives, etc. The project brought the SDGs to the fore of policy making and public attention through its work on the adaptation of SDGs. It ran a number of pilot initiatives at the local level to demonstrate the benefits of sustainable approaches to development and raise awareness on sustainability-related issues. It also established multiple participatory fora and a process of public discussion that involved multiple agents.

At the end, one important question that emerges in the context of this evaluation is: "What was useful in this project that UNDP can utilize to further develop its country assistance programme in the coming years?" The Rio Project has laid good foundations for further UNDP engagement on local development issues, especially at the intersection of ***SDGs*** and ***local governance***. While the national level has been and remains very important for the UNDP, it is at this inter-section that UNDP can play a significant role, given its comparative advantage. SDGs can be used as an instrument to deliver at the local level interventions that are coherent, integrated and based on sound evidence. They provide an opportunity for a more comprehensive and coordinated approach, grounded in a well-recognized commitment and national framework for all government and non-governmental actors to get on the same page. It might also be easier to promote the SDGs through a bottom-up approach from the local level, given the busy agenda of the central level driven by IFI and EU agreements with large financial impact.

LESSONS LEARNED

Lesson 1: Effective Use of Adaptive Management is a Prerequisite for Success

Given the uncertainties of Ukraine's rapidly changing political environment over the four years of project implementation, the use of adaptive management by the project team was crucial for dealing with a number of unexpected contingencies and taking advantage of emerging opportunities. Examples of the project team's ability to respond swiftly to evolving needs and emerging opportunities were the inclusion of the SDGs under the project's scope, the conduct of a number of pilot initiatives at the local level and the contribution to the conflict-affected territories in the East. However, additional areas where the project team could have applied the same adaptive approach more effectively were in forging stronger linkages with the country's broader reform agenda and the accelerating decentralization process.

Lesson 2: Process matters as much as the Content in the Formulation of National Strategies

When designing a project in support of the development of national development strategies, it is important to focus not only on the output (document) but also on the process and governance structures that will guide the development of the strategy. The strategy should be developed with implementation in mind which requires more attention on the capability of relevant institutions and entities to implement it from a political, technical and financial perspective. An implementation-focused approach requires a shift of focus from form (how the strategy looks like) to functionality (how the strategy will be implemented and what effects it produces). Also, the formulation of the strategy is not merely a technical intervention, but more so a political consensus-building process. When formulation is seen as a technical issue, it does not warrant a close examination of the politics of the process. More attention should be paid to the politics of change in the public sector, especially how to build and maintain political will, especially at the highest levels of decision making.

Lesson 3: Mainstreaming requires more Focus on Money and Politics

Mainstreaming does not only mean integrating environmental concerns into national and sub-national plans and policies, but also subsequently into budget allocations. Plans and policies with no financial tags attached to them have no teeth. Therefore, integrating the principles and actions articulated in the Rio Conventions into routine development activities requires greater commitment from ministries responsible for finance and planning and sectoral departments which control the bulk of financial resources and public investments. The Ministry of Finance and public financial management issues should take a more prominent place in the mainstreaming process. The following are some additional issues which should receive more attention in the design of mainstreaming projects.

- Analysis of the political economy of the mainstreaming of environmental concerns and sustainable development, with a view to understanding more carefully the interests and positions of the key players in the government.
- Devising strategies and tactics for building stronger political will and support for mainstreaming at the highest levels of government.
- Establishing stronger coordination mechanisms within the government and between the government and civil society for the discussion and agreement of policy and strategy options (i.e. inter-departmental committees to improve environmental integration). Key here is the institutionalization of these structures.
- Addressing more effectively the lack of knowledge and understanding of environmental matters in key ministries and sub-national governments.

Table 14: Overall Project Performance Rating

Monitoring and Evaluation		**Comments**
Overall quality of M&E	MU	
M&E design at project start up	MU	
M&E Plan Implementation	MS	
IA & EA Execution		
Overall Quality of Project Implementation/Execution	MS	
Implementing Agency Execution	S	
Executing Agency Execution	MS	
Outcomes		
Overall Quality of Project Outcomes	MS	
Relevance	R	
Effectiveness	MS	
Efficiency	MS	
Sustainability		
Overall likelihood of Sustainability:	ML	
Financial resources	ML	
Socio-economic	ML	
Institutional framework and governance	ML	
Environmental	L	
Overall Project Results	MS	

5. RECOMMENDATIONS

Recommendation 1: Strengthen Engagement with SDGs and the Sub-national Level

The Rio Project has established good foundations for further UNDP engagement with the SDGs, which the CO has already begun to build on. It has also contributed to UNDP's partnership with local communities and governments in the pilot areas. The project has showcased that the combination of SDGs and local development carries significant potential for UNDP, as has been argued in more detail in Chapter 4 of this report. UNDP should continue to strengthen its support for public institutions, particularly at the sub-national level, to adapt SDG targets and indicators to local circumstances, establish monitoring systems and create databases for monitoring progress, and report results nationally and internationally. It should also continue to explore ways of getting international donors more closely engaged with the SDGs. Furthermore, efforts should be made to link all this work more closely with the broader reform agenda led by the National Reform Council.

Recommendation 2: Strengthen Synergies and Linkages between Projects

Drawing on lessons from the experience of the Rio Project, UNDP should further strengthen collaboration between projects, and where feasible establish integrated frameworks for project planning and implementation. The latter is certainly difficult, given the projects' short timeframes and varying funding modalities, but it might be possible at the sub-national level if a sufficient number of projects are up and running. This will require the application of development of principles and methods for integrated ecosystem-based management. Using the example of collaboration between the Rio and SGP projects, UNDP could explore the establishment of a common platform for managing aspects of projects that share similar objectives. Such platform may combine not only elements related to information sharing, data systems, monitoring and evaluation, but also implementation tools such as systems for procurement, recruitment, awareness raising, etc. If such a platform is established across projects, it should be fully integrated with the CO's results-based management system.

Recommendation 3: Using the M&E System to Track Important Parameters

UNDP should examine how projects use their M&E systems to track important aspects of their work with a view to improving the availability of information for management purposes. Measuring some of these dimensions was a challenge in this evaluation. The following are a few worth considering.

- *Uptake of project outputs (studies, training, etc.) and the degree to which they serve their intended purpose* – Projects should monitor the extent to which research and analytical documents they produce get incorporated into national policies and programmes.

- *Capacity of beneficiaries* – Projects should also try to track the degree to which the capacity of participants taking part in the various training programmes organized by the project has improved.
- *Replication effects of pilot initiatives*, *the lessons they generate during the piloting stage and the extent to which the get scaled up* – One key characteristic of pilots is that they serve to produce lessons which when shared lead to replication. They are key vehicles for transmitting experience and play a crucial role for upscaling and replication. However, it is not clear how the lessons are collected, analyzed, synthesized and shared. UNDP should develop a tracking mechanism for pilot initiatives, including documenting results, lessons, experiences and good practices. The tracking of pilots should be fully integrated into the CO's results-based management systems and lessons learned and best practices should be managed as an important component of the CO's knowledge management strategy.
- *Co-financing* – The CO should strive for a more standardized definition of co-financing and monitor it more effectively by developing a tracking system at the project level.

ANNEX I: EVALUATION'S TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the UNDP/GEF medium sized project 'CCCD: Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework' (PIMS #4478).

The essentials of the project to be evaluated are as follows:

Project Summary Table

<table>
<tr><td>Project title:</td><td colspan="4">CCCD: Integrating Rio Convention provisions into Ukraine's National Environmental Policy Framework</td></tr>
<tr><td>GEF Project ID:</td><td>4913</td><td></td><td><u>at endorsement (Million US$)</u></td><td><u>at completion (Million US$)</u></td></tr>
<tr><td>UNDP Project ID:</td><td>00074532

PIMS: 4478</td><td>GEF financing:</td><td>0,9</td><td>0,9</td></tr>
<tr><td>Country:</td><td>Ukraine</td><td>IA/EA own:</td><td>0,15</td><td></td></tr>
<tr><td>Region:</td><td>ECIS</td><td>Government:</td><td>0,7</td><td></td></tr>
<tr><td>Focal Area:</td><td>Multi-Focal Area</td><td>Other:</td><td>0,18</td><td></td></tr>
<tr><td>FA Objectives, (OP/SP):</td><td>CD-3: To strengthen capacities to develop policy and legislative frameworks</td><td>Total co-financing:</td><td>1,03</td><td></td></tr>
<tr><td>Executing Agency:</td><td>UNDP</td><td>Total Project Cost:</td><td>1,93</td><td></td></tr>
<tr><td rowspan="2">Other Partners involved:</td><td rowspan="2">All-Ukrainian Environmental League</td><td colspan="2">ProDoc Signature (date project began):</td><td>9 Dec 2013</td></tr>
<tr><td>(Operational) Closing Date:</td><td>Proposed:

9 December 2016</td><td>Actual:

31 December 2017</td></tr>
</table>

Objective and Scope

The project was designed to catalyze Ukraine's implementation of the three Rio Conventions on a strengthened policy and institutionally sustainable development baseline. To this end, the project focused on mainstreaming Rio Convention provisions into Ukraine's broader national development framework and strengthening related capacities to implement this framework. The first project objective is to integrate principles and obligations of the three Rio Conventions into Ukraine's national policy framework. Specifically, this involves the preparation of a national Sustainable Development Strategy (SDS) that fully integrates global environmental priorities. This objective is complemented by a second objective to strengthen key institutional and individual capacities to pursue sustainable development that delivers global environmental benefits. This second objective is targeted for implementation of the SDS at the regional level, training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they apply to their respective roles and responsibilities to implement associated development policies. This second objective is also complemented by a targeted public awareness campaign to raise the understanding of the critical linkages between the Rio Convention principles and the more immediate socio-economic development priorities. Both objectives are supported by learning-by-doing approach. The active participation of stakeholder representatives in the full project life cycle serves to facilitate the strategic adaptation of project activities in keeping with project objectives. The project's key results thus included:

- Drafting the Sustainable Development Strategy for Ukraine and a Roadmap
- Review of sectoral policies and their compliance with the Rio Conventions requirements
- Public discussions of the results of these reviews; presentation of recommendations to respective responsible institutions and line ministries
- Awareness raising through information campaign, social networks, public events and publications
- Expert support to the Government in the process of SDGs adaptation for Ukraine and policy advice
- Capacity building initiatives at the national and local levels (training and seminars for civil servants)
- Public opinion surveys
- Local mainstreaming mini-projects, including pilot projects and educational events
- Targeted discussions with key stakeholders – Government, local authorities, academia, CSOs, media

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Evaluation approach and method

An overall approach and method[65] for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator might be expected to conduct a field mission within Ukraine where the project sites are based. If the need for this travel is confirmed by UNDP, the consultant will receive respective travel entitlements as per UNDP policies. The travel period will not exceed one calendar week; the travel dates will be identified based on the dates preferred by the consultant, within the period of 10 October - 20 November 2017. Interviews will be held with the key project partners and experts – the list of these stakeholders will be agreed upon at the planning stage of the terminal evaluation. The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B.

Evaluation Criteria & Ratings

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	***rating***	**2. IA& EA Execution**	***rating***
M&E design at entry		Quality of UNDP Implementation	

[65] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	**rating**	**4. Sustainability**	**rating**
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

See more on this, page 29: http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf

Project finance / cofinance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
In-kind support								
Other								
Totals								

Mainstreaming

UNDP supported GEF financed projects are key components of UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Impact

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.[66]

Conclusions, recommendations & lessons

The evaluation report must include a chapter providing a set of **conclusions**, **recommendations** and **lessons**.

Implementation arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO in Ukraine. The UNDP CO will contract the evaluators and ensure the timely settlements with the contactor and all related to the terminal evaluation arrangements. The Project Team will be responsible for liaising with the evaluation team to set up stakeholder interviews, coordinate liaison with the Government, etc. The evaluation team will consist of two consultants: an international consultant and a national consultant. The international consultant will act as a team leader. The National consultant will perform the expert support role within the evaluation team.

Evaluation timeframe

The total duration of the evaluation will be *15* days according to the following plan:

Activity	Timing	Completion Date
Preparation	*2* days	*Tentative – 18 October 2017*
Evaluation Process	*8* days	*5 November 2017*
Draft Evaluation Report	*3* days	*17 November 2017*
Final Report	*2* days	*18 December 2017*

[66] A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: ROTI Handbook 2009

DUTIES AND RESPONSIBILITIES

The Consultant (national expert –evaluation support) will perform the following tasks:

- Collection of background materials upon request of the International Consultant (Evaluation Team Leader);
- Desk review of materials, assistance to the Evaluation Team Leader in developing methodology, detailed work plan and Evaluation;
- Participate in the evaluation kick-off meeting with UNDP;
- Assistance to the Evaluation Team Leader in conducting project results evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines, including, but not limited to:
  - review the original documents and provide short summary in English as might be necessary;
  - review the project to understand its relevance and contribution to national priorities and international obligations;
  - facilitate and participate in the meetings/interviews with the key stakeholders as might be necessary;
  - participate in the field visits to the project sites (if required) and interview national and local level stakeholders;
  - recommend actions that may be required for enhancing effectiveness of UNDP's development assistance in the practice area of Environment and Sustainable Development;
  - Provide recommendations for the project's exit strategy and for ensuring sustainability of its results;
  - Participate in the debriefing with UNDP – presentation of findings, conclusions and recommendations;
  - Assist the Evaluation Team Leader in drafting and finalizing the draft report by incorporating inputs and feedback from UNDP.

Evaluation deliverables

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	3 days after the contract signature	Evaluator submits to UNDP CO
Presentation	Initial Findings	15 days after the contract signature	To project management, UNDP CO

Draft Final Report	Full report, (per annexed template) with annexes	17 November 2017	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 2 days of receiving UNDP comments on draft but no later than 18 December 2017	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

ANNEX A: PROJECT LOGICAL FRAMEWORK

The Logical Framework can be accessed via the link:
http://www.ua.undp.org/content/dam/ukraine/docs/EE/Rio/ProDoc_integration%20of%20Rio%20conventions%20into%20Ukraine%20devt%20framework.pdf - *page 68 of the Project Document.*

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

1) Methodology:
   - The UNDP Evaluation Policy (UNDP, 'The evaluation policy of UNDP', DP/2011/3, 10 November 2010, p.10);
   - The UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (PME Handbook, 2009), available at http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf;
   - UNDP Guidance on Outcome-level Evaluation, 2011, available at http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf;
   - Guidelines for Outcome Evaluators, 2002, available at http://web.undp.org/evaluation/documents/HandBook/OC-guidelines/Guidelines-for-OutcomeEvaluators-2002.pdf.
2) UNDP programme documents:
   - Ukraine Country Programme (2012-2016)
   - Ukraine Country Programme (2018-2022) – draft
   - Outcome evaluation of Energy and Environment Portfolio of UNDP Ukraine (of May 2017)
   - Annual UNDP ROAR reports
   - Available UNDP annual reports
3) Project's documentation
   - Project Document with annexes
   - Project reports (programme, financial, PIRs)
   - Minutes of the Project Board meetings
4) Project's publications and reports
5) Links to websites covering project activities

ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
▪ Is the project relevant to implementation of the Rio Conventions objectives?			
▪ Is the project relevant for the GEF Mullti focal area (, land degradation, biodiversity and climate change)?			
▪ Is the project relevant to Ukraine's environment and sustainable development objectives?			
▪ Is the project addressing the needs of target beneficiaries at the local and regional levels?			
▪ How is the project complementary to the actions of other stakeholders active in the city/country/region?			
▪ Does the project provide relevant lessons and experiences for other similar projects in the future?			
▪ Is the project internally consistent in its design?			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
▪ Are the activities and outputs of the project consistent with the project's goals and objectives?			
▪ How is risk and risk mitigation being managed?			
▪ How could the project have been more effective in achieving results?			
▪ What lessons can be drawn regarding effectiveness for other similar projects in the future?			
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
▪ Were the accounting and financial systems in place adequate?			
▪ Did the project efficiently utilize local capacity in implementation?			

