



## Evaluation Unit (EVAL)

### Evaluation Title Page

- **Project Title:** Gender Equality in the World of Work
  - **TC/SYMBOL:** UKR/08/02/EEC
  - **Type of Evaluation:** Final Independent
  - **Country(ies):** Ukraine
  - **Project End:** August 2011
  - **Evaluation Manager:** Ms. Anna Farkas
  - **Administrative Unit:** DWT/CO Budapest
  - **Technical Unit:** Bureau for Gender Equality
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  - **Date Evaluation Completed:** June 2011
  - **Key Words:** gender equality; gender and employment; gender-sensitive labour market policies
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# **Final Evaluation**

## **ILO project on Gender Equality in the World of Work in Ukraine**

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**Independent consultants**

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## Acronyms and Abbreviations

AUAE	All-Ukrainian Association of Employers
CSR	Corporate Social Responsibility
CEU	Confederation of Employers of Ukraine
DAC	Development Assistance Committee
DWT/CO	Decent Work Technical Support Team and Country Office for Central and Eastern Europe
EC	European Commission
FTUU	Federation of Trade Unions of Ukraine
FEU	Federation of Employers of Ukraine
GEL	Law on Ensuring Equal Rights and Opportunities of Men and Women
GEP	Gender Equality Plans
IAC	Interagency Council
ILO	International Labour Organisation
ITC/ILO	International Training Centre of the ILO
IYB	Improve Your Business
KVPU	Confederation of Free Trade Unions of Ukraine
LAB/ADMIN	Labour Administration and Inspection Programme of the ILO
LF	Logical Framework
LIS	Labour Inspection Service
MFYS	Ministry for Family, Youth and Sports
MoV	Means of Verification
NGO	Non Governmental Organisation
NORMES	International Labour Standards Department, ILO
NPC	National Project Coordinator

OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
PARDEV	Partnership Development Department, ILO
PES	Public Employment Service
SIYB	‘Start and Improve Your Business’
SKILLS	Skills and Employability Department, ILO
SMART	Specific, Measurable, Achievable, Relevant, Time Bound
SYB	Start Your Business
TOR	Terms of Reference
UKR	Ukraine
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations International Children’s Fund
VOST	All-Ukrainian Association of Workers’ Solidarity

## Acknowledgements

We wish to thank everybody who has participated in one way or other throughout this Evaluation of the Project Gender Equality in the World of Work.

First and foremost, thanks go to Mr. Mark Levin, Director, ILO DWT/CO-Budapest, for enabling the work and Ms. Anna Farkas, Administrative and Finance Official in the same office. Ms. Anna Farkas has very ably and amicably managed the evaluation, providing excellent support throughout the work in the form of contacts, reports, documents and logistics. Thanks also to other staff members in the ILO DWT/CO-Budapest: Ms. Verena Schmidt, Gender Specialist (who was on leave during the evaluation but still participated in a telephone interview), Ms. Maria Borsos and Ms. Ildiko Rigo.

We also acknowledge with appreciation the discussion with Mr. Vasyl Kostrytsya, ILO National Coordinator in Ukraine, and Mr. Sergey Polyuk, Sector Manager on Health and Welfare, Delegation of the European Union, both in Kiev. The information they provided was important “pieces in the puzzle”.

Thanks are also extended to staff at ILO headquarters in Geneva who briefed the evaluation team and gave comments on the draft report and Mr. Raphael Crowe, Senior Gender Specialist, Bureau for Gender Equality, who participated in the presentation of the evaluation’s preliminary findings in Kiev.

A very special “Thanks!” go to the Project team in Kiev, headed by Mr. Sergiy Savchuk, National Project Coordinator, for his invaluable assistance in sharing information, sending us numerous documents, facilitating contacts and explaining the environment in which the Gender Equality Project has operated. Many thanks also go to Ms. Galyna Meshcheryakova, Project Assistant, who assisted the team in many ways, and shared her views about her role in the Project. Thanks also Kateryna Shambir, external collaborator in the Project.

We are very grateful to all the representatives of the Project stakeholders who participated in the Project evaluation - this evaluation would of course not have been possible at all without their active involvement. Many thanks to those who have participated in meetings, discussions, in-depth interviews, replied to questionnaires and e-mails, sent reports and documents and provided comments from the following institutions/organisations:

Ministry of Social Policy; Ministry of Family, Youth and Sports; Labour Inspection Service; Public Employment Service; Federation of Employers; Confederation of Employers; All-Ukrainian Association of Employers; All-Ukrainian Association of Workers’ Solidarity; Federation of Trade Unions and Confederation of Free Trade Unions; Inter-Agency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking; National Tripartite Social and Economic Council, and GURD - a business training institution implementing training programmes for trainers and trainees involved in small-scale businesses.