	▪ To what extent have/ will the expected outcomes and objectives of the project been/be achieved?			
	▪ Was the project implemented efficiently, in-line with international and national norms and standards?			
	▪ Was the expected co-finance leveraged as initially expected?			
	▪ Was adaptive managed needed and used in order to ensure efficient use of resources?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
	▪ Were sustainability issues adequately addressed at project design?			
	▪ What issues emerged during implementation as a threat to sustainability?			
	▪ Which are the main risks to the continuation of policies and actions initiated by the projects? (financial, institutional, socioeconomic, environmental)			
	▪ Is there evidence that some partners and stakeholders will continue their activities beyond project termination? Which ones?			
	▪ Have the entities/people that will carry on the project been identified and prepared?			
	▪ Is there evidence financial resources are committed to support project results after the project has closed?			
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?				
	▪ How likely is for the project to achieve its long-term goal?			
	▪ Has the project demonstrated progress towards these impact achievements?			
	▪ Are stakeholders more aware about sustainable development priorities and policies? Which ones?			
	▪ Please assess impact on key populations – general public; vulnerable groups, women, indigenous people			

ANNEX D: RATING SCALES

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	***Sustainability ratings:***	***Relevance ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML):moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1.. Not relevant (NR) ***Impact Ratings:*** 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[67]

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant)**:** _____

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

Signed at *place* on *date*

Signature: _____

[67] www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE[68]

i. Opening page:

- Title of UNDP supported GEF financed project
- UNDP and GEF project ID#s.
- Evaluation time frame and date of evaluation report
- Region and countries included in the project
- GEF Operational Program/Strategic Program
- Implementing Partner and other project partners
- Evaluation team members
- Acknowledgements

ii. Executive Summary

- Project Summary Table
- Project Description (brief)
- Evaluation Rating Table
- Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

(See: UNDP Editorial Manual[69])

1. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

2. Project description and development context

- Project start and duration
- Problems that the project sought to address
- Immediate and development objectives of the project
- Baseline Indicators established
- Main stakeholders
- Expected Results

3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated[70])

3.1 Project Design / Formulation

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)

[68] The Report length should not exceed *40* pages in total (not including annexes).

[69] UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

[70] Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

ANNEX II: KEY QUESTIONS DRIVING THE ANALYSIS OF DATA

Dimension	Key Questions
Relevance	Were the project's activities relevant for the main beneficiaries? Has the project tackled key challenges and problems? Were cross-cutting issues, principles and quality criteria duly considered/mainstreamed in the project implementation and how well is this reflected in the project reports? How could they have been better integrated? How did the project link and contribute to the Sustainable Development Goals? • To what extent was the project relevant to the strategic considerations of the GoU? • To what extent was the project implementation strategy appropriate to achieve the objectives?
Effectiveness	To what level has the project reached the project purpose and the expected results as stated in the project document (logical framework matrix)? What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?
Sustainability	How is the project ensuring sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.)? Did the project have a concrete and realistic exit strategy to ensure sustainability? Were there any jeopardizing aspects that have not been considered or abated by the project actions? In case of sustainability risks, were sufficient mitigation measures proposed? Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the

	capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?
Impact	Is there evidence of long lasting desired changes, in which aspects? Has the project appropriately reached its target groups? How did the project contributed to (more) sustainable management of natural resources? Is there evidence that institutional systems/mechanisms are in place which: 1) Supports further capacity development at the national and local level; and 2) Promotes sustainable and inclusive development
Efficiency	Have the resources been used efficiently? How well have the various activities transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan) Were the management and administrative arrangements sufficient to ensure efficient implementation of the project?
Stakeholders and Partnership Strategy	How has the project implemented the commitments to promote local ownership, alignment, harmonization, management for development results and mutual accountability?
Theory of Change or Results/Outcome Map	Is the Theory of Change or project logic feasible and was it realistic? Were assumptions, factors and risks sufficiently taken into consideration?

ANNEX III: INTERVIEW PROTOCOL

For each interview obtain the following information of all the people who were part of the meeting

Name of Interviewee	Title, Department	Institution
Date of Interview	Time	Location
Other Persons present/title	Team members present	

Below is the list of indicative questions which we need to answer for the evaluation. Depending on who we interview, we need to choose among the questions below the suitable ones to ask (particularly given that we have normally just around 1 hour for each interview). For example, with implementation partners of specific projects, we may want to focus on part A and some additional questions in other parts as appropriate. For donors and other development partners we may want to focus on part B.

1. EFFECTIVENESS:

1.1. To what extent has the project **achieved its expected objectives**? Were all the planned project outputs and outcomes achieved? What were the **key results achieved** (Please describe, in particular, what **"changes"** have been brought about by the project)?

1.2. Were there any key results not achieved and why? Were there any positive or negative unintended results?

1.3. What was the quality of the deliverables, e.g. policy papers, analyses, SD Strategy, pilot projects, trainings, etc.?

1.4. Do you think that all the strategies and plans that were supported will be implemented? Do you think that for projects like this there should be more focus on implementation?

1.5. What were the major **factors contributing** to the achievements of this project? What were the **impeding factors**?

1.6. **Partnerships**: Who were the partners in implementing the project? In your view, how effective has UNDP been in using its partnerships (e.g., UN and other development partners; private-sector; CBOs; CSOs)?

1.7. To what extent were government counterparts engaged and interested in the project activities? What roles did they play? Can you mention specific government actors and specific roles they played?

1.8. UNDP's role in **policy guidance**: Has UNDP provided upstream policy advisory services in this project? To what extent was this project able to affect policy change? If yes, can you mentioned some specific examples? What is the implication of such policy change to the country?

1.9. In what ways can UNDP strengthen its policy advisory role (what worked and what didn't work; why)?

2. RELEVANCE:

2.1. To what extent do you think the project objectives were in **alignment with country needs and national priorities, policies or strategies**? How about in terms of the **local needs**?

2.2. How was the work conducted under this project connected to the broader reform agenda that is under way now in Ukraine? Was it integrated with the existing reform architecture led by the Presidential Administration? Please provide specific examples.

2.3. Was the work of this project sufficiently focused on the sub-national (local) level? Do you see these types of projects being more useful at the national or sub-national levels?

2.4. To what extent were the **approaches taken by the UNDP** appropriate in terms of the project **design and 'focus**,' and the balance between **upstream and downstream** efforts?

2.5. How coherent was the project in terms of how it fit with the policies, programmes and projects undertaken **by other development partners** (such as the WB, EU, and other bilateral agencies)?

3. EFFICIENCY:

3.1. **Managerial and operational efficiency**:

a) Has the project been implemented **within expected dates, costs estimates**? Explain **'factors'** influencing the level of efficiency.

b) Has the project management taken prompt actions to solve implementation and other operational issues? What was **project management structure** (incl. reporting structure; **oversight** responsibility)?

c) How adequate were the Project Management arrangements put in place at the start of the project? Did the project display effective adaptive management?

d) What were the implications of the project's organizational structure for the its results and delivery?

3.2. **Progammatic efficiency:**

a) Were the financial resources and approaches envisaged appropriate to achieving planned objectives? Was there a 'good' mix of upstream and downstream efforts to maximize the results?

b) Were the resources focused on a set of activities that were expected to produce significant results (**prioritization**)? Has the project achieved 'value for money'?

c) Has the project followed any known 'best practices'?

d) Were there any efforts to ensure 'synergies' with other projects within UNDP (and those of other partners)? Explain results, and contributing factors.

3.3. What could have been done to improve the overall efficiency of the project?

4. SUSTAINABILITY:

4.1. To what extent are **project benefits likely to be sustained** after the completion of the project? What are the supporting/ impeding factors?

4.2. What are the risks that are likely to affect the persistence of project outcomes?

4.3. What plans were put in place to ensure the continuity of the efforts (e.g., funding, technical capacity)? Has there been an **exit strategy** that describes these plans?

4.4. Do you think that the various key stakeholders see that it is in their interest that the project benefits continue to flow?

4.5. Would you want to see this project extended in its current form or some other form?

4.6. Do you think a project like this would be useful in promoting the achievement of SDGs in Ukraine?

B. ASSESSMENT OF THE PROJECT'S STRATEGIC POSITIONING

5.1. To what extent has the project been **responsive** to meeting the needs of the country?

a) How responsive was the project to changes in development priorities (handling the transition following the Maydan event)?

b) To what extent has the project been able to adapt its ongoing programme to take into account the conflict realities and sensitivities (in Donbas)?

c) To what extent has UNDP been able to adjust its implementation approach specifically to respond to the challenges created by the crisis? To coordinate and create links between EE and sustainable development?

5.2. To what extent has the project been able to **integrate the concept of sustainable development** in the policymaking process in Ukraine (design, allocation of resources and implementation)? Examples?

5.3. To what extent has the project been able to broker **South-South cooperation** (i.e., adopt lessons and best practices available in other countries, and share its own with others, for mutual learning). Examples?

5.4. What **was the comparative advantage of** UNDP in the area of sustainable development, when compared to other actors in the same area?

- To what extent has UNDP been able to provide **technical guidance**, and knowledge?
- What are UNDP's **comparative strengths**, vis-à-vis other development partners, if any?
- To what extent do UNDP have the skills and expertise needed to support this area in Ukraine?

5.5. To what extent has the project been able to establish **partnerships and networks** with relevant partners and build strategic alliances in supporting key national priorities in the sustainable development area?

5.6. What do you think would be the **role of UNDP in helping Ukraine planning for, implementing strategies to achieve and/or monitor progress towards the Sustainable Development Goals?**

C. OTHER ISSUES

Are there any issues that you would like to raise about the project's performance that have not been covered in this interview?

ANNEX IV: ITINERARY AND THE LIST OF STAKEHOLDERS INTERVIEWED FOR THIS EVALUATION

Date	Institution	Persons	Remarks
13.12.2017 12.00	Min of Ecology and Natural Resources	Yurii Kolmaz Head, Division of Land Protection National Focal point for UNCCD	Mr. Yurii Kolmaz has participated in the Project Meetings and discussions of the Project's outputs. As a national Focal Point for UN CCD, he ensured approval of the Draft National Plan to Combat Land Degradation and Desertification
10.12.2017 13.45	Min of Ecology and Natural Resources	Sergiy Gubar Deputy Director, Department of Nature Resources Protection National Focal point for UN CBD	Mr. Gubar has participated in the Project Meetings and discussions of the Project's outputs related to preservation of biodiversity
08.12.2017 19.00	National Academy of Public Administration at the President of Ukraine	Sergii Romaniuk Doctor of Sciences, Professor Director of the High School of Public Administration	Mr. S.Romaniuk was involved in the Project as an expert in the educational component
13.12.2017 9.30	NGO	Antonina Yerysheva, NGO 'Civil Energy', Kyiv	Mrs. A.Yerysheva has participated in the Project Meetings and discussions of the Project's outputs related to National policies analyses and SD Strategy development
24.11.2017	NGO	Andrii Demyndenko Global Water Partnership	Mr. A.Demydenko has participated in the Project Meetings and discussions of the Project's outputs related to SDGs (water issues)
12.12.2017 10.00	NGO Grant Recipients	Maria Galimova Head, Interregional Center of Scientific Studies and Expertise, NGO	Mrs. M.Galimova was involved in the Project as a Leader of the Grant Recipient NGO (NGO has implemented the Project "Restoration of Lands Deteriorated by Illegal Nature Resources Extraction")
12.12.2017 11.00	NGO Grant Recipients	Oxana Kokhaniuk Head, All-Ukrainian Charitable Organization	Mrs. O.Kokhaniuk was involved in the Project as a Leader of the Grant Recipient

		"Association for the new Generation"	NGO (NGO has implemented the Project "Establishment of the Center to Promote Renovation of the Eastern Ukraine on the Sustainable Development Principles")
15.12.2017 17.00	Academia National Academy of Agrarian Sciences Kyiv	Oleksandr Tarariko Head Scientific Researcher, Academician of National Academy of Agrarian Sciences, Head of Department Research Institute of Agroecology	Mr. O. Tarariko was involved in the Project as an expert in the field of Land protection and sustainable use (SWOT analysis of national agrarian policy, SDGs)
09.12.2017 10.30, 17.00	Academia Sumy State University, Sumy	Leonid Melnyk Doctor of Sciences (Economics), Professor Head of Economics Department	Prof. L.Melnyk was involved in the Project as an expert in the field of sustainable development. Participated in regional consultations on SDGs and National SD Strategy
29.11.2017 13.20	Academia State Autotransport Institute of Research and Design	Alla Novikova Doctor of Sciences (Economics) State Autotransport Institute of Research and Design (Ministry of the Infrastructure of Ukraine)	Dr. A. Novikova was involved in the Project as an expert in the field of Transport policy (SWOT analysis of national transport policy, SDGs)
08.12.2017 17.00	Academia National University of Bioresources and Nature Use	Volodymyr Bogoliubov Doctor of Technical Sciences, Professor Head of Ecology Department	Prof. V.Bogoliubov was involved as an expert and participated in the Project Meetings and discussions of the Project's outputs related to SD Education, SDGs, National SD Strategy
09.12.2017 17.00	Expert	Gennadii Marushevskyi Candidate of Sciences (Philosophy) Chief Scientific Researcher Institute of Geography, National Academy of Sciences of Ukraine	Lead project expert on public governance
15.12.2017 16.10	Expert	Leonid Rudenko Doctor of Sciences, Professor, Academician Director of the Institute of Geography, National Academy of Sciences of Ukraine	Lead project expert, Team Leader, National SD Strategy and Action Plan Development
14.12.2017 18.20	Expert	Ievgen Khlobystov Doctor of Sciences (Economics), Prof.	Lead project expert (SWOT and GAP analysis of sectoral policies of the Ministry

		Director of the Department, Institute of Economics of Nature Resources Use and Sustainable Development, National Academy of Sciences of Ukraine	of Economic Development and Trade of Ukraine; contributed to the National Action Plan for the SD Strategy of Ukraine).
16.12.2017 15.50	Expert	Tetiana Tymochko Head, NGO "All-Ukrainian Environmental League"	Lead project expert, Team Leader
01.12.2017 11.50	Expert	Olena Rakoid Candidate of Agrarian Sciences, Chief Researcher Scientific Correspondent on UNCCD in Ukraine Research Institute of Agroecology National Academy of Agrarian Sciences Kyiv	Mrs. O.Rakoid has reviewed SWOT/GAP analyses reports participated in the Project Meetings and discussions of the Project's outputs
14.12.2017	UNDP CO	Marcus Brand Head of Strategic Unit	
14.12.2017	UNDP CO	Matthew Kriteman Partnerships Officer	
14.12.2017	UNDP CO	Sofia Avdeitchikova Advisor on SDGs	
14.12.2017	UNDP CO	Vitaliy Kuchynsky M&E Analyst	
14.12.2017	UNDP CO	Nguyen Thi Ngoc Van Deputy Country Director (Programme), a.i.	
14.12.2017	UNDP CO	Olena Maslyukivska-Samberg Programme Analyst – Environment and Sustainable Development Portfolio	
14.12.2017	UNDP/GEF 'Rio Conventions' Project	Kateryna Korvin-Piotrovska Project Manager	

ANNEX V: PROJECT'S RESULTS FRAMEWORK

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Long-term goal: To catalyze Ukraine's implementation of the three Rio Conventions on a strengthened policy and institutional sustainable development baseline					
Project objectives: A. To integrate principles and obligations of the three Rio Conventions into Ukraine's national policy framework B. To strengthen key institutional and individual capacities to implement policies, plans, and programmes that deliver global environmental benefits	**Outcome indicators:** ▪ Rio Convention obligations are an integral part of the Sustainable Development Strategy ▪ SDS Roadmap is an overarching plan of action for the environmental and sectoral action plans ▪ The Government of Ukraine and a wide range of stakeholders systematically review natural resource and environmental policies in a holistic manner in line with Rio Conventions requirements. ▪ Recommended reforms and restructuring per the SDS are presented for parliamentary consideration	▪ There is no overarching policy that links the Rio Conventions w/in the framework of national sustainable development ▪ Requirements of the Rio Conventions are not effectively integrated into sectoral legislation ▪ There is little inter-ministerial coordination on the implementation of natural resource and environmental policies. ▪ Policy interventions often result in overlap, duplication of effort, and weak implementation. ▪ There is limited stakeholder involvement in the consultative process that informs policy-making.	**By the end of the project:** ▪ A draft Sustainable Development Strategy has been approved by the Cabinet of Ministers and ready for Parliamentary consideration for adoption ▪ A draft SDS Roadmap has been approved by the Cabinet of Ministers ▪ There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff ▪ There is a minimum of 15% increase in the appreciation of the Rio Conventions among the general public ▪ There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its Roadmap	▪ Meeting Minutes[71] ▪ Working Group meeting reports ▪ UNDP quarterly progress reports ▪ Independent mid-term and final evaluation reports ▪ Rio Convention national reports and communications ▪ GoU and local self-government bodies decisions ▪ GEF Cross-Cutting Capacity Development Scorecard ▪ Statistical analyses of surveys carried out under activities 2.1.1 and 3.3.1	▪ Central and regional government ministries and authorities maintain political commitment to the formulation and implementation of the Sustainable Development Strategy ▪ The project will be executed in a transparent, holistic, adaptive, and collaborative manner ▪ Non-state stakeholder representatives, in particular project champions, remain active participants in the project ▪ Policy and institutional reforms and modifications recommended by the project and the SDS are politically, technically, and financially feasible

[71] Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Outcome 1: Policies and institutions catalyze the mainstreaming of the Rio Convention principles and obligations into sectoral policies					
Output 1.1 SWOT and Gap analysis of Ukraine's policy framework and institutional implementation of Rio Conventions	▪ Analytical framework report for Rio Convention mainstreaming ▪ Eight (8) sectoral analytical reports containing detailing opportunities for mainstreaming Rio Conventions ▪ At least 10 peer review comments submitted for each sectoral analysis ▪ High quality rating of all eight completed sectoral analyses rated by peer review experts[72] ▪ Each constituent public dialogue/ council is attended by at least 50 diverse representatives from the target stakeholder constituency	▪ 2007 NCSA Thematic and Cross-Cutting Assessments ▪ Sectoral assessments undertaken for specific ministries ▪ Relevant assessments and analyses are no longer current due to policy and institutional changes in the past year and the October 2012 elections	▪ At least 50 experts agree to be peer reviewers by month 3[73]. ▪ An inventory of action plans to implement Rio Conventions and sectoral programmes is prepared by month 3 ▪ Analytical framework for Rio Convention mainstreaming completed by month 6 ▪ Eight (8) SWOT and Gap analyses on the selected eight sectors drafted by month 8 ▪ Analyses made widely available to all stakeholders w/in 4 weeks of their completion ▪ Four public stakeholder constituent meetings held by month 10 to review sectoral reports	▪ Analytic reports ▪ Meeting minutes ▪ Tracking and progress reports[74] ▪ Peer review ratings ▪ Number of downloads from Internet ▪ Public stakeholder constituent meeting participation lists	▪ Policy recommendations and legislative reforms are politically, technically, and financially feasible ▪ Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions

[72] Each analysis will be circulated for peer review to at least eight (8) national and two (2) international experts, who will use a set of 12 criteria to rate the analyses on a scale of 1 to 5.

[73] Target dates are by the month after project implementation

[74] Tracking and progress reports include UNDP Quarterly Reports, Annual Performance Reports (APRs), and Project Implementation Reports (PIRs). Each output will be tracked by a report that records the activities and milestones of each output using tools such as Gantt or PERT charts.

Output 1.2: Draft Sustainable Development Strategy articulates a holistic vision and programmatic approach to policy and legislative reforms that catalyze Rio Convention implementation[75]	▪ Draft SDS is prepared ▪ Key stakeholders actively participated in the drafting of the integrated SDS ▪ Assessment report of guidelines, tools, and resources to facilitate implementation of sectoral policies, plans, and programmes and legislation ▪ Official Endorsement of recommended policy and legislative reforms by independent experts, decision-makers, and key stakeholder representatives ▪ At least 20 peer review comments submitted from diverse independent experts ▪ High quality rating of draft SDS by peer review experts[76]	▪ Environmental legislation is extensive but not cohesive and sometimes conflict with other legislation ▪ Rio Conventions obligations are not effectively integrated within national legislation ▪ Commitment to Rio Convention provisions are not evident ▪ A draft of the SDS exists, but does not fully integrate Rio Convention provisions ▪ The draft SDS was not carried out to sufficiently engage and secure endorsement of all key stakeholders ▪ Draft SDS, though considered by the Cabinet of Ministers, was not considered by Parliament	▪ Two expert workshops are convened to draft the SDS between months 12 and 17 ▪ Draft SDS that provides a vision for mainstreaming Rio Conventions into sectoral policies, plans, programmes and legislation completed by the NASU by month 18 ▪ Annotated outline of guidelines, tools and resources for SDS implementation completed by month 18 ▪ Four public stakeholder constituent meetings on the draft SDS held by month 19 ▪ SDS concept prepared and submitted for parliamentary consideration by month 22	▪ Formal communications ▪ Meeting minutes ▪ Tracking and progress reports ▪ Draft and final versions of the SDS ▪ Meeting minutes ▪ NASU decisions and resolutions ▪ Tracking and progress reports ▪ Letters of support from key regional, and national authorities ▪ Parliamentary journals	▪ A consensus on recommended policy and legislative reforms among all stakeholders is realistic ▪ Ministries and Parliament consider policy and legislative recommendations to mainstream Rio Conventions ▪ NASU remains an independent authority of highest quality expertise ▪ GoU remains politically committed to the SDS and facilitates its development and approval ▪ Ministries and Parliament agree to schedule review and parliamentary hearing consider SDS

[75] Although the Sustainable Development Strategy is considered a draft and will not be ready for Parliamentary consideration until month 26
[76] The same rating criteria used for the sectoral analyses of output 1.1 will be used (12 criteria ranked on a scale of 1 to 5)

Outcome 2: **Capacities developed to implement Rio Conventions through national and regional SDS implementation**					
Project Strategy	**Objectively verifiable indicators**			**Sources of verification**	**Risks and Assumptions**
	Indicator	**Baseline value**	**Target value and date**		
Output 2.1: Learn-by-doing mainstreaming of Rio Conventions into selected sectoral policies, plans, programmes, and legislation at the regional, national, and local levels	▪ Four sets of high priority Rio Convention mainstreaming recommendations from the eight sectoral analyses are selected for targeted implementation at the regional, national, and local levels ▪ All selected Rio Convention mainstreaming recommendations are completed within a 12 month period ▪ Independent evaluation of targeted mainstreaming activities, best practices, and lessons learned	▪ Current programmes for regional economic development are not sustainable and do not adequately take into account national or international environmental priorities or obligations	▪ Rio Convention awareness survey of ministry and agency staff completed with N>200 respondents by M 3 ▪ Statistical analysis of survey results completed month 5 ▪ Assessment of training needs assessment report completed by month 9 ▪ Four (4) high priority recommendations, one each from the sectoral analyses, selected for early implementation by month 10 ▪ Training programme on selected sectoral mainstreaming activities is drafted, peer reviewed, and approved by month 13 ▪ Four (4) sets of Rio Convention mainstreaming activities under implementation at the regional or local level by month 14 and completed by month 19 ▪ Lessons learned and best practice report prepared on targeted regional Rio Convention mainstreaming activities completed by month 21	▪ Sectoral analyses report (Output 1.1) ▪ Meeting minutes ▪ Tracking and progress reports ▪ Letters of support from key local, regional, and national GoU officials	▪ Local self-government bodies and regional departments of the line ministries are committed to project goals and will support SDS implementation

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	**Baseline value**	**Target value and date**		
Output 2.2: Draft SDS Roadmap for the effective integration and institutionalization of Rio Convention provisions into sectoral policies, plans, programmes, and legislation	▪ Draft SDS Roadmap document is prepared ▪ SMART indicators to measure SDS Roadmap implementation are developed ▪ Specific structures and arrangements for national SDS implementation are recommended for regional and central government consideration ▪ At least 20 peer review comments submitted from diverse independent experts ▪ High quality rating of draft SDS Roadmap by peer review experts[77]	▪ There is no systematic approach or institutional procedures to integrate environmental conservation priorities and Rio Convention provisions into socio-economic development planning processes ▪ There is no coordination among agencies and ministries to reconcile design and implementation of sectoral plans with Rio Convention provisions ▪ There are a number of donor-funded projects that have and are supporting environmental mainstreaming to conform with EU standards, but a small fraction deal with the Rio Conventions	▪ Preliminary public administration training programme approved by month 9 ▪ Comprehensive public administration training programme approved by month 20 ▪ Draft SDS roadmap is completed by month 22 ▪ At least 50 representatives from the main stakeholder constituencies actively consulted on the draft roadmap ▪ Draft SDS roadmap is endorsed and validated by a consensus of key stakeholder representatives by month 23 ▪ Draft SDS roadmap is considered by Cabinet of Ministers and Parliamentarians by month 26	▪ Draft SDS Roadmap ▪ Meeting minutes ▪ Tracking and progress reports ▪ Letters of support from key non-state stakeholders ▪ Official letters of endorsement from regional and central government authorities	▪ Best practices related to the SDS from other countries are appropriately adapted for replication in Ukraine ▪ GoU officials at all levels remain committed to institutional reforms that may call for staff redistribution and/or redundancy ▪ Agents of SDS implementation fully absorb the training provided by the project in output 2.3 ▪ Pilot implementation of SDS is overall successful

[77] The same rating criteria used for the sectoral analyses of output 1.1 will be used (12 criteria ranked on a scale of 1 to 5)

Outcome 3:	**Enhanced awareness and understanding of the environment's contribution to socio-economic development, with particular reference to the Rio Conventions**				
Project Strategy	**Objectively verifiable indicators**			**Sources of verification**	**Risks and Assumptions**
	Indicator	**Baseline value**	**Target value and date**		
Output 3.1: Kick-Off Conference	▪ One-day Kick-Off Conference raises high profile of Rio Convention mainstreaming into sectoral policies, plans, programmes, and legislation through a series of eight (8) sectoral panel discussions	▪ As a follow-up to Rio+20, Ukraine will be organizing an annual conference to promote national action to its follow-up. However, this will likely take place before this project can be included among the activities. Also, a separate conference would give a higher profile of the need for Rio Convention mainstreaming. A half-day special event will be organized during the Rio+20 Conference to promote the project (non-GEF funds)	▪ One-day Kick-Off Conference is held by month 3 ▪ Eight (8) expert panel discussions present the value of Rio Convention mainstreaming (Concurrent panel discussions) ▪ Over 240 participants attend the Kick-Off Conference ▪ At least 30 participants attend each of the panel discussions	▪ Conference registration lists ▪ Expert panelist participation ▪ Meeting minutes ▪ Tracking and progress reports	▪ Participation to the conference assumes that most all stakeholders will attend the conference ▪ Concurrent panel discussions will not significantly limit conference attendance ▪ Conference will further enhance support for Rio Convention mainstreaming
Output 3.2: Broad-based survey on public awareness	▪ Analysis of the Ukraine's awareness and understanding of the link between environment and development (report) ▪ Improved awareness and understanding of the value of mainstreaming Rio Conventions within sectoral policies, plans, programmes and legislation	▪ Awareness and understanding of the Rio Conventions have improved in the past year as a result of Rio+20. However, environmental issues in the Ukraine remain to be seen as a separate sector, with marginal policy influence on socio-economic development priorities	▪ Two broad-based surveys are carried out, the first by month 3 and the second by month 30 ▪ At least 500 survey respondents participate in the survey ▪ Statistical and sociological analyses (2x) of survey results completed by month 5 (baseline) and month 32	▪ Survey instrument ▪ Survey responses ▪ Statistical and sociological analysis reports (2x)	▪ Survey respondents contribute their honest attitudes and values ▪ Changes in awareness and understanding of Rio Convention mainstreaming can be largely attributed to project activities (survey questionnaire can address this issue)

		▪ The most recent relevant survey on Ukraine's environmental attitudes and values was taken in 2005. While it provided useful data, in the advent of Rio+20 this data is out of date.			
Output 3.3: Public awareness campaign	▪ Comprehensive public awareness plan developed to detail the content and distribution of materials and media	▪ In the past year, Ukraine has been carrying out a number of activities to promote environmental consciousness in conjunction with Rio+20, among other MEAs. However, these have focused on specific thematic issues	▪ Programme of work on public awareness and advocacy activities developed in cooperation with partner development agencies completed by month 4 ▪ Suite of public awareness activities underway by month 5	▪ Public awareness campaign plan ▪ Meeting minutes ▪ Tracking and progress reports	▪ Donor countries and projects implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness
Output 3.4: Public awareness and educational materials	▪ Articles on Rio Convention mainstreaming in popular literature ▪ High school competitions on links between local behaviour and the global environment ▪ High school education modules and accompanying lecture material on the global environment	▪ Articles on the Rio Conventions are being published, but in specialized literature that is largely read by environmental supporters or in the popular literature during crisis events, with few exceptions ▪ Only some high schools currently teach environmental issues once a week, with limited content	▪ At least 18 articles on Rio Convention mainstreaming published in popular literature with high circulation, at least one every 2 months, the first by month 3 ▪ Articles on Rio Convention mainstreaming are also published as brochures, at 100 copies each, and distributed to at least two high value special events, at least 9 by month 20 and at least 18 by month 32 ▪ Project plan for high school competitions on Rio Convention mainstreaming	▪ Published articles ▪ Published brochures ▪ High school competition events (promoted on website of 3.7 and Facebook) ▪ High school education module and accompanying lecture materials ▪ Meeting minutes ▪ Tracking and progress reports ▪ Sensitization workshop reports	▪ Articles published in the popular media will be read and not skipped over ▪ Brochures will be read and the content absorbed ▪ High school competitions and education module will be popular with teachers, students, and their parents ▪ Government and schools will agree to expand environmental studies to a full course and offer in all high schools

			completed by month 8 ▪ High school education module on Rio Conventions and accompanying lecture material are completed by month 8 ▪ At least 10 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 20 ▪ At least 20 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 32		
Output 3.5: Awareness-raising dialogues and workshops	▪ Media awareness workshops on Rio Convention mainstreaming ▪ Expert panel discussions on synergies between Rio Conventions and business ▪ Annual public constituent meetings on Rio Convention mainstreaming ▪ Regional sensitization of Rio Convention mainstreaming and SDS implementation ▪ Increased sensitization and understanding on Rio	▪ Media professionals generally have no special training or understanding of Rio Convention mainstreaming issues ▪ The private sector is primarily focused on traditional approaches to maximizing profits, seeing environmental issues as an added transaction cost that reduces profits ▪ Public dialogues (national platforms) were recently created to discuss key environmental issues, and set up to meet once a year ▪ Regional government	▪ At least five (5) media awareness workshops held, each with at least 20 participating media representatives, the first by month 6 ▪ Three (3) panel discussions, with at least 50 private sector representatives, one held each year, the first by month 7 ▪ At least four regional awareness workshops on Rio Convention mainstreaming and SDS implementation held by month 29, with at least 50 regional government representatives attending	▪ Meeting minutes ▪ Tracking and progress reports ▪ Participant registration lists ▪ Awareness and sensitization workshop reports ▪ Public dialogue meeting reports ▪ Survey results ▪ Newspaper citations	▪ Public attitudes towards environment are not too negative that they are willing to participate in awareness raising activities ▪ There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities ▪ Media representatives and private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives ▪ Participation to the public