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## Executive Summary

This report is the final evaluation of the technical cooperation project named Gender Equality in the World of Work project operated in Ukraine in 2009 - 2011. It was implemented by the International Labour Organisation (ILO) and funded by the European Commission (EC).

### Background and context

The project took off in the wake of adoption and implementation of gender equality goals in Ukraine. It aimed at developing, implementing and monitoring gender-sensitive employment policies and locally adapted tools to promote gender equality and women's empowerment in the world of work. It utilized numerous approaches to achieve its aims, combining ILO methodologies with new methods developed specifically for the Ukrainian context. It aimed at addressing women's vulnerability in suffering from multiple forms of discrimination and gender inequality due to insufficient national experience with gender equality law implementation and gender-sensitive policy development.

The actions required would enable key state bodies and social partners to promote gender equality and empower women in the world of work, through developing, implementing and monitoring gender-sensitive employment policies and programmes. These actions would result in Ukrainian actors accumulating hands-on experience with gender-sensitive policy development and implementation<sup>1</sup>.

The main strategies of the Project to address the above issue included (but were not limited to) undertaking studies, determining suitable stakeholders and implementing organisations and raising awareness among stakeholders about the subject matter of gender equality in the work place.

The Project developed and translated/adapted training materials (guides/manuals), organised Training of Trainers and training of representatives of target groups in various courses/workshops. Dialogue was maintained with the government, constituents, social partners, EU projects, external collaborators and media.

The EU fielded a monitoring mission to the project in October 2009 (overall there were two EU monitoring missions). This was followed by a revision of the Project's action plan to adapt it to the perceived needs of the project stakeholders. The Project's tripartite Steering Committee endorsed the revised plan in December 2009. The changes made relate to the number and duration of the training sessions, number of beneficiaries to be targeted. Training sessions targeting employers were also added.

The overall management of the project was under the responsibility of the ILO Decent Work Team and Country Office for Central and Eastern Europe, in Budapest, Hungary. At the country level, the project was implemented by the project team based in Kiev, which consisted of two national staff, namely one National Project Coordinator (NPC) and an Assistant based in an office in the Ministry of Social Policy.

### Purpose, scope and clients of the evaluation

The stated purpose of the evaluation is to:

- Assess implemented activities and their effectiveness with regard to indicators of achievements and the overall objectives and objectives of the project;
- Identify problems encountered during implementation and means undertaken by project staff to overcome these problems;
- Document lessons learned and good practices; and
- Develop recommendations for similar interventions in the future.

The scope is to evaluate the whole period and the entire implementation of the project. The clients of this evaluation are: the ILO tripartite constituents, including direct beneficiaries of the project action; Development partner/donor agency (European Commission); business training institution and

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<sup>1</sup> Ibid.

women-entrepreneurs trained under SIYB programme within the project; other national counterparts and EU-funded 'sister' projects; ILO DWT/CO-Budapest and Headquarters and ILO project staff.

### **Methodology of evaluation**

The methodology includes the following elements:

#### *Desk review*

The assignment included a comprehensive documentation review. The key documents are the Project's steering documents, such as the Project Document, the Addendum and Logical Framework Matrix, Work Plans/Budgets and Progress reports. Technical reports, NGO reports, training manuals, guidelines, written presentations, e-mail correspondence and relevant websites.

#### *Interviews using the evaluation instrument*

The evaluation team gathered information through consultations, briefing sessions and in-depth interviews with officials in Geneva, Budapest and Kiev, including interviews through the electronic media.

#### *Round Tables and Steering Committee Meetings*

The evaluation team attending a Round Table (23/06/11), a Project Closing conference and a Steering Committee Meeting (both held on 29/06/11), organised by the Project. In the two first events the team was able to pose questions related to the respective subject matter, while in the latter meeting the team presented its preliminary findings to the steering committee. The presentation was followed by a discussion and the comments gathered by the evaluation team were accounted for in the Inception report.

#### *Inception report*

The evaluation team submitted an Inception report to the ILO evaluation manager in Budapest and received comments on it.

#### *Research limitations*

The original plan to visit ex-trainees of the women entrepreneurship development component (under immediate objective 3) could unfortunately not be followed due to time limitations of the evaluation team. In the end, the team only had one in-depth interview with one of the former trainees, which although proved to be very valuable, still is a limitation. The evaluation team has tried to make up for this through discussions with trainers and other stakeholders in workshops and meetings in Kiev.