	Convention mainstreaming values	representatives are not familiar with approaches to mainstream Rio Convention into regional development ▪ The general public in Ukraine remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities	each ▪ Four (4) public dialogues meetings carried out in year 3 by month 32[78] ▪ By month 32, statistical and sociological analysis of broad-based survey shows at least 20% increase in the understanding of Rio Convention mainstreaming values and opportunities ▪ By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over business as usual forecast		dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help convert their attitudes in a positive way
Output 3.6: Training of government staff on Rio Convention mainstreaming	▪ Comprehensive training programme on Rio Convention mainstreaming integrated within National Academy of Public Administration (NAPU) trainings ▪ Number of government staff and stakeholder representatives that participated actively in learn-by doing Rio Convention mainstreaming through activities 1.2.1, 1.2.2, 2.1.3, 2.1.4, 2.1.5, and 3.3.1 ▪ SDS training workshops carried out at the regional	▪ Low awareness and understanding of government staff on the importance of Rio Conventions to national socio-economic priorities ▪ National Academy of Public Administration provides advanced for government staff, but presently does not include Rio Convention mainstreaming	▪ Comprehensive training programme is completed by month 22 and approved for integration into NAPU's training programme by month 26 ▪ Learn-by-doing activities of activities 1.2.1, 1.2.2, 2.1.3, 2.1.4, 2.1.5, and 3.3.1: ▪ Preparation of draft SDS Roadmap (activities 1.2.1 and 1.2.2) ▪ Structuring of 8 regional Rio Convention mainstreaming priority actions under the sectoral analyses (activity 2.1.3) ▪ Preparation of targeted	▪ Meeting minutes ▪ Tracking and progress reports ▪ Participant registration lists ▪ Workshop reports ▪ Endorsement letters	▪ Political commitment to the SDS will remain sufficiently high to ensure that training on Rio Convention mainstreaming and SDS roadmap will be obligatory within the NAPU's training after the project has ended. ▪ The experience of civil servants and other stakeholders in the learn-by-doing activities for Rio Convention mainstreaming and early implementation of the SDS will be sufficiently rewarding that further interest is generated for sustained and active

[78] Similar public dialogues for the four stakeholder constituents will be carried out in Year 1 under activity 1.1.4 and in Year 2 under activity 1.2.4.

	and national levels ▪ Rio Convention Focal Points endorse SDS implementation		training project (activity 2.1.4) ▪ Active participation in targeted regional Rio Convention mainstreaming exercises (activity 2.1.5) and preparation of public awareness campaign (activity 3.3.1) ▪ All Rio Convention Focal Points endorse SDS and accompanying roadmap for Parliamentary approval by month 26		participation towards the full SDS implementation
Output 3.7: Internet visibility of Rio Convention mainstreaming	▪ Website promotes Rio Convention mainstreaming ▪ Facebook page on Rio Convention mainstreaming	▪ Environment for Ukraine is a current website that is devoted to promoting environmental issues, but does not include information that promotes the linkage between Rio Conventions and socio-economic development	▪ Environment for Ukraine website includes new webpage and introductory articles on Rio Convention mainstreaming by month 3 ▪ Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. ▪ Number of visits to the Rio Convention mainstreaming webpages raises sustained visits to Environment for Ukraine website by at least 10%. ▪ Facebook page created by month 3. At least 3,000 Facebook likes by month 32	▪ Meeting minutes ▪ Tracking and progress reports ▪ Survey results ▪ Website and unique site visits using site meters ▪ Facebook ‘likes’	▪ Interest in environmental issues can be distinguished from rising interest on Rio Convention mainstreaming

ANNEX VI: ANALYSIS OF PROJECT RESULTS

Outcome/Output	Result Indicators	Analysis of Activities
Project objectives A. To integrate principles and obligations of the three Rio Conventions into Ukraine's national policy framework B. To strengthen key institutional and individual capacities to implement policies, plans, and programmes that deliver global environmental benefits	**Outcome indicators** 1. Rio Convention obligations are an integral part of the Sustainable Development Strategy 2. SDS Roadmap is an overarching plan of action for the environmental and sectoral action plans 3. The Government of Ukraine and a wide range of stakeholders systematically review natural resource and environmental policies in a holistic manner in line with Rio Conventions requirements. 4. Recommended reforms and restructuring per the SDS are presented for parliamentary consideration	1. The Sustainable Development Strategy was developed by a working group consisting of leading local experts, brought together and supported by the project. 2. In addition to the NSDS, the project produced a document called the "National Action Plan on the Strategy Implementation by 2020" (otherwise known as the Roadmap) for the short-term implementation of NSDS. This document outlines concrete actions and specific targets for the period until 2020. It is grounded in existing national and sectoral strategies which are budgeted and under implementation, which makes the prescribed activities quite realistic. 3. The working group conducted a wide range of consultations with stakeholders at the national and regional level. The consultative process started in mid-2016 with regional consultations in Odesa, Ivano-Frankivsk, and Kharkiv. National-level consultations followed in Kyiv in December 2016 and involved some 170 participants from all regions and various areas of expertise, including scientists and researchers, local and national authorities, civil society, UNDP experts, and business professionals. The debate on the strategy was intense and highly participatory – overall, it involved more than 300 participants who submitted more than 200 comments. 4. As discussed in the "Adaptive Management" section, the project has submitted the two documents to the Presidential Administration with a suggestion to consider them as the basis for the revision of the existing national sustainable development strategy which expires in 2020.
	Target	1. As stated above, the draft SDS was produced and submitted for comments

Outcome/Output	Result Indicators	Analysis of Activities
	1. A draft Sustainable Development Strategy has been approved by the Cabinet of Ministers and ready for Parliamentary consideration for adoption 2. A draft SDS Roadmap has been approved by the Cabinet of Ministers 3. There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff 4. There is a minimum of 15% increase in the appreciation of the Rio Conventions among the general public **5.** There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its accompanying Roadmap	to all government bodies and the Parliament. The final version was submitted to the Presidential Administration, because when the project was designed in 2013, it could not be foreseen that the President would adopt the SDS in 2015 (without the project's engagement). The likelihood of the adoption of the NSDS-2030 in 2018 is low and may rather happen by 2019. 2. The draft Roadmap (until 2020) was developed and discussed at expert consultations. It outlines concrete actions and specific targets for the period until 2020. It is grounded in existing national and sectoral strategies which are budgeted and under implementation, which makes the prescribed activities quite realistic. 3. Indicators 3-5 are quite general and abstract, so it is difficult to provide a precise assessment of them. But the project did report an increase in the level awareness measured through two surveys – in 2014 and 2017. The results of these surveys are discussed under the "effectiveness" section of this report.
COMPONENT 1		
Output 1.1 SWOT and Gap analysis of Ukraine's policy framework and institutional implementation of Rio Conventions	**Output Indicators** 1. Analytical framework report for Rio Convention mainstreaming 2. Eight (8) sectoral analytical reports containing detailing opportunities for mainstreaming Rio Conventions 3. At least 10 peer review comments submitted for each sectoral analysis	The output was fully delivered in 2015 and 2016. The development of the NSDS was informed by eight sectoral analyses (the so-called SWOT and Gap analyses) conducted by the project in 2015. The eight sectors were Social Protection, Agriculture, Environment & Natural Resources, Urban Development, Economic Development, Education & Science, Transport & Transport Policy, and Energy. Peer-reviewed by more than 80 national experts and discussed widely between line ministries and representatives of civil society, academia and the private

Outcome/Output	Result Indicators	Analysis of Activities
	4. High quality rating of all eight completed sectoral analyses rated by peer review experts[79] 5. Each constituent public dialogue/ council is attended by at least 50 diverse representatives from the target stakeholder constituency **Targets** 1. At least 50 experts agree to be peer reviewers by month 3[80]. 2. An inventory of action plans to implement Rio Conventions and sectoral programmes is prepared by month 3 3. Analytical framework for Rio Convention mainstreaming completed by month 6 4. Eight (8) SWOT and Gap analyses on the selected eight sectors drafted by month 8 5. Analyses made widely available to all stakeholders w/in 4 weeks of their completion 6. Four public stakeholder constituent meetings held by month 10 to review sectoral reports	sector, these sectoral analyses provided policy makers with recommendations on how to strengthen the implementation of the Rio Conventions through improvements in the legislative and institutional framework. The reports were widely disseminated among experts through public discussions for policy makers, private sector, academia and CSOs. At the end of 2017, the project conducted assessments of the implementation of the recommendations that originated from the SWOT and Gap analyses. Since 2014 the project has organized a range of events where Ukraine's shift to sustainable development paradigm was promoted. For example, in September 2015 the project organized in Sloviansk a conference called 'Rehabilitation of Donbas on the Principles of Sustainable Development' which gathered more than 260 participants representing the Ukrainian Parliament, the government, local officials and communities, CSOs, business, academia and international organizations. The agenda covered revival of infrastructure, industries, social services, entrepreneurship, with the emphasis on the fact that the new strategies must ensure balance of economic, social and environmental benefits. In October 2015 the energy service companies (ESCO) from all over Ukraine appreciated the opportunity to participate in a round table organized by the project to discuss current issues related to their operation in Ukraine. The companies exchanged their views on the ways to tackle issues such as regulatory, legal and other barriers. Upon the request of GoU, the project provided expert support for selected reforms in the energy sector, infrastructure, natural resources management sector. The consultants hired by the project advised to the

[79] Each analysis will be circulated for peer review to at least eight (8) national and two (2) international experts, who will use a set of 12 criteria to rate the analyses on a scale of 1 to 5.
[80] Target dates are by the month after project implementation

Outcome/Output	Result Indicators	Analysis of Activities
		Government on how to implement recommendations provided in the reports on SWOT and Gap analyses.
Output 1.2: Draft Sustainable Development Strategy articulates a holistic vision and programmatic approach to policy and legislative reforms that catalyze Rio Convention implementation[81]	**Output Indicators** 1. Draft SDS is prepared 2. Key stakeholders actively participated in the drafting of the integrated SDS 3. Assessment report of guidelines, tools, and resources to facilitate implementation of sectoral policies, plans, and programmes and legislation 4. Official Endorsement of recommended policy and legislative reforms by independent experts, decision-makers, and key stakeholder representatives 5. At least 20 peer review comments submitted from diverse independent experts 6. High quality rating of draft SDS by peer review experts[82] **Targets** 1. Two expert workshops are convened to draft the SDS between months 12 and 17	The NSDS was developed by a working group consisting of leading local experts, brought together and supported by the project. The working group conducted a wide range of consultations with stakeholders at the national and regional level. The consultative process started in mid-2016 with regional consultations in Odesa, Ivano-Frankivsk, and Kharkiv. National-level consultation followed in Kyiv in December 2016 and involved some 170 participants from all regions and various areas of expertise, including scientists and researchers, local and national authorities, civil society, UNDP experts, and business professionals. The debate on the strategy was intense and highly participatory – overall, it involved more than 300 participants who submitted more than 200 comments.[83] In addition to the NSDS, the project produced a document called the "National Action Plan on the Strategy Implementation by 2020" (otherwise known as the Roadmap) for the short-term implementation of NSDS. This document outlines concrete actions and specific targets for the period until 2020. It is grounded in existing national and sectoral strategies which are budgeted and under implementation, which makes the prescribed activities quite realistic. As has already been mentioned, the strategy and the accompanying action plan have not been approved by the authorities yet. The project has submitted the two documents to the Presidential Administration with a suggestion to consider them as the basis for the revision of the existing national sustainable development strategy which expires in 2020.

[81] Although the Sustainable Development Strategy is considered a draft and will not be ready for Parliamentary consideration until month 26
[82] The same rating criteria used for the sectoral analyses of output 1.1 will be used (12 criteria ranked on a scale of 1 to 5)
[83] More information on the consultative process around the NSDS can be found here: http://sdg.org.ua/images/-2016_SDGs_Ukraine_expert_opinion_eng.pdf.

Outcome/Output	Result Indicators	Analysis of Activities
	2. Draft SDS that provides a vision for mainstreaming Rio Conventions into sectoral policies, plans, programmes and legislation completed by the NASU by month 18 3. Annotated outline of guidelines, tools and resources for SDS implementation completed by month 18 4. Four public stakeholder constituent meetings on the draft SDS held by month 19 5. SDS concept prepared and submitted for parliamentary consideration by month 22	Another important part of this project's results has been the large amount of work done around the SDGs. This work took place at different levels. First, the project helped the government adapt the SDGs to Ukraine's context by identifying relevant goals and targets through a nationally-driven consultative process. The technical work was conducted by 32 expert groups led by MEDT and involved more than 800 leading experts from various ministries and government departments, UN agencies in Ukraine, international organizations, the business community, the expert community and civil society. Local consultations facilitated by UN agencies took place in 10 oblasts and included representatives of central executive authorities, regional state administrations, local government, communities, international organizations, expert community, public organizations and civil society institutions (the project contributed to two consultations). The result of this extensive consultative process was a report released by MEDT and called "Sustainable Development Goals: Ukraine" which established a baseline and benchmarks for Ukraine to achieve the 17 SDGs in its own way. The baseline and benchmarks adopted by the government through this process were subsequently incorporated into the NSDS and the Roadmap, thus constituting the baseline of Ukraine's sustainable development strategy (when officially approved). This baseline consists of a system of 86 national development targets and 172 related indicators, providing a solid quantitative basis for further planning and monitoring of Ukraine's progress on the achievement of SDGs.[84] Another important process that underpinned the development of the NSDS was the Rapid Integrated Assessment (RIA) [85] of SDGs. The project conducted RIA to determine their relevance to the country context, both at the national and

[84] The document was also meant to inform the elaboration of the new "Five-year GoU - UN Development Cooperation Framework".
[85] This is a customized tool developed by UNDP to aid countries to assess their readiness to implement the SDGs. The tool has been applied in over 25 countries. More information can be found here: https://undg.org/sdg_toolkit/rapid-integrated-assessment-ria-tool/