### **Main findings and conclusions**

- The overall conclusion is that the Project has performed very well despite the external challenges it faced resulting from the changes in the Ukrainian Government and its Ministerial set up after the election in 2010, which are mentioned in this report.
- The Project's capacity building activities, involving all the key stakeholders and all administrative levels with all-Ukrainian coverage for most of training events, are impressive. It has also been able to acquire public recognition to the fact that gender inequality in Ukraine is a systemic problem and that actions are necessary by the government, ILO's constituents and partners in the world of work.
- The Project's contributions in the area of policy dialogue are also recognised by this evaluation. It has clearly contributed to the Ukrainian debate on the need for systemic changes in gender equality issues in the world of work and increased knowledge and developed skills among its participants and the public.
- The evaluation has assessed that the Project's Objectives 3 (Women entrepreneurs supported) and 4 (Social Partners promote and defend women's rights at the workplace) have been attained. Objectives 1 (Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking promotes enforcement of women's rights at



the workplace and monitors implementation of gender equality and policies) and 2 (Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work) were partially attained, due to factors beyond the control of the project.

- The assessment is therefore that the project has been effective, despite the fact that it was not able to “reach all the way” in terms of meeting all its stated objectives, mainly due to external factors beyond its control.
- The efficiency of Project operations is assessed as good. As regards the final delivery rate and utilisation of the budget, the ILO was at the time not fully aware of the details, but assessed it to be around 95% (the final figure can only be provided when preparation of the final financial statement has been made by ILO).
- There was no Logical Framework available at the start-up of the project. The Project staff developed the Logical Framework one year after the start up of the Project.
- Due to delays, there was basically no time left in 2011 to assist the stakeholders in building up their own institutional monitoring & evaluation systems, apart from providing guidelines.
- The project team in Kiev was too small (only two staff members), which, compared with the scope of the tasks to be performed and the vast number of stakeholders involved, must be regarded as insufficient for a project of this size and scale.
- It has been assessed that there exist opportunities for sustainability of the work at least at social partners' institutional levels. However, the external policy developments and uncertain ministerial arrangements in Ukraine at the time of the evaluation did not speak in favour of sustainability of achievements and results.

## **Recommendations**

Below follows a list of the specific recommendations (see chapter 7 for more details):

1. It is strongly recommended that the ILO, in its internal appraisal procedures regarding new technical cooperation projects, ensures that all Project Documents include Logical Framework matrices and that this is in place *before* the signing and launching of activities.
2. The ILO should include “important assumptions” in the logical framework process and project set-up, along with risk analysis, which should be part of the preparatory work and the Project Documents, since neither the ILO, nor its Partners cannot predict the outcome of political or administrative changes in the host governments.
3. The ILO should be more attentive when stating that it will assist in setting up monitoring systems in the participating organisations, as the work is usually time-consuming, often complicated - thus sufficient time must be devoted to making it work and be owned by the stakeholder organisations in question.
4. It is recommended for the ILO to ensure that the size of the project teams is proportionate to the ambitions and the scope of the work to be performed.
5. It is recommended that similar gender-related interventions in the future include a project position for a communications specialist.
6. It is strongly recommended that the ILO and the donors give sufficient time to projects of this kind in order to enable them to prepare for the implementation, implement activities and contribute to the establishment of relevant systems at the level of constituents/social partners.
7. The ILO, as well as the EU, should closely follow-up on the developments within the Government in Ukraine and the political situation, in order to continue on the path to contribute to increased gender equality in the world of work.

8. It is recommended that the EU identifies and consolidates achievements and issues to follow-up from the overall “Women and Children Rights” Programme, of which this project is a part, to avoid losing momentum.

### **Lessons learned**

Some **lessons to be drawn** from the operations and recommendations pertaining to these are, in short:

1. New country-based projects need time to prepare for implementation, normally 4-6 months before they can be fully operational, and therefore adequate timelines and sufficient duration are needed.
2. The EU funding of the “Women and Children’s Rights” Programme (14 million Euros), comprised of a set of mutually complementing and reinforcing projects, was essential for creating the momentum and achieving the expected social change.
3. Communication and information dissemination and visibility actions represent the core activities in gender-related projects. Such activities require adequate staffing provisions and solutions.

## 1. Background

In June 2011, the International Labour Organisation (ILO) carried out an independent final evaluation of the project in Ukraine named **Gender Equality in the World of Work**, consistent with its evaluation policy and donor requirements.

### 1.1. Context

In Ukraine, economically, active female population with complete or incomplete higher education constitutes 47.5% of the overall female population, while for the male population it is only 39.5%. Irrespective of a higher education and comparable employment indicators compared to the ones for males, the average income of female population of Ukraine does not exceed 69% of the male average income. Furthermore, women are mainly employed in low-paid jobs both within government and business entities<sup>2</sup>.

The sections below describe some of circumstances that need to be highlighted in order to appreciate the context within which the Project was launched in 2009:

#### **Policy developments and ILO involvement in Ukraine**

In 2005 the Ukrainian Parliament (*Verkhovna Rada*) passed a Gender Equality Law<sup>3</sup> on ensuring equal rights and opportunities for women and men. Substantial problems related to compliance with the law existed and the country lacked national experience with gender sensitive policy development. In 2008 the Government declared that a first national programme would be developed in order to implement this law.

The overall programme framework for the evaluated “Gender Equality in the World of Work Project” (herein also referred to as the Gender Equality Project, or the Project) is the Decent Work Country Programme (DWCP)<sup>4</sup> of the ILO which, in turn, is the continuation of past successful cooperation in the Ukraine<sup>5</sup>.

During the period 2000- 2006, the technical cooperation activities were directly or indirectly focused on the decent work agenda, such as rights at the work place including women’s rights, productive employment, social protection, voice and representation. Apart from the Gender Equality project, the ILO activities in the period 2008-2012 include a number of technical areas, such as social dialogue, child labour (through the International Programme on the Elimination of Child Labour - IPEC), migration, prevention of trafficking in women, HIV/AIDS, and occupational safety and health (OSC) activities implemented in six countries<sup>6</sup>.

The international labour standard on equal pay for work of equal value set out in the ILO Convention 100 was initially misunderstood in Ukraine and some constituents were reluctant to focus on gender equality issues in the midst of the global economic crisis<sup>7</sup>. The aim of ILO’s action was therefore to enable key state bodies and social partners to promote gender equality and women’s empowerment in the world of work by developing, implementing and monitoring gender-sensitive employment policies and programmes.

#### **Partnership with the European Union**

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<sup>2</sup> The Project Document’s reference: UN 2007 Human Development Report.

<sup>3</sup> The law entered into force on 1 January 2006.

<sup>4</sup> It is in line with the country outcome UKR 125 on “Improving employment policy formulation and promoting equal opportunities in the labour market” and UKR 126 on “Employment programmes and services are developed and implemented to promote gender equality in the world of work”. It is also in line with ILO’s Programme Budget Outcome 110300 under Outcome 17 on “Discrimination at Work: Discrimination in employment and occupation is eliminated”.

<sup>5</sup> Independent Evaluation of ILO’s Decent Work Country Programme to Ukraine 2000-2006. ILO 2007.

<sup>6</sup> Source: Interview with the ILO National Coordinator in Ukraine, Kiev.

<sup>7</sup> The ILO viewed that the Global Jobs Pact (adopted by the ILO Conference in 2009) was an opportunity to help mitigate the crisis and to develop policy responses that were gender responsive. The Pact called for recovery packages and national measures to take account of gender concerns, and for their impacts to be measured on both women and men.

ILO's cooperation and strategic partnership with the European Union (EU) started in 2001. Promotion of equality of rights and opportunities between women and men, and promotion of children's rights are at the core of the European values, and part of a number of formal international commitments. Although the ILO Gender Equality Project is an independent technical cooperation project, it is regarded as one of the elements of a larger EU – Ukraine action named EU TACIS Programme on Women's and Children Rights, comprising five "sister" projects<sup>8</sup>.

Four of these projects are implemented by relevant UN structures and the fifth one – the Communication component – is operated by a EU contractor<sup>9</sup>. Although all projects are gender-related, they have different focus. The ILO-implemented gender equality project, the subject of current final evaluation, is the only project within the EU overall programme that specifically addresses gender equality issues in the world of work<sup>10</sup>.

EU decision to provide funds to projects in the area of women's and children rights in Ukraine was based on the following findings:

- Donor funding in the field of women's and children rights had been limited in Ukraine;
- While many small projects were implemented, funding lacked a comprehensive and sustainable approach;
- The scope of actions required awareness raising;
- Policy and legal reform and capacity building remained under-funded even with the EU support;
- Involvement of UN structures in the Programme implementation would increase coherence and would help preventing overlaps across donor actions;
- Flexibility should exist in the EU programme's design to accommodate reallocations in case of any overlaps.

One of the key issues to address was economic empowerment of women, which included such aspects as high salary difference between men and women; hidden and/or open discrimination of women in job selection processes and/or during employment; "glass ceiling"<sup>11</sup> resulting in under-representation of women in politics, decision-making processes and management, and the absence of data on sexual harassment in the workplace.