Outcome/Output	Result Indicators	Analysis of Activities
		subnational level, and interlinkages across targets. The assessment reviewed the national, sectoral and regional development plans, strategies and programmes and provided an indicative overview of the level of their alignment with SDG targets. It also identified the potential need for multi-sectoral coordination around the achievement of specific SDG targets and proposed recommendations about policies that needed to be improved and target indicators that needed to be revised. Another important activity was related to the mapping of statistical data available in Ukraine with the aim of aiding the monitoring of progress on the achievement of SDGs. National statistics lacked a range of measurable indicators relevant for this purpose, thus the project identified these gaps and proposed alternative solutions. The project also organized a number of conferences at the national and regional level on the mainstreaming of SDGs and Rio Conventions into sectoral policies, plans, programmes and legislation.
COMPONENT 2		
Output 2.1: Learn-by-doing mainstreaming of Rio Conventions into selected sectoral policies, plans, programmes, and legislation at the regional, national, and	**Output Indicators** 1. Four sets of high priority Rio Convention mainstreaming recommendations from the eight sectoral analyses are selected for targeted implementation at the regional, national, and local levels 2. All selected Rio Convention mainstreaming recommendations are completed within a 12	To demonstrate in practical terms the benefits of mainstreaming of Rio Conventions and implementing SDGs, the project supported three regional pilots in 2016. These were short-term initiatives with a focus on achieving practical results in the implementation of community life quality positive change in the context of integrating the provisions of Rio Conventions into the national legislation of Ukraine. Two initiatives were aimed at establishing Centers of Best Practices of Sustainable Development - one in Eastern Ukraine (Donetsk,

Outcome/Output	Result Indicators	Analysis of Activities
local levels	month period 3. Independent evaluation of targeted mainstreaming activities, best practices, and lessons learned **Targets** 1. Rio Convention awareness survey of ministry and agency staff completed with N>200 respondents by month 3 2. Statistical analysis of survey results completed month 5 3. Assessment of training needs assessment report completed by month 9 4. Four (4) high priority recommendations, one each from the sectoral analyses, selected for early implementation by month 10 5. Training programme on selected sectoral mainstreaming activities is drafted, peer reviewed, and approved by month 13 6. Four (4) sets of Rio Convention mainstreaming activities under implementation at the regional or local level by month 14 and completed by month 19 **7.** Lessons learned and best practice report prepared on targeted regional Rio Convention mainstreaming activities completed by month 21	Luhansk regions), and the other in Central Ukraine (Vygraiv Village, Korsun-Shevchenkivsky District, Cherkasy Region). The third initiative targeted the restoration of land affected as a result of illegal extraction of mineral resources in valuable natural preserves (Olevsk District, Zhytomyr Region). The average duration of the pilot initiatives was 8 months, and the budget of each did not exceed 50,000 USD. They were administered through the GEF Small Grants Programme, which ensured compliance with GEF regulations and procedures. ***1. Center of Best Practices for Sustainable Development*** Grant Recipient: NGO "All-Ukrainian Ecological League" Budget: 48,800 US$ from the project and 12,717 US$ provided as co-financing by local partners. Partners: Korsun-Shenchekiv Rayon Administration; Cherkasy Oblast Administration, Kyiv Mohyla Academy, Charkasy State Technologiy University, local NGOs. The initiative supported the establishment of the "Center of Best Practices for Sustainable Development" on the basis of the rural school in Vyhraiv village, in the Cherkasy region. The center 's mission is to provide information on matters related to sustainable development and showcase the integration of Rio Conventions into local policies and programmes. The main achievements of this initiative were: • Demonstration of the benefits of sustainable living of communities, a model of «green office» involving the set-up of a specialized classroom introduced; operating model 'Dry toilet' established; «Composting» working model organized;

Outcome/Output	Result Indicators	Analysis of Activities
		• Reduction of negative impact on biodiversity near protected areas: setup of the site for introduction of snowdrop to restore the only plain population of the species in the territory of the complex nature monument of national importance «Kholodny Yar»; • Organized ecological trail to promote knowledge about the protection, restoration of • ecosystems; • Introducing innovative approaches and use of renewable energy sources: installation of demonstration model of the PV panel, a demonstration model of solid fuel boiler, energy-efficient lighting system in the building and in the center, planting a demonstration plot with energy willow. ***2. Center for Restoring Ukraine's Eastern Regions on the Principles of Sustainable Development*** Grant Recipient: All-Ukrainian Charitable Organization 'Association for New Generation 'Leleka' Budget: 49,200 US$ from the project and 12,500 US$ provided as co-financing by local partners. Partners: Donetsk Oblast Administration; National Natural Preserve 'Sviati Gory'; 'Eastern Ukrainian Environment Institute', City Council in Sviatogirsk This initiative supported the establishment of the Center for Restoring Ukraine's Eastern Regions on the Principles of Sustainable Development whose purpose is to enhance decision making in the development and implementation of local programs and plans of territories affected by the military conflict in Eastern Ukraine. The initiative consisted of 2 components: 1) research, analytical and informational activities to assist the local communities in developing and implementing the projects under the state fund of regional development in

Outcome/Output	Result Indicators	Analysis of Activities
		compliance with provisions of Rio Conventions; 2) demonstration of best models of sustainable practices in communal and social sectors. Achievements: • A pilot program of sustainable development of Svyatogirsk was developed (for further replication and utilization by other cities of Donetsk and Luhansk regions); • Building the infrastructure affected by the armed conflict in Donbas (monitoring of water and biota in the Siversky Donets river and prepared proposals for the rehabilitation of the river basin; equipped football field of School #7, Sloviansk, Donetsk region; a pilot project implemented on the separate collection of household waste in Aleksandrivka, Donetsk region, restored ecological path in the «Holy mountains» park); • Support the Expert Advisory Panel to provide citizens with information on international, national and local programs on energy saving, starting their own small businesses is organized; • Organized four workshops for small and medium businesses, farmers, teachers, heads of rural communities; 2 regional round tables «Local community partnership for recovery on the principles of sustainable development «, 2 study visits to exchange experiences on creating conditions for sustainable development and providing communities in Lviv, Kyiv. • Developed and distributed information and educational materials on innovative approaches and use of renewable energy, sustainable living of communities, basics of organic farming, creating an integrated system of waste management. Special attention was paid to gender issues, in particular the «Business Women of Donbas» club was established to support the business and social initiatives of women, the activity of «University of the Third Age» was supported. ***3. Re-cultivating lands degraded due to illegal extraction of minerals on environmentally valuable areas***

Outcome/Output	Result Indicators	Analysis of Activities
		Grant Recipient: Interregional Center of Scientific Expertise, Attestation, Certification, Pasportisation and Personnel Policy Budget: 39,000 US$ from the project and 10,000 US$ provided as co-financing by local partners. Partners: Polissia Natural Preserve; Olevsk Rayon Council; construction company 'Eterna'; Zhytomyr State University of Technology; Institute of Agroecology and Nature by the NAS, NGOs The initiative aimed at restoring the lands degraded as a result of extraction of minerals near Ubort river (Olevsk rayon, Zhytomyr oblast). The illegal extraction of amber is an acute and pressing problem for the Polissia region causing irreparable environmental damage. Amber extraction sites are turned into sand and dug careers which results in soil erosion and destruction of hundreds of hectares of forest. The ecosystem in the amber mining areas is devastated with self-renewal only possible after several decades. In addition, the surrounding population is not sufficiently informed about the negative consequences of illegal extraction and exhibits consumer-like attitude to Polissia's natural resources. Restoration is important because the Polissia forests are a unique natural heritage. They perform important climatic and habitat forming functions and have both natural and resource value. As Party to the Convention on Biological Diversity, Ukraine is obliged to take measures for the rehabilitation and restoration of degraded ecosystems and promote the recovery of endangered species. The project consisted of 3 components: 1) restoring the degraded land; 2) raising public knowledge of the valuable nature of Polissia and its forests and engaging local communities in land restoration activities; 3) analysis of reasons leading to degradation of nature and lobbying revision of legislation to resolve the issue

Outcome/Output	Result Indicators	Analysis of Activities
		Achievements: • Development of detailed design of soil re-cultivation affected as a result of the illegal extraction of amber and its implementation; • Definition of types of vegetation for planting on the reclaimed site; • Practical recovery of 3 ha area affected due to the illegal extraction of amber in the territory of the oxbow of the Ubort river; • Botanical and zoological research of the affected area; • Information campaign to raise awareness of the local communities on the negative effects of illegal extraction of amber; • Information events on the importance of restoring areas affected due to the illegal extraction of amber; conduct information meetings with various target groups on economic and environmental damage illegal mining; • Business plan of sustainable environmental management and creation of new jobs; • Materials to include mandatory reclamation requirements for legal documents, license conditions; • Development of guidelines for the assessment of environmental damages caused by illegal extraction of amber; • Proposal for the establishment of a local natural reserve. In 2015 the project supported two Kiev-based projects: 1. On promotion of sustainable (green) business practices http://stalo.delo.ua/; 2. On popularizing sustainable consumption ideas (e.g. minimize resource use, consume eco-friendly goods and reduce waste. In 2015 and 2016 the project supported the production of annual analytical reports 'Energy Efficiency Indicators for Ukraine' and 'Energy Efficiency Rankings of Heating Sector'. The reports were intended to inform decision makers about the dynamics of energy efficiency and energy saving across sectors

Outcome/Output	Result Indicators	Analysis of Activities
		of the economy and the regions. The analysis revealed the effectiveness of the national energy policy using the IEA methodology. The first public presentation of the reports was in October 2015 and gathered more than 50 stakeholders and mass media. The presentation of the next issue (2016) of the report was organized on 30 June 2016. The event was attended by more than 40 experts representing energy sector, including Government and international donors, energy policy analysts.
Output 2.2: Draft SDS Roadmap for the effective integration and institutionalization of Rio Convention provisions into sectoral policies, plans, programmes, and legislation	**Output Indicators** 1. Draft SDS Roadmap document is prepared 2. SMART indicators to measure SDS Roadmap implementation are developed 3. Specific structures and arrangements for national SDS implementation are recommended for regional and central government consideration 4. At least 20 peer review comments submitted from diverse independent experts 5. High quality rating of draft SDS Roadmap by peer review experts[86]	The draft Roadmap, attached to the Strategy-2030, was produced by the project. It proposes a set of specific targets in the short-run – until 2020. The Roadmap's approach is to align with priorities and measures of the existing NSDS-2020, but integrates all SDGs targets. The document sets feasible targets and makes reference to available national and sectoral strategies which are budgeted. This makes the Roadmap more realistic. The Roadmap was commented by at least 40 experts. The book 'National Strategies of Sustainable Development' (by IISD and GIZ) was translated into Ukrainian and published by the project. It contains valuable basics which can guide the Ukrainian decision makers on developing sustainable development strategies. The book analyzes the experiences of other countries with the development of such strategies. In July-November 2017 the project organized a series of trainings for local authorities on incorporation of SDGs into local development strategies Training materials for decision makers were produced. Also, the toolkit for civil servants studying at the Academy of Public Administration was produced
	Targets 1. Preliminary public administration	

[86] The same rating criteria used for the sectoral analyses of output 1.1 will be used (12 criteria ranked on a scale of 1 to 5)

Outcome/Output	Result Indicators	Analysis of Activities
	training programme approved by month 9 2. Comprehensive public administration training programme approved by month 20 3. Draft SDS roadmap is completed by month 22 4. At least 50 representatives from the main stakeholder constituencies actively consulted on the draft roadmap 5. Draft SDS roadmap is endorsed and validated by a consensus of key stakeholder representatives by month 23 6. Draft SDS roadmap is considered by Cabinet of Ministers and Parliamentarians by month 26	(reference to the same toolkit is provided in output 3 below).
COMPONENT 3		
Output 3.1: Kick-Off Conference	**Output Indicators** 1. One-day Kick-Off Conference raises high profile of Rio Convention mainstreaming into sectoral policies, plans, programmes, and legislation through a series of eight (8) sectoral panel discussions **Targets**	The project was launched with an inception workshop (at least 80 participants) in April 2014. The next major event was a project kick-off conference in July 2014 which gathered about 150 participants. The agenda included work in parallel groups dedicated to each of the Rio Conventions. (http://cbr.nature.org.ua/news/2014/c_kyiv/conf.htm).

Outcome/Output	Result Indicators	Analysis of Activities
	1. One-day Kick-Off Conference is held by month 3 2. Eight (8) expert panel discussions present the value of Rio Convention mainstreaming (Concurrent panel discussions) 3. Over 240 participants attend the Kick-Off Conference **4.** At least 30 participants attend each of the panel discussions	
Output 3.2: Broad-based survey on public awareness	**Output Indicators** 1. Analysis of the Ukraine's awareness and understanding of the link between environment and development (report) 2. Improved awareness and understanding of the value of mainstreaming Rio Conventions within sectoral policies, plans, programmes and legislation **Targets** 1. Two broad-based surveys are carried out, the first by month 3 and the second by month 30 2. At least 500 survey respondents participate in the survey 3. Statistical and sociological analyses (2x) of survey results completed by month 5 (baseline) and month 32	The initial broad-based survey was carried out in September 2014 among at least 1,200 respondents. A report was developed on the basis of the analysis of its results. Its presentation was made at the Ecology Faculty of Kyiv Mohyla Academy in November 2014. The survey informed the formulation of the project's communication strategy. The second survey was organized in March 2017. It it was also representative, national, and broad-based. The questionnaire form was expanded – to clarify not only understanding of the link between environment and development, but also questions about awareness on SDGs and their relevance for Ukraine, contribution of all of us into their achievement. Both reports inform on how Ukrainian citizens prioritize global and local issues, including environment protection; what they know about climate change, loss of biodiversity and land degradation; how they assess their own environmental footprint and, most importantly, their readiness to change their usual practices - towards saving natural resources, minimizing waste and consumption, etc. Across almost all of these items there is a positive increase in public knowledge and support.

Outcome/Output	Result Indicators	Analysis of Activities
		The project also surveyed civil servants – the questionnaire was adopted to this target audience and the results used for developing training methodology.
Output 3.3: Public awareness campaign	**Output Indicators** 1. Comprehensive public awareness plan developed to detail the content and distribution of materials and media **Targets** 1. Programme of work on public awareness and advocacy activities developed in cooperation with partner development agencies completed by month 4 2. Suite of public awareness activities underway by month 5	The project regularly posted news in the social media, UNDP website, and governmental and other partners' websites. In August-September 2016, the project carried out a national information campaign (outdoor advertisement in all cities of Ukraine). The city lights (4 types) informed the public about the causes and consequences of land degradation, climate change, biodiversity loss. The SDGs logo was placed to show the linkage to the Global Agenda. http://sd4ua.org/sotsialna-reklama-nagadaye-ukrayintsyam-pro-ekologichni-problemy-ta-tsili-stalogo-rozvytku/ A similar campaign was organized again in 2017 in all cities of Ukraine: http://www.ua.undp.org/content/ukraine/uk/home/presscenter/pressreleases/2017/09/20/our-social-campaign-to-promote-eco-friendly-behaviour-launched-in-all-big-cities-.html In March-December 2015 the project implemented a variety of awareness raising activities in partnership with NGO 'Zhyva Planeta'. The primary focus was on the promotion of sustainable consumption. Activities included a press-conference dedicated to the launch of the information campaign (May 2015), interactive events in public places, outdoor advertisements (city lights), public polls, and placement of informative video at shopping malls and lectures for school children, professionals, activists. The project produced mobile interactive boards and presentation materials. Between July 2015 and the end of the project, this exhibition was transferred between various locations – primarily in youth educational and leisure facilities (universities, schools, public places).
	Output Indicators	

Outcome/Output	Result Indicators	Analysis of Activities
Output 3.4: Public awareness and educational materials	1. Articles on Rio Convention mainstreaming in popular literature 2. High school competitions on links between local behaviour and the global environment 3. High school education modules and accompanying lecture material on the global environment **Targets** 1. At least 18 articles on Rio Convention mainstreaming published in popular literature with high circulation, at least one every 2 months, the first by month 3 2. Articles on Rio Convention mainstreaming are also published as brochures, at 100 copies each, and distributed to at least two high value special events, at least 9 by month 20 and at least 18 by month 32 3. Project plan for high school competitions on Rio Convention mainstreaming completed by month 8 4. High school education module on Rio Conventions and accompanying lecture material are completed by month 8 5. At least 10 high schools carry out Rio Convention mainstreaming competitions and	In 2014, at least 15 articles were published in the specialized (sector-specific) literature/digests, outlining the results of SWOT and Gap analyses. Following the trainings for journalists in 2014, at least 10 articles were published in regional mass media. In 2014 the project received at least 70 applications/videos from students studying communications/PR in response to the national contest of social advertisement among students, in nomination 'Sustainable Development'. The contest was co-organized by the project and the network of national universities. In 2014 the project co-organized a national contest of professional photography announced by the recognized Ukrainian newspaper 'Day'. Winners in the category 'Sustainable Development' were distinguished by the project at the awarding ceremony. In 2015 the project with support from the Ministry of Education and Science organized a contest of educational methodologies among teachers. This initiative was in line with the overall objective of the UNECE Strategy for Education for Sustainable Development. The project received 380 applications from all around Ukraine. The awarding ceremony and presentation of best teaching models was in April 2016 at the National Pedagogical University in Kiev. In 2015 the project produced a new educational module on sustainable development for high schools which was piloted in 25 schools in January-May 2016. This activity was appreciated and supported by the Ministry of Education and Science. The initial and final assessment of knowledge of school children at the target schools was assessed and the module proved to be effective.