## **1.2. Purpose, scope and clients of the evaluation**

The stated purpose of the evaluation is to:

- Assess implemented activities and their effectiveness with regard to indicators of achievements and the overall objective and specific objectives of the project;
- Identify problems encountered during implementation and means undertaken by project staff to overcome these problems;
- Document lessons learned and good practices; and
- Develop recommendations for similar interventions in the future.

The scope is to evaluate the whole period and the entire implementation of the project.

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<sup>8</sup> One of the former projects "EC Toolkit on mainstreaming gender equality in EC development cooperation" (EC 2004) was used as a methodological reference for the formulation and framework of this programme.

<sup>9</sup> As originally designed, the project under evaluation was in line with specific objective 3 of the proposed "Women's and Children Rights" Programme – "Increase women's empowerment in the workplace". It corresponded to the component 3 of the Programme – "Economic empowerment of women". Source: "Project Fiche" for Women's and Children Rights

<sup>10</sup> Ibid.

<sup>11</sup> The "glass ceiling" refers to an invisible upper limit in corporations and other organizations, above which it is difficult or impossible for women to rise in the ranks. It is glass because it's not usually a visible barrier, and a woman may not be aware of its existence until she "hits" the barrier. In other words, it's not an explicit practice.

The clients of this evaluation are:

- ILO tripartite constituents, including direct beneficiaries of the project action;
- Development partner/donor agency (European Commission);
- Business training institution and women-entrepreneurs trained under SIYB programme within the project;
- Other national counterparts and EU-funded 'sister' projects;
- ILO DWT/CO-Budapest and Headquarters; and
- ILO project staff.

### **1.3. Evaluation team**

The evaluation team consisted of Ms. Lotta Nycander, international lead evaluator and Ms. Inna Bayda, national evaluator, both independent consultants. Ms. Nycander spent 20<sup>th</sup> – 29<sup>th</sup> June 2011 in Ukraine.

## **2. Methodology**

### **2.1. Overall approach**

The following overall approach has guided the methodology:

- Using informal methods to gather qualitative information;
- Using participatory consultation and inquiry approaches throughout the assignment with all of stakeholder categories;
- Triangulating information - allowing for double or triple cross-checking, and in order to strengthen the reliability of the conclusions to be drawn;
- Neutralizing personal bias as much as possible;
- Focusing on systems, structures, processes and institutional procedures and avoid undue focus on individuals or groups;
- Apart from gender equality (the main theme of the project) also consider any other relevant socio-cultural concerns;
- Applying the evaluation criteria in line with international norms, standards and ethics (OECD/DAC) and as required by the Terms of Reference (TOR); namely effectiveness (of the project outcomes and the overall project management approach); efficiency; and sustainability (related to financial, policy and institutional levels and aspects); and identifying lessons to be drawn.

### **2.2. Evaluation instrument**

The evaluation questions proposed in the Terms of Reference have generally guided the evaluation work (Annex I). The evaluation team developed its own tailor made evaluation instrument in the form of semi-structured questions for all key stakeholders (Annex II).

### **2.3. Methods applied**

The methodology includes the following elements:

#### **Desk review**

The assignment has included of comprehensive documentation review. The key documents are the Project's steering documents, such as the Project Document, the Addendum and Logical Framework Matrix, Work Plans/Budgets and Progress reports. Technical reports, NGO reports, training manuals, guidelines, written presentations, e-mail correspondence and relevant websites were also part of the desk review (Annex IX).

#### **Interviews using the evaluation instrument**

The evaluation team gathered information also through consultations, briefing sessions and in-depth interviews with officials in Geneva, Budapest and Kiev, including interviews through the electronic media.

#### **Round Tables and Steering Committee Meetings**

The evaluation team attending a Round Table (23/06/11, Annex IV), a Project Closing conference and a Steering Committee Meeting (both held on 29/06/11, Annexes V and VI), organised by the Project. In the two first events the team was able to pose questions related to the respective subject matter, while in the latter meeting the team presented its preliminary findings to the steering committee. The presentation was followed by a discussion and the comments gathered by the evaluation team were accounted for in the Inception report (Annex VII).

**Inception report**

The evaluation team submitted an Inception report to the ILO evaluation manager in Budapest and received comments on the same.

**Limitations**

The original plan to visit ex-trainees of the women entrepreneurship development component (under immediate objective 3) could unfortunately not be followed due to time limitations of the evaluation team. In the end, the team only had one in-depth interview with one of the former trainees, which although proved to be very valuable, still is a limitation. The evaluation team has tried to make up for this through discussions with trainers and other stakeholders in workshops and meetings in Kiev.

### 3. Findings A: Project design

#### 3.1. Basic facts of the Project

Gender Equality in the World of Work is an ILO technical cooperation project operated in Ukraine (completed in August 2011). The Project was launched on 13 March 2009, when the project budget was opened in the ILO's accounting system<sup>12</sup>. However, the actual project period was between 13 August 2008 and 12 August 2011 (30 months with 6 months extension).

The total budget was Euro 1,214,897, 90% of which was provided as a grant from the European Commission (EC)<sup>13</sup>. The Project was one of group of five EC-funded projects in Ukraine that specifically addressed the rights of women and children<sup>14</sup>.

The actual steering documents in the implementation were the Project Document and Addendum to this document. A tripartite Project Steering Committee guided the implementation.

#### 3.2. What was to be addressed and how?

The project took off in the wake of adoption and implementation of gender equality goals in Ukraine. **It aimed at** developing, implementing and monitoring gender-sensitive employment policies and locally adapted tools to promote gender equality and women's empowerment in the world of work. It utilized numerous approaches to achieve its aims, combining ILO methodologies with new methods developed specifically for the Ukrainian context. It aimed at addressing "women's vulnerability in suffering from multiple forms of discrimination and gender inequality due to insufficient national experience with gender equality law implementation and gender-sensitive policy development<sup>15</sup>".

The actions required would enable key state bodies and social partners to promote gender equality and empower women in the world of work, through developing, implementing and monitoring gender-sensitive employment policies and programmes. These actions would result in Ukrainian actors accumulating hands-on experience with gender-sensitive policy development and implementation<sup>16</sup>.

The **main strategies** of the Project to address the above issue included (but were not limited to) undertaking studies, determining suitable stakeholders and implementing organisations and raising awareness among stakeholders about the subject matter of gender equality in the work place.

The Project developed and translated/adapted training materials (guides/manuals), organised Training of Trainers and training of participants in various courses/workshops. Dialogue was maintained with the government, constituents, social partners, EU projects, external collaborators and media. The project monitored progress throughout the duration of the Project.

The EU fielded a monitoring mission to the project in October 2009 (overall there were two EU monitoring missions). This was followed by a revision of the Project's action plan to adapt it to the perceived needs of the project stakeholders. The Project's tripartite Steering Committee endorsed the revised plan in December 2009. The changes made related to the number and duration of the training sessions, number of beneficiaries to be targeted. Training sessions targeting employers were also added.

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<sup>12</sup> Project preparation activities started earlier – see report covering the period 13 August 2008-12 February 2010. The actual launch of the project was delayed mainly due to the problems of compatibility between the ILO administrative procedures and the EC administrative procedures (FIFA), plus the complexity of links between five closely related sister projects, each coordinated by another UN agency.

<sup>13</sup> The amount Euro 1,214,897 is the total eligible cost of the action, with the amount of Euro 1,093,407.3 requested from the Contracting Authority.

<sup>14</sup> The umbrella programme for these is named Women's and Children rights (14 mln. Euros). However, this EU programme was not mentioned in the ILO Project Document/proposal to the EU. On p. 26 in the Project Document is stated: "This action is neither part of a larger programme, nor the prolongation of a previous one".

<sup>15</sup> Source: Project Document.

<sup>16</sup> Ibid.



### **3.3. Project team, administrative and technical support**

The project team in Kiev consisted of only two national staff, namely one National Project Coordinator (NPC) and an Assistant based in an office in the Ministry of Social Policy (former Ministry of Labour and Social Policy<sup>17</sup>). The Assistant in Kiev was responsible for the day-to-day project finance and administration and also played a role in supporting the NPC in his technical role. The ILO National Coordinator in Ukraine, who has long experience from working in Ukraine, supported the project<sup>18</sup>.

The overall management of ILO technical cooperation in Ukraine is the responsibility of the ILO Decent Work Team and Country Office for Central and Eastern Europe, in Budapest, Hungary. The ILO Director was responsible for the general oversight of the project while the finance/administrative management staff provided technical backstopping and took care of the overall financial issues. The Senior Specialist on conditions of work and gender equality and the Financial and Administrative Coordinator were closely involved in the follow-up of the project.

At ILO Headquarters, Geneva, ILO has appointed a focal point for the EU portfolio, at the Partnership and Development Cooperation Department (PARDEV) who also monitored the Project<sup>19</sup>. The responsibilities of PARDEV were linked to administrative support and facilitation of compliance to EC procedures (FAFA), quality control of reporting, and internal monitoring. Additionally, a desk officer in the FINANCE department was responsible for financial supervision. This department was also involved in the project design.