Outcome/Output	Result Indicators	Analysis of Activities
	have implemented education module by month 20 6. At least 20 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 32	
Output 3.5: Awareness-raising dialogues and workshops	**Output Indicators** 1. Media awareness workshops on Rio Convention mainstreaming 2. Expert panel discussions on synergies between Rio Conventions and business 3. Annual public constituent meetings on Rio Convention mainstreaming 4. Regional sensitization of Rio Convention mainstreaming and SDS implementation 5. Increased sensitization and understanding on Rio Convention mainstreaming values **Targets** 1. At least five (5) media awareness workshops held, each with at least 20 participating media representatives, the first by month 6 2. Three (3) panel discussions, with at least 50 private sector representatives, one held each	Trainings for journalists were organized twice in 2014, each attended at least by 20 journalists. In 2017 the project organized two additional trainings. In March-October 2015, the project organized a national contest of sustainable business solutions among SMEs. SMEs competed for their creativity in balancing both economic viability of business and positive social and environmental effect. The contest was launched at a press conference in May 2015, with national coverage in mass media. The project received more than 80 applications. The results were summarized at the prize awarding ceremony (October 2015) in Kyiv which was organized in the form of a forum. At least 80 participants attended the event. This contest inspired the project to convene an interactive one-day seminar for private sector 'Sustainability Marathon' (November 2015). The participants were CSR (corporate social responsibility) and PR experts representing at least 30 business companies. They discussed the additional value of integrating eco-responsibility into the concept of CSR, as well as on the role of private sector in the implementation of the SDGs. Another forum for private sector supported by the project in 2014-2016 was International Forum for Sustainable Business 'Green Mind'. It is an annual event organized to promote sustainable business ideas. This discussion platform gathered Government representatives, NGOs, private sector. In 2017 the project organized a panel on 'The role of business in achieving SDGs' in the framework of the East Expo forum for private sector.

Outcome/Output	Result Indicators	Analysis of Activities
	year, the first by month 7 3. At least four regional awareness workshops on Rio Convention mainstreaming and SDS implementation held by month 29, with at least 50 regional government representatives attending each 4. Four (4) public dialogues meetings carried out in year 3 by month 32[87] 5. By month 32, statistical and sociological analysis of broad-based survey shows at least 20% increase in the understanding of Rio Convention mainstreaming values and opportunities 6. By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over business as usual forecast	In 2016 and 2017, the project also supported a contest among journalists who submitted their publications for the category 'Green and clean environment for Ukraine'. Overall, about 100 articles were received for this category. The contest's idea was to stimulate media coverage on SDGs and their implementation in Ukraine. Four public platforms were organized in 2015 to discuss the SWOT and Gap analysis on Rio Conventions in Ukrainian legislation. Each platform was attended by at least 50 participants. The launch of the training course 'Public Administration for Sustainable Development' at the National Academy of Public Administration was accompanied by 4 targeted seminars for regional authorities. The seminars were convened in four regional affiliates of the Academy: Lviv, Ivano-Frankivsk, Odesa, and Kharkiv. Each seminar was attended by at least 50 civil servants enrolled in study at the Academy and also by teachers. Two brochures with analytical articles were published by the Academy as a result of the workshops. In 2017 the project organized 3 trainings (Kyiv, Khmelnitsky, Kharkiv) on how to integrated SDGs into local development planning.
Output 3.6: Training of government staff on Rio Convention mainstreaming	**Output Indicators** 1. Comprehensive training programme on Rio Convention mainstreaming integrated within National Academy of Public Administration (NAPU) trainings 2. Number of government staff and stakeholder representatives that	In 2014-2015, the Project partnered with the National Academy of Public Administration of the President of Ukraine (Academy) which is focusing on professional training for civil servants. In 2014, the Project organized a survey among 300 civil servants to assess their awareness on the Rio Conventions' basic facts. The results were used for the subsequent training needs assessment and for

[87] Similar public dialogues for the four stakeholder constituents will be carried out in Year 1 under activity 1.1.4 and in Year 2 under activity 1.2.4.

Outcome/Output	Result Indicators	Analysis of Activities
	participated actively in learn-by doing Rio Convention mainstreaming through activities 1.2.1, 1.2.2, 2.1.3, 2.1.4, 2.1.5, and 3.3.1 3. SDS training workshops carried out at the regional and national levels 4. Rio Convention Focal Points endorse SDS implementation	the launching of a new course 'Public Administration for Sustainable Development' in 2015. Other educational initiatives convened jointly with the Academy included a national conference on public governance for Sustainable Development (November 2014, 180 attendees), lectures for the Academy students and 3-day summer school for civil servants (May 2015, more than 80 participants).
	Targets 1. Comprehensive training programme is completed by month 22 and approved for integration into NAPU's training programme by month 26 2. Learn-by-doing activities of activities 1.2.1, 1.2.2, 2.1.3, 2.1.4, 2.1.5, and 3.3.1: 3. Preparation of draft SDS Roadmap (activities 1.2.1 and 1.2.2) 4. Structuring of 8 regional Rio Convention mainstreaming priority actions under the sectoral analyses (activity 2.1.3) 5. Preparation of targeted training project (activity 2.1.4) 6. Active participation in targeted regional Rio Convention mainstreaming exercises (activity 2.1.5) and preparation of public awareness campaign (activity 3.3.1)	

Outcome/Output	Result Indicators	Analysis of Activities
	7. All Rio Convention Focal Points endorse SDS and accompanying roadmap for Parliamentary approval by month 26	
Output 3.7: Internet visibility of Rio Convention mainstreaming	**Output Indicators** 1. Website promotes Rio Convention mainstreaming 2. Facebook page on Rio Convention mainstreaming **Targets** 1. Environment for Ukraine website includes new webpage and introductory articles on Rio Convention mainstreaming by month 3 2. Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. 3. Number of visits to the Rio Convention mainstreaming webpages raises sustained visits to Environment for Ukraine website by at least 10%. 4. Facebook page created by month 3 **5.** At least 3,000 Facebook likes by month 32	• The project's website 'Sustainable Development for Ukraine' was developed in 2014: http://sd4ua.org/ • The Facebook page is here: www.facebook.com/bioundp The Project also developed and disseminated a booklet 'Sustainable Development', providing basic facts about the subject: http://www.un.org.ua/ua/publikatsii-ta-zvity/un-in-ukraine-publications/3843-shcho-take-stalyi-rozvytok-ekolohichni-ekonomichni-ta-sotsialni-osnovy-nashoho-dobrobutu Some op-eds published in 2017 are listed here: http://www.ua.undp.org/content/ukraine/en/home/ourperspective/ourperspectivearticles/2017/06/07/revisiting-sustainable-development-.html https://day.kyiv.ua/ru/article/ekonomika/eshche-raz-ob-ustoychivom-razvitii http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2017/01/10/mapping-a-sustainable-future-why-does-ukraine-need-a-sustainable-development-strategy.html http://www.ua.undp.org/content/ukraine/uk/home/ourperspective/ourperspectivearticles/2016/12/23/23/-.html

ANNEX VII: LIST OF THE DOCUMENTS REVIEWED

1. Methodology:
    - The UNDP Evaluation Policy (UNDP, 'The evaluation policy of UNDP', DP/2011/3, 10 November 2010, p.10);
    - The UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (PME Handbook, 2009), available at http://web.undp.org/evaluation/evaluations/handbook/english/documents/pme-handbook.pdf;
    - UNDP Guidance on Outcome-level Evaluation, 2011, available at http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf;
    - Guidelines for Outcome Evaluators, 2002, available at http://web.undp.org/evaluation/documents/HandBook/OC-guidelines/Guidelines-for-OutcomeEvaluators-2002.pdf.
2. UNDP programme documents:
    - Ukraine Country Programme (2012-2016)
    - Ukraine Country Programme (2018-2022) – draft
    - Outcome evaluation of Energy and Environment Portfolio of UNDP Ukraine (of May 2017)
    - Annual UNDP ROAR reports
    - Available UNDP annual reports
3. Project's documentation
    - Project Document with annexes: http://www.ua.undp.org/content/dam/ukraine/docs/EE/Rio/ProDoc_integration%20of%20Rio%20conventions%20into%20Ukraine%20devt%20framework.pdf
    - Project reports (programme, financial, PIRs)
    - Minutes of the Project Board meetings
4. Project's publications and reports
5. Links to websites covering project activities (Annex VIII)

ANNEX VIII: MEDIA COVERAGE OF PROJECT ACTIVITIES

General project news:

UNCCD's global mechanism's website which highlights UNDP Ukraine activities to promote implementation of UNCCD:
http://www.global-mechanism.org/content/land-degradation-neutrality-accelerator-sustainable-development-goal-implementation-ukraine

The Environmental Cluster and the Rio project's results were presented at the UNECE (11 meeting of Steering Committee on Education for sustainable development):
http://www.unece.org/fileadmin/DAM/env/esd/11thMeetSC/Documents/Ukraine_-_Overview_UNDP_project_ESD.pdf

Link to this news at the NGO's website:
http://www.ecoosvita.org.ua/novyna/uchast-u-11-mu-zasidanni-kerivnogo-komitetu-yeek-oon-z-pytan-osvity-v-interesah-stalogo

Project inception: http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2014/05/05/-.html
Kick-off conference: http://www.unmultimedia.org/radio/russian/archives/164691/#.WWvj11N97IU

http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2014/07/14/-.html

http://cbr.nature.org.ua/news/2014/c_kyiv/conf.htm

Conference Sloviansk (Sept 2015):
http://ecoosvita.org.ua/novyna/konferenciya-perspektyvy-vidnovlennya-shodu-ukrayiny-na-zasadah-zbalansovanogo-rozvytku

http://iep.com.ua/blog/perspektivi_vidnovlennja_skhodu_ukrajini_na_zasadakh_zbalansovanogo_rozvitku/2015-10-08-1

http://www.iepd.kiev.ua/?p=3113

Toolkit for civil servants (produced for the National Academy of Public Administration):
http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2015/11/17/-.html

REPORT ON ENERGY EFFICIENCY INDICATORS
News about presentation of UNDP/NewSEP analytical report 'Energy Efficiency Indicators for Ukraine' (30 June 2016): http://www.newsep.com.ua/new/854

http://www.newsep.com.ua/new/855

Brief about the event where the Report was presented: http://www.newsep.com.ua/new/791 + links to the report.

Video at Ukrainian news channel Inter: presentation of reports on energy efficiency indicators for Ukraine (30 June 2016) http://podrobnosti.ua/news-release/podrobnosti-za-2016-06-30-2000/v-ukraine-buksuet-rost-energoeffektivnosti/

Articles outlining the findings and recommendations of the SWOT and Gap analyses

- in the context of urban development: http://www.economy.nayka.com.ua/?op=1&z=3433
- in the context of natural resources management: http://ukrgeojournal.org.ua/sites/default/files/UGJ_2016_1_41-46.pdf
- Article om methodology used fir the SWOT and Gap analyses: http://www.dy.nayka.com.ua/?op=1&z=963

- Presentation of SWOT analysis at Min. of Energy and Coal: http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2014/11/06/-.html

  http://mpe.kmu.gov.ua/minugol/control/publish/article?art_id=244966665
- Presentation of SWOT analysis at the Min. of Education and Science: http://www.kmu.gov.ua/control/uk/publish/article?art_id=247822908&cat_id=244277212

  http://ippk.npu.edu.ua/ua/holovna/45-uncategorised/279-rio-convention

- 4 public platforms (2015) on SWOT: http://www.ua.undp.org/content/ukraine/en/home/presscenter/articles/2015/04/09/-0.html

  http://www.ecoleague.net/pres-tsentr-vel/novyny/2015-rik/traven/item/1147-dyskusiini-platformy-na-temu-ukraina-na-shliakhu-do-staloho-rozvytku-intehratsiia-polozhen-konventsii-rio-v-natsionalnu-polityku-ukrainy

SDGs adaptation

The project contributes to nationally driven process of SDGs adaptation as part of the One-UN support to the Government of Ukraine: http://sdg.org.ua/en/

Meeting of the High Level Working Group on SDGs in Ukraine approved the draft National Report 'SDGs: Ukraine' on 24 May 2017: http://www.kmu.gov.ua/control/publish/article?art_id=250011333

Article about the NSDS at the UNDP Ukraine website: http://www.ua.undp.org/content/ukraine/en/home/presscenter/articles/2017/01/10/mapping-a-sustainable-future-why-does-ukraine-need-a-sustainable-development-strategy/

Discussions of NSDS

A) REGIONAL CONSULTATION IN IVANO-FRANKIVSK

Ivano-Frankivsk (city) News portal – about regional discussion of the draft SD Strategy (in Ivano-Frankivsk): http://briz.if.ua/38947.htm

Same - at the official website of Ivano-Frankivsk: http://www.mvk.if.ua/news/41244

Same – at the website of Institute for Postgraduate Education, Ivano-Frankivsk: http://www.ippo.if.ua/index.php/56-2010-06-30-12-43-02/1629-konsultatsiia-shchodo-proektu-stratehii-staloho-rozvytku-dlia-ukrainy-do-2030-roku

Same – at website of National Park Gutsulshchina: http://nnph.if.ua/2016/10/18/3262/

B) REGIONAL CONSULTATION IN KHARKIV

Same consultation in Kharkiv (at website of All-Ukrainian Environmental League): http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/zhovten/item/1129-konsultatsiia-shchodo-proektu-stratehii-staloho-rozvytku-dlia-ukrainy-do-2030-roku

Same – at the website of Sumy City Council website: http://finance.sumy.ua/2016/10/28/%D0%BA%D0%BE%D0%BD%D1%81%D1%83%D0%BB%D1%8C%D1%82%D0%B0%D1%86%D1%96%D1%8F-%D1%89%D0%BE%D0%B4%D0%BE-%D0%BF%D1%80%D0%BE%D0%B5%D0%BA%D1%82%D1%83-%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%97/

Same – at website of public organization Ecomerezha: http://ecomerezha.org/tag/%D1%81%D1%82%D0%B0%D0%BB%D0%B8%D0%B9-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8%D1%82%D0%BE%D0%BA/

Same – at website of NGO 'Novy svit': http://noviysvit.org/category/%D0%BD%D0%BE%D0%B2%D0%B8%D0%BD%D0%B8/

Kharkiv National University named after Vasyl Karazin: http://ecology.univer.kharkov.ua/uk/news/1/504