ILO informed the evaluation team that the UN (including ILO) and EU are constantly working on improving the procedures and guidelines for joint project implementation - aiming at more efficiency and fewer delays in the implementation of technical cooperation projects funded by EU<sup>20</sup>.

Backstopping was also provided by staff at Headquarters, when required, by experts in different technical fields, such as employment, labour inspection, social security, workers' and employers' activities and gender equality (LAB/ADMIN and NORMES departments).

### **3.4. Target groups/stakeholders of the Project**

#### **Ultimate beneficiaries**

The Gender Equality Project's stakeholders are first and foremost the ultimate beneficiaries, namely "women and men who are in view of achieving gender equality in the world of work" - not further specified in the Project Document.

#### **Other key stakeholders/target groups**

Other stakeholders of the Project who also are target groups (many of whom are also implementing agencies/partners) are:

- Ministry of Social Policy (former Ministry of Labour and Social Policy);
- Ministry for Family, Youth and Sport;
- Labour Inspection Service;
- Public Employment Service;
- Social Partners (Federation of Employers, Confederation of Employers, All-Ukrainian Association of Employers, All-Ukrainian Association of Workers' Solidarity – VOST,

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<sup>17</sup> Due to the administrative reform initiated by the President of Ukraine (Presidential Decree dated 9 December 2010 №1085/2010), the Ministry of Labour and Social Policy of Ukraine was renamed the Ministry of Social Policy of Ukraine.

<sup>18</sup> According to the ILO management, the decision not to have bigger staff was made with the purpose to save the limited funds available and devote the money to technical activities (expert missions, training courses, seminars, publications, etc.)

<sup>19</sup> The EU-ILO Gender Equality in the World of Work project is one out of about 30 EU-funded ILO projects, both centralized and decentralized, and monitored by Headquarters.

<sup>20</sup> Source: Interview with the ILO official in PARDEV, responsible for the EU portfolio.

Federation of Trade Unions, Confederation of Free Trade Unions and civil society organisations);

- Inter-Agency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking;
- National Tripartite Social and Economic Council; and
- Business Training Institutions

### Cooperation with EU “sister” projects

The project is one of the five “sister” projects implemented in the framework of EU TACIS programme “Women’s and Children Rights”:

- UNDP (“Equal opportunities and women’s rights” project);
- ILO (“Gender Equality in the World of Work” project – under current final evaluation);
- Council of Europe (now completed);
- UNICEF; and
- Communication component (implemented by an international firm contracted by EU).

### 3.5. Logical framework

The **overall objective** of the action is to build the capacity of Ukrainian authorities and social partners in ensuring respect for national and international gender equality commitments in the world of work, in progressively eliminating gender biases in employment policies and sexual harassment at the workplace, and in creating a supportive environment for women’s economic empowerment and women’s entrepreneurship.

The original **specific objectives**<sup>21</sup> and **outputs** of the project were revised/refined in the course of the project and approved by the Project Steering Committee, followed by an approval by the EU through the signature of an Addendum.

The Project Document mentions a Logical Framework (here referred to as Logframe or LF) on p. 18. However, it was found that there was no LF Matrix developed at the time of the start-up of the Project. The ILO now clearly requires that all technical cooperation projects have Logframes<sup>22</sup>. The National Project Coordinator, in close cooperation with the Gender Specialist of the ILO office in Budapest, developed a LF matrix one year after the start of the project.

**Table 1. Logframe elements: Objectives and outputs**

OBJECTIVES <sup>23</sup>	OUTPUTS
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<sup>21</sup> The original objectives were revised in December 2010. These were the original specific objectives in the steering document (the ILO Project Document):

Objective 1: To enable governmental authorities and social partners (employers, trade unions) to promote, implement and monitor relevant international commitments, national legislation, policies and programmes for ensuring of gender equality and women’s empowerment in the world of work (e.g. ILO Conventions, Labour Code, Law on Ensuring Equal Rights and Opportunities of Men and Women (GEL), State Programme for Ensuring Gender Equality in Ukrainian Society up to 2010).

Objective 2: To improve the capacity of labour market institutions and social partners in developing and implementing gender-sensitive labour market policies, programmes and services.

Objective 2: To build the capacity of the Labour Inspection Service (LIS) and trade unions to effectively monitor gender equality provisions in the workplace and redress rights violations.