Same – at the website of the Sumy National University: http://econ.fem.sumdu.edu.ua/uk/news/548-kharkiv2016

Same – at the website of the NGO 'Shyrokyi Step' http://widesteppe.org/%D1%81%D1%82%D0%B0%D0%BB%D0%B8%D0%B9-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8%D1%82%D0%BE%D0%BA-%D1%88%D0%BB%D1%8F%D1%85-%D0%B4%D0%BE-%D0%B7%D0%B1%D0%B5%D1%80%D0%B5%D0%B6%D0%B5%D0%BD%D0%BD%D1%8F-%D1%81%D1%83/

Website 'Sustainable Development for Ukraine' http://sd4ua.org/konsultatsiya-shhodo-proektu-strategiyi-stalogo-rozvytku-dlya-ukrayiny-do-2030-roku-2/

C) REGIONAL CONSULTATION IN ODESA

News about same consultation in Odessa (website of Odesa Ecological University): http://odeku.edu.ua/konsultatsiyi-shhodo-proektu-strategiyi-stalogo-rozvitku-dlya-ukrayini-do-2030-roku/

Website of the All-Ukrainian environmental League: http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/zhovten/item/1129-konsultatsiia-shchodo-proektu-stratehii-staloho-rozvytku-dlia-ukrainy-do-2030-roku&;source=gmail&ust=1477991187242000&usg=AFQjCNH3qS6OOQ8Mzp9dXWnWpV5SbLRRrw

%22%3Ehttp://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/zhovten/item/1129-konsultatsiia-shchodo-proektu-stratehii-staloho-rozvytku-dlia-ukrainy-do-2030-roku

D) NATIONAL CONSULTATION IN KYIV

Institute of Geography of the National Academy of Sciences of Ukraine:
http://igu.org.ua/uk/content/%D0%B2%D1%96%D0%B4%D0%B1%D1%83%D0%BB%D0%B0%D1%81%D1%8C-%D0%BD%D0%B0%D1%86%D1%96%D0%BE%D0%BD%D0%B0%D0%BB%D1%8C%D0%BD%D0%B0-%D0%BA%D0%BE%D0%BD%D1%81%D1%83%D0%BB%D1%8C%D1%82%D0%B0%D1%86%D1%96%D1%8F-%D1%89%D0%BE%D0%B4%D0%BE-%D0%BF%D1%80%D0%BE%D0%B5%D0%BA%D1%82%D1%83-%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D1%96%D1%97-%D1%81%D1%82%D0%B0%D0%BB%D0%BE%D0%B3%D0%BE-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8%D1%82%D0%BA%D1%83-%D1%83%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D0%B8-%D0%BD%D0%B0-%D0%BF%D0%B5%D1%80%D1%96%D0%BE%D0%B4

Institute of Economic-Legal Research of the National Academy of Sciences of Ukraine:
http://www.iepd.kiev.ua/?p=5437

Website of the Vynnytsia Oblast State Administration, Department of International Cooperation and Regional Development:
http://dmsrr.gov.ua/konsultacz%D1%96ya-shhodo-proektu-strateg%D1%96%D1%97-stalogo-rozvitku-ukra%D1%97ni-na-per%D1%96od-do-2030-roku

http://www.vin.gov.ua/web/upravlinnya/web_dumsrr.nsf/web_alldocs/DocGGLGX

Website of the State institution 'Institute of Economics of Nature Use and Sustainable Development of the National Academy of Sciences of Ukraine'
http://www.ecos.kiev.ua/news/view/420

Website of the National Medical University named after O.Bogomolets
http://nmu.ua/news/fahivtsi-nmu-na-obgovorenni-proektu-strategiyi-stalogo-rozvytku-dlya-ukrayiny-2030-roku/

All-Ukrainian Environmental League:
http://www.ecoleague.net/pres-tsentr-vel/novyny/2017-rik/hruden/item/1148-natsionalna-konsultatsiia-shchodo-proektu-stratehii-staloho-rozvytku-ukrainy

State Institution 'Rivne Oblast Laboratory Center by the Ministry of Health of Ukraine'
http://sesrivne.gov.ua/news/2008/421

Training for local decision makers (28 July 2017, Kyiv) – How to integrate SDGs into local development programming:
http://finance.sumy.ua/2017/08/02/%D1%82%D1%80%D0%B5%D0%BD%D1%96%D0%BD%D0%B3-%D0%B2%D1%80%D0%B0%D1%85%D1%83%D0%B2%D0%B0%D0%BD%D0%BD%D1%8F-%D1%86%D1%96%D0%BB%D0%B5%D0%B9-%D1%81%D1%82%D0%B0%D0%BB%D0%BE%D0%B3%D0%BE-%D1%80%D0%BE/

http://www.poltav-oblosvita.gov.ua/mzaklady-obl-pidporiadkuvannia/minternaty/95-news/1356-direktor-departamentu-osviti-i-nauki-oblderzhadministratsiji-olena-kharchenko-vzyala-uchast-u-treningu-vrakhuvannya-tsilej-stalogo-rozvitku-v-strategiyakh-rozvitku-teritorialnikh-gromad.html

http://www.ecoleague.net/pres-tsentr-vel/novyny/2017-rik/lypen/item/1316-treninh-vrakhuvannia-tsilei-staloho-rozvytku-v-stratehiiakh-rozvytku-terytorialnykh-hromad

http://www.ukrppp.com/uk/held-events/536-28-2017-l-r-l-r

Awareness raising activities

INFORMATION CAMPAIGN ON SUSTAINABLE CONSUMPTION

Partner NGO's website (NGO 'Zhyva Planeta):
http://www.gpp.in.ua/pro-proekt.html - Rio project supported broadbased information campaign on sustainable consumption in 2015 and the website and information activities are still ongoing in 2016.

CONTEST OF TEACHING METHODOLOGIES AMONG SCHOOL PEDAGOGUES

Institute of Modernization of Education, State scientific institution
http://www.imzo.gov.ua/2016/04/18/vseukrayinskiy-konkurs-staliy-rozvitok-nash-vibir/

National Pedagogic University: news about the awarding ceremony (contest for teachers): http://www.npu.edu.ua/ua/tempus-iv/326-pro-universytet/mizhnarodna-diialnist/proekt-tempus-inovest/novyny/3797-u-npu-vidbuvsia-final-vseukrainskoho-konkursu-stalyi-rozvytok-nash-vybir-2

Same at the website of NGO 'Education for sustainable development':
http://www.ecoosvita.org.ua/novyna/pidsumok-konkursu-sered-pedagogiv-stalyy-rozvytok-nash-vybir

This contest was announced at UNDP website:
http://www.ua.undp.org/content/ukraine/uk/home/presscenter/articles/2015/11/30/-/

EDUCATIONAL MODULE: SUSTAINABLE DEVELOPMENT
HTTP://SD4UA.ORG/GOLOVNI-TEMI-STALOGO-ROZVITKU/OSVITA/

http://loippo.lviv.ua/news/Vprovadzhennia-osvitnogo-modulia--Osnovy-strategii-stalogo-rozvytku-v-Ukraini--publication/

http://www.xn--80aamewp7k6b.com.ua/vprovadzhennya-osvitnogo-modulya-osnovy-strategiyi-stalogo-rozvytku-v-ukrayini/

http://rmk-vyshgorod.org.ua/news.php?id=885

NEWS ABOUT REGIONAL PROJECTS IMPLEMENTED THROUGH GRANT MECHANISM BY NGOS:
FILM: HTTPS://WWW.YOUTUBE.COM/WATCH?V=CE1_A4_06H8

1. Project on Donbass Recovery on the principles of sustainable development:

http://sgpinfo.org.ua/index.php/ua/resursy/novyny/419-seminar-shchodo-vprovadzhennia-idei-staloho-rozvytku-u-stratehii-prohramy-ta-plany-rehionalnoho-rozvytku

http://sd4ua.org/u-kramatorsku-obgovoryly-problemy-ta-perspektyvy-rozvytku-organichnogo-zemlerobstva-na-shodi-ukrayiny/

http://sgpinfo.org.ua/index.php/ua/resursy/novyny/424-urochyste-vidkryttia-ekolohichnoi-stezhky-dubovyi-hai

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/cherven/item/1081-vidkryttia-ekolohichnoi-stezhky-u-npp-sviati-hory

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/cherven/item/1071-u-slov-iansku-vidbuvsia-seminar-partnerstvo-mistsevykh-hromad-dlia-vidnovlennia-skhodu-ukrainy-na-zasadakh-zbalansovanoho-rozvytku

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/zhovten/item/1128-v-oleksandrivtsi-vysadyly-aleiu-buzku

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/zhovten/item/1127-zasidannia-kruhloho-stolu-rol-zhinok-u-vidnovlenni-skhodu-ukrainy

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/lypen/item/1091-vidbuvsya-seminar-partnerstvo-mistsevykh-hromad-dlya-vidnovlennya-skhodu-ukrayiny-na-zasadakh-zbalansovanoho-rozvytku-v-m-kreminna

2. Center of Best Practices of Sustainable Development:
http://sgpinfo.org.ua/index.php/ua/resursy/novyny/423-ceminar-osvita-dlia-zbalansovanoho-rozvytku

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/cherven/item/1068-v-korsun-shevchenkivskomu-obhovoryly-ekolohichnyi-rozvytok-mist

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/cherven/item/1082-predstavnyky-biznesovykh-struktur-ta-pratsivnykiv-komunalnoi-sfery-u-korsun-shevchenkivskomu-vyvchyly-pytannia-pidhotovky-ta-realizatsii-prohram-rozvytku-naselenykh-punktiv-na-zasadakh-zbalansovanoho-rozvytku

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/lystopad/item/1158-u-tsentri-krashchykh-praktyk-zbalansovanoho-rozvytku-v-ukraini-vstanovleno-enerhooshchadne-osvitlennia

http://www.ecoleague.net/pres-tsentr-vel/novyny/2016-rik/traven/item/1063-treninh-osvita-dlia-zbalansovanoho-rozvytku-chas-navchatys-ta-navchaty

3. Regional project on recultivation of lands after illegal construction of natural resources:
Newspaper of the NGO ‘Development and Environment’ –
http://www.ecoosvita.org.ua/sites/default/files/imce/r_d_2016_no640_august.pdf

http://sgpinfo.org.ua/index.php/ua/resursy/novyny/420-zasidannia-kruhloho-stolu-vidnovlennia-terytorii-porushenykh-vnaslidok-nezakonnoho-vydobuvannia-burshtynu

http://sd4ua.org/delegatsiya-proon-vidvidala-mistse-nezakonnogo-vydobuvannya-burshtynu/

http://sgpinfo.org.ua/index.php/ua/resursy/novyny/434-delehatsiia-proon-vidvidala-mistse-nezakonnoho-vydobuvannia-burshtynu

PSA – CITYLIGHTS
awareness raising campaign http://sd4ua.org/sotsialna-reklama-nagadaye-ukrayintsyam-pro-ekologichni-problemy-ta-tsili-stalogo-rozvytku/

Op-ed:
National newspaper 'Day' https://day.kyiv.ua/ru/article/ekonomika/eshche-raz-ob-ustoychivom-razvitii

At UNDP website (eng):
http://www.ua.undp.org/content/ukraine/en/home/ourperspective/ourperspectivearticles/2017/06/07/revisiting-sustainable-development-.html

The project distinguished winners of the contest among journalists who submitted their publications for the category 'Green and clean environment for Ukraine'. The contest's idea was to stimulate media coverage on SDGs and their implementation in Ukraine.
https://www.prostir.ua/?grants=konkurs-dlya-zhurnalistiv-tsili-staloho-rozvytku

11-12 APRIL 2017 – NATIONAL FORUM 'EDUCATION FOR SD" :
HTTP://SKADNEWS.IN.UA/MAIN/2102-SKADOVSK-EKOLOGI-VZYALI-UCHAST-U-VSEUKRAYINSKOMU-FORUM-OSVTA-DLYA-ZBALANSOVANOGO-ROZVITKU.HTML

http://www.dneprunnat.dp.ua/ru/zviti-doents/62-anonsi/866-24ekforum

https://nenc.gov.ua/?p=9134

http://luguniv.edu.ua/?p=22959

http://department.osvita-dnepr.com/oda-i-guon/9472-osvita-dlya-zbalansovanogo-rozvitku

http://kprda.gov.ua/?p=38653

Conference on regional aspects of SDGs implementation – Kyiv, 20 April 2017:
http://www.kyivregioneconomy.com/single-post/2017/04/20/%D0%97%D0%B0%D1%81%D1%96%D0%B4%D0%B0%D0%BD%D0%BD%D1%8F-%D0%BA%D1%80%D1%83%D0%B3%D0%BB%D0%BE%D0%B3%D0%BE-%D1%81%D1%82%D0%BE%D0%BB%D1%83-%E2%80%9C%D0%A6%D1%96%D0%BB%D1%96-%D1%81%D1%82%D0%B0%D0%BB%D0%BE%D0%B3%D0%BE-%D1%80%D0%BE%D0%B7%D0%B2%D0%B8%D1%82%D0%BA%D1%83-%D1%80%D0%B5%D0%B3%D1%96%D0%BE%D0%BD%D0%B0%D0%BB%D1%8C%D0%BD%D0%B8%D0%B9-%D0%B2%D0%B8%D0%BC%D1%96%D1%80-%D0%B2-%D0%A3%D0%BA%D1%80%D0%B0%D1%97%D0%BD%D1%96%E2%80%9D

Presentation of the RIA analysis:
Eng: http://iser.org.ua/en/news/ised-ta-proon-pereviriat-naskilki-ukrayinski-strategichni-dokumenti-spriamovani-na-dosiagnennia-tsilei-stalogo-rozvitku

Ukr: http://iser.org.ua/news/ised-ta-proon-pereviriat-naskilki-ukrayinski-strategichni-dokumenti-spriamovani-na-dosiagnennia-tsilei-stalogo-rozvitku

Sociological survey (2017): https://issuu.com/undpukraine/docs/zvit_web_version_for_website

Project website

The project administers a website 'Sustainable Development for Ukraine' and regularly updates its content: - http://sd4ua.org/
The Facebook page supported by the project is: www.facebook.com/bioundp

ANNEX IX: CO-FINANCING LETTERS

МІНІСТЕРСТВО ЕКОЛОГІЇ ТА ПРИРОДНИХ РЕСУРСІВ УКРАЇНИ
(Мінприроди України)

вул. Митрополита Василя Липківського, 35, Київ, 03035, тел.: (044) 206-31-00, (044) 206-31-64;
факс: (044) 206-31-07; E-mail: secretar@menr.gov.ua; Код ЄДРПОУ 37552996

United Nations Development Programme in Ukraine
1, Klovsky Uzviz Str., Kyiv, 01021, Ukraine

Reference: Co-financing of the project "Capacity Development: Integrating Rio Convention Provisions into Ukraine's National Environmental Policy Framework»

On behalf of the Ministry of Ecology and Natural Resources of Ukraine let me express gratitude for GEF and UNDP support to Ukraine in addressing environmental issues. By this letter the Ministry of Ecology and Natural Resources of Ukraine informs that full support to the project and contribution to its successful implementation were provided. The Ministry co-financed 750 thousand USD during the project implementation in 2014 – 2017. The co-financing was provided through the past and ongoing programmes and projects, inter alia under the budget programmes "Implementation of Environmental Measures" and "Implementation of the Measures to Address the Priorities of the Development of the Environmental Protection".

Sincerely,

Deputy Minister for European Integration **Mykola KUZYO**

Мінприроди
№5/3-10/5595-18 від 06.06.2018

ВСЕУКРАЇНСЬКА ЕКОЛОГІЧНА ЛІГА

Україна, 01033, м. Київ, вул. Саксаганського, 30-В, оф. 33,

тел. (044) 289-31-42

E-mail: vel@ecoleague.net

www.ecoleague.net

вих. № 20/03
від 28 березня 2018 року

Всеукраїнська екологічна ліга – громадська організація, що ставить собі за мету поліпшення екологічної ситуації в Україні, формування збалансованого розвитку, підвищення рівня екологічної освіти та культури громадян.

Діяльність Ліги спрямована на розширення участі громадськості у формуванні та реалізації державної екологічної політики, організацію громадського екологічного контролю за дотриманням природоохоронного законодавства; припинення діяльності, яка загрожує екологічній безпеці, природному середовищу та здоров'ю громадян України.

Під час реалізації проекту «Інтеграція положень Конвенцій Ріо у національну політику України» Всеукраїнська екологічна ліга плідно співпрацювала з ПРООН в Україні та залучила сотні науковців та експертів до цього процесу.

Протягом 2013-2018 років Всеукраїнською екологічною лігою у співпраці з проектом ПРООН «Інтеграція положень Конвенцій Ріо у національну політику України» було проведено круглі столи у 18-ти областях України, темою яких було обговорення екологічних проблем відповідних областей та шляхів їх розв'язання на засадах збалансованого (сталого) розвитку. Зокрема, під час цих засідань учасникам представляли інформацію про важливість інтеграції цілей сталого розвитку в регіональні стратегії та програми, та розроблені експертами Всеукраїнської екологічної ліги пропозиції до Стратегій розвитку областей.

У 2013 – 2014 роках за сприяння Всеукраїнської екологічної ліги та Програми розвитку ООН в Україні у співпраці з Всеукраїнською дитячою спілкою «Екологічна варта» було розроблено та впроваджено Освітній модуль «Основи стратегії сталого розвитку в Україні». Метою впровадження освітнього модуля стало формування активної громадянської позиції учнів щодо збалансованого розвитку економіки, політики, суспільства України шляхом активного застосування знань про сталий розвиток у повсякденному житті. Також в рамках освітнього проекту було започатковано щорічний Всеукраїнський форум «Освіта для збалансованого розвитку», який було проведено у 2015, 2016, 2017 роках.

органами влади на місцях		
Надання ресурсних центрів ВЕЛ в областях України, залучення експертів в регіонах	75	15 000
Організація тренінгів, конференцій, круглих столів, розробка практичних матеріалів учасникам, проведення опитування	105	21 000
Оплата праці співробітників офісу ВЕЛ	200	40 000
Всього		100 000

Всеукраїнська екологічна ліга висловлює свою подяку Програмі розвитку ООН в Україні та Глобальному екологічному фонду за багаторічну активну співпрацю в рамках проекту «Інтеграція положень Конвенцій Ріо у національну політику України».

Ми продовжуємо роботу у напрямку впровадження засад збалансованого розвитку у державну політику на всіх рівнях, та здійснюємо громадський моніторинг дотримання Україною своїх міжнародних зобов'язань в рамках міжнародних екологічних конвенцій та директив.

Маємо надію на подальшу плідну співпрацю!

З повагою,
голова Всеукраїнської
екологічної ліги **Т. В. Тимочко**

Всеукраїнська екологічна ліга у с. Вираїв, Корсунь-Шевченківського району Черкаської області за підтримки Програми розвитку ООН та Глобального екологічного фонду у 2016 році створила «Центр кращих практик збалансованого розвитку в Україні». До цього часу Центр активно працює у напрямку популяризації засад сталого розвитку серед українців. Протягом 2016-2018 років на базі Центру відбуваються навчальні семінари, круглі столи, тренінги для різних категорій учасників – дітей та молоді, студентів вищих навчальних закладів, працівників освітніх установ, районних і міських депутатів, представників місцевого самоврядування, сільського населення та працівників сільських рад, представників бізнесу та працівників комунальної сфери тощо.

Кожен, хто відвідує цей заклад може ознайомитись з демонстраційними ініціативами та кращими практиками збалансованого розвитку в Україні.

В рамках проекту «Інтеграція положень Конвенцій Ріо в національну політику України» у 2016-2017 роках було розроблено Проект Стратегії сталого розвитку України до 2030 року та Національний план дій до 2020 року по впровадженню Стратегії. Це є результат плідної аналітичної роботи, яка здійснена українськими експертами за підтримки ПРООН в Україні та ГЕФ.

Експерти ВЕЛ не тільки брали активну участь уу розроблені усіх цих документів, але й здійснювали їх лобіювання в органах влади. Зокрема, проведено зустрічі, робочі наради у Адміністрації Президента, Кабінеті Міністрів України, Комітетах Верховної Ради України, Міністерствах та відомствах.

Дані матеріали розглядаються як рамкові документи, які визначатимуть стратегічні напрями довгострокового розвитку України. Принциповим аспектом при розробці було врахування адаптованих для України ЦСР до 2030 року та врахування основних положень Оновленої Стратегії сталого розвитку ЄС. Розроблена Стратегія сталого розвитку України до 2030 року і Національний план дій до 2020, при умові затвердження їх на державному рівні, в подальшому можуть стати дієвим інструментом для впровадження засад збалансованого розвитку у регіонах і поселеннях України шляхом врахування основних положень в стратегіях їх розвитку. Наразі продовжуються переговори з Кабінетом Міністрів України, Адміністрацією Президента України щодо можливості прийняття цих документів на державному рівні.

Внесок Всеукраїнської екологічної ліги до реалізації проекту "Інтеграція положень Конвенцій Ріо в національну політику України у фінансовому вираженні становить:

Вид активності ВЕЛ	Орієнтовна кількість робочих днів у 2014-2017 рр.	Орієнтовний розмір внеску ВЕЛ, дол. США
Адвокація Стратегії сталого розвитку України до 2030 року та Національного плану дій до 2020 року	35	7 000
Організація заходів у регіонах України, налагодження співпраці з	85	17 000

On the letterhead of the All-Ukrainian Ecological League

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Unofficial translation

№ 20/03

28/03/2018

All-Ukrainian Ecological League is a non-governmental organization, which has the goal of improving the ecological situation in Ukraine, promoting sustainable development, increasing the level of environmental education and the culture of citizens.

The League's activities are aimed to increase the level of civil society involvement into the environmental policy-making and its implementation process; contribute to organization of public environmental monitoring of the environmental legislation enforcement and termination of the activities that pose a threat to the ecological security, the environmental system and the health of Ukrainian citizens.

Within the implementation of the project "Integrating Rio Conventions Provisions into Ukraine's National Policy Framework", the All-Ukrainian Ecological League worked in cooperation with the United Nations Development Programme in Ukraine and engaged a number of scientists and experts into the process.

During 2013-2018, the All-Ukrainian Ecological League, in partnership with the UNDP project "Integrating Rio Conventions Provisions into Ukraine's National Policy Framework", conducted round table discussions in 18 oblasts of Ukraine, featuring the relevant environmental issues for each region and the ways of their solution, based on the sustainable development principles. In particular, during these discussions, participants were provided with the information on the importance of Sustainable Development Goals integration into the regional strategies and programs as well as on the proposals for the regional development strategies, developed by All-Ukrainian Ecological League experts.

During 2013 - 2014, the educational module "The Basic Framework of the Sustainable Development Strategy for Ukraine" was developed and implemented with the support from the All-Ukrainian Ecological League, the United Nations Development Programme in Ukraine and in partnership with the All-Ukrainian Children's Union "Ecological Guard". The educational module was implemented with the purpose of building an active attitude of the students towards sustainable development with regard to economics, politics and Ukrainian society through the active use of knowledge about sustainable development in everyday life. Furthermore, within a framework of the educational project, the annual All-Ukrainian Forum "Education for Sustainable Development" was launched and conducted in 2015, 2016 and 2017.

The All-Ukrainian Ecological League, with support from the United Nations Development Programme in Ukraine and the Global Environment Facility, established the Center of Best Sustainable Development

Practices in Ukraine in the village of Vyhraiv, Korsun-Shevchenkivskyi Raion of Cherkasy region in 2016. So far, the Centre has been actively operating to promote the sustainable development principles among Ukrainian society. During 2016-2018, the workshops, trainings, round table discussions for various target audiences, including children and youth, University students and educational institutions' staff members, the district and city deputies, representatives of local self-government, village councils, rural population, business and employees of the public service sphere, were conducted in the Centre.

Any visitors to this institution can get acquainted with the demonstration initiatives and the best sustainable development practices in Ukraine.

Within the project "Integrating Rio Conventions Provisions into Ukraine's National Policy Framework", the Draft Sustainable Development Strategy for Ukraine by 2030 along with the National Action Plan for its implementation by 2020 were developed during 2016-2017. These activities are the result of the fruitful analytical work carried out by Ukrainian experts with support from the United Nations Development Programme in Ukraine and the Global Environment Facility.

The All-Ukrainian Ecological League experts were not only actively engaged into the development of these documents, but also lobbied government institutions. Notably, the meetings were held at the Presidential Administration, Cabinet of Ministers of Ukraine, the committees of the Verkhovna Rada of Ukraine, ministries and other governmental institutions.

These materials are considered as framework documents that determine the strategic directions of Ukrainian long-run development. The basic aspect, during their development process, involved the consideration of the Sustainable Development Goals, adapted for Ukraine by 2030, along with the key provisions of the updated EU Sustainable Development Strategy. The developed Sustainable Development Strategy for Ukraine by 2030 and the National Action Plan by 2020, in case of their approval at the country level, would be an effective instrument for the implementation of sustainable development principles in the regions and settlements of Ukraine, through the consideration of the main provisions of their regional development strategies. To date, the possibility of their adoption at the state level is under negotiation with the Cabinet of Ministers of Ukraine and the Presidential Administration.

The contribution of the All-Ukrainian Ecological League to the implementation of the project "Integrating Rio Conventions Provisions into Ukraine's National Policy Framework" in financial terms:

The type of All-Ukrainian Ecological League activity	The estimated number of working days during 2014-2017	The estimated contribution of All-Ukrainian Ecological League, US $
Advocacy activities with regard to Sustainable Development Strategy for Ukraine by 2030 and the National Action Plan by 2020	35	7 000
The organization of events in the regions of Ukraine, the process of setting up partnerships with the local authorities	85	17 000
Provision of All-Ukrainian Ecological League resource centers in the regions of Ukraine, involvement of the regional experts	75	15 000
Organization of trainings, conferences, round table discussions, development of practical	105	21 000

materials for participants, conduction of surveys		
All-Ukrainian Ecological League office staff remuneration	200	40 000
Total		100 000

The All-Ukrainian Ecological League expresses its sincere gratitude to the United Nations Development Programme in Ukraine and the Global Environment Facility for the cooperation within the framework of the project "Integrating Rio Conventions Provisions into Ukraine's National Policy Framework" implementation.

We continue to perform activities towards the implementation of the sustainable development principles in the public policy at all levels, and conduct the public monitoring of the Ukraine's compliance with its international obligations under the international environmental conventions and directives.

We avail ourselves to the opportunity to extend to you the assurances of our highest consideration and look forward to further cooperation.

Yours faithfully,

T.V. Tymochko

The Head of All-Ukrainian Ecological League

United Nations Development Programme

UNDP/2018/145

18 June 2018

Ukraine

Dear Ms. Adriana Dinu,

I am writing to confirm that the United Nations Development Programme in Ukraine co-financed the project **"Integrating Rio Convention Provisions into Ukraine's National Policy Framework" (PIMS 4478)** in the amount of **USD 150,320.00.**

During the project implementation period, UNDP strengthened project's results through utilizing the network of experts and policy makers, providing the necessary facilities and high quality operational and programmatic support. UNDP demonstrated its commitment to achieving sustainable growth by bringing together key stakeholders, interested in sustainable economic development and integration of Sustainable Development Goals into local frameworks across the country.

The co-financing came from the UNDP CO support, activities jointly co-organized with the UN Resident Coordinator's Office, as well as from other UNDP's non-GEF funded projects. The detailed contribution of UNDP to the implementation of the project "Integrating Rio Convention Provision into Ukraine's National Policy Framework" in financial terms is presented in Table 1.

Table 1. CO-FINANCING FOR THE RIO CONVENTIONS PROJECT (UNDP/GEF, 2014-2017)

Budget category	Co-Financing, estimates, USD				Cumulative, USD	Remarks
	2014	2015	2016	2017		
Personnel costs (UNDP Regional Hub staff, UNDP international advisors, etc.)	9,415	9,415	12,426	26,645	57,901	In-kind support in a form of salaries, airfares, allowances of senior officers and advisors coming on mission to Ukraine to provide advisory support to UNDP's visioning, activities and advocacy on SDGs

Logistics support, fuel, premises for events	1,985	3,081	3,068	3,983	12,117	The estimate cost of logistical and administrative support provided for the events, consultations, working meetings, ceremonies organized within or in relation to the Rio project
Coordination of cross-agency cooperation - personnel costs (for estimated number of working days)	N/A	N/A	1,635	5,657	7,292	To scale-up project's events, UNDP has engaged other agencies of the UN system in a number of project activities (trainings for journalists, media and students' contests)
Premises for the project staff provided at the UN house	4,200	4,666	5,184	6,480	20,530	The estimate cost of rent of office space
Storage of project equipment, files, documentation, publications	630	700	778	864	2,972	The estimate cost of rent of office space used for storage
UNDP projects interventions supporting Rio projects results: Community Based Approach (VBA project	N/A	N/A	18,273	14,565	32,838	Co-funding in a form of contributions: CBA established and maintained a network of universities focusing on promotion of SDGs among students through awareness events and resource centers
UNDP projects interventions supporting Rio projects results: Business Memberships Organizations (BMO) project	N/A	N/A	1,534	3,458	4,992	Co-funding in a form of contributions: Business Memberships Organizations project (promotion of SDGs among private sector organization through events and partnerships)
Delivering project's messages to the target audience through UNDP's communications materials	N/A	N/A	N/A	5,778	5,778	The cost of development, production and placement of op-eds, interviews and social media announcements by UNDP management

Outcome Evaluation	N/A	N/A	N/A	5,900	5,900	The cost of the Outcome Evaluation for the UNDP's portfolio - the project was analyzed objectively, as a part of UNDP's cluster on sustainable development; the project staff learnt from recommendations provided in the report - specifically, the results were used for elaborating the project's exit strategy and sustainability
Total, USD					**150,320**	

UNDP in Ukraine is looking forward to further common activities and will remain a reliable platform for the implementation of GEF-sponsored projects.

Yours faithfully,

Blerta Cela
Deputy Country Director (Programme)
UNDP Ukraine

Ms. Adriana Dinu
Director
Sustainable Development (Environment) a.i.
Executive Coordinator
Global Environmental Finance
BPPS, UNDP, NYC, USA

ANNEX X: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluator:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. Should provide maximum notice, minimize demands on time, and respect people's right not to engage. The evaluator must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. The evaluator is not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluator should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, the evaluator must be sensitive to and address issues of discrimination and gender equality. Should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, the evaluator should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for their performance and their product(s), and responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form[1]

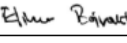
Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: __Elinor Bajraktari_____

Name of Consultancy Organization (where relevant): _____

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

Signed at *place* on *date* Canada, Feb 15, 2018

Signature:  _____

ANNEX XI: EVALUATION REPORT CLEARANCE FORM

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: ____Mr. Tom Twining-Ward_____

Signature: _ _____ Date: _____6 July 2018_____