Objective 2: To contribute to women’s economic empowerment, in particular through support of women’s entrepreneurship

<sup>22</sup> The ILO official monitoring the Project from PARDEV department at Headquarters has informed the evaluation team that “clearance of project proposals is done through an appraisal mechanism which aims at ensuring a project’s feasibility and sustainability, as well as has relevant indicators and MoVs allowing easy monitoring and reporting on achievements”. However this procedure was not in place at the time the project was designed.

<sup>23</sup> In the Logframe enclosed in the Addendum, “specific objectives” are termed “objectives”.

<p><b>Objective 1</b></p> <p>Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking promotes enforcement of women's rights at the workplace and monitors implementation of gender equality and policies</p>	<p><b>Output 1.1</b></p> <p>The Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking (Interagency Council) <b>trained to implement</b> gender-sensitive labour market policies, programmes and services</p>
<p><b>Objective 2</b></p> <p>Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work</p>	<p><b>Output 2.1</b></p> <p>Public Employment Service's (PES) capacity built on gender sensitive recruitment practices</p> <p><b>Output 2.2</b></p> <p>State Labour Inspection (LIS) trained on gender equality techniques and practices</p>
<p><b>Objective 3</b></p> <p>Women entrepreneurs supported</p>	<p><b>Output 3.1</b></p> <p>Women's entrepreneurial skills trained (<i>improved? evaluation team's comment</i>) based on ILO's "Start and Improve your Business" (SIYB) training programmes supporting women-entrepreneurs</p>
<p><b>Objective 4</b></p> <p>Social Partners promote and defend women's rights at the workplace</p>	<p><b>Output 4.1</b></p> <p>Capacity of trade unions increased on promotion of gender equality, pay equity and non-discrimination at the workplace</p> <p><b>Output 4.2</b></p> <p>Capacity of employers' organizations developed to promote gender equality at the workplace.</p>

The Project has made good efforts in developing a Project Logical Framework (Logframe) Matrix one year after project start, **which ought to have been developed already before the approval and start-up of the Project**<sup>24</sup>.

These are some observations made on the Logframe:

- The objectives are quite ambitious for a short-term Project, considering that awareness and knowledge on gender equality in the workplace were poorly developed at the start. For instance objectives 1 and 2 refer to *both* implementation and monitoring, both of which requires the setting up of systems from "scratch".
- The LF has included indicators at objectives and outputs levels. The ILO Budapest has informed that as there was a lack of benchmark data at the start-up of the Project, therefore indicators were not quantified. The qualitative indicators for Objective 4 ("Social partners promote and defend women's rights at the work place") are relevant and well phrased, but lack an important angle, namely information to be drawn from women workers/TU members (beneficiaries) themselves.

<sup>24</sup> The pros and cons of Logical Framework Approaches and matrices are well documented. However, before an alternative has been found and introduced, this ought to be used as stipulated by the ILO.

- Some of the indicators at output level are problematic as well, for example: “number of persons trained” are not sufficient as indicators of “capacity increased”, although these could be sufficient as indicators of project performance.
- The LF has not spelled out any risks, or important assumptions, which are required elements in all internationally used Logical Framework Approaches and Matrices, including the UN agencies.
- In the reporting documents, there are inconsistencies in the use of the Logframe terminology, e.g. the Progress Report uses “outcomes”, while the Addendum LF uses “outputs”.

## 4. Findings B. Achievements

### 4.1. Project management

The evaluation team's assessment is that the project, overall, was well managed and coordinated and the project team was dedicated and professional. Good cooperation was developed and maintained with the stakeholders.

All stakeholders contacted by the evaluation team in Kiev, Budapest, Geneva, with no exception, expressed appreciation for the Project and its achievements. From the viewpoint of the Project staff, the administrative and technical support received from the ILO National Coordinator in Kiev and the ILO team in Budapest, as well as the technical backstopping and inputs provided by staff and specialists at ILO Headquarters (notably NORMES<sup>25</sup>, LAB/ADMIN<sup>26</sup> and SKILLS<sup>27</sup>) were satisfactory as well and contributed to producing quality outputs. The project also made contacts with the International Training Centre of the ILO (ITC/ILO).

Further, it was reported by ILO Headquarters, that the Project ensured full compliance with both ILO and EU procedures, maintained exchange of information with other projects and with the EU Delegation, was timely in its reporting, monitored activities well and was flexible enough to adjust its direction to changing external environment.

The evaluation team has assessed that the project has responded to demands in ministries to contribute and participate in high-level policy dialogue regarding gender equality in the work place. It has also made good use of existing ILO training methodologies and manuals (translation & adaptation) e.g. SYB and IYB, materials and included both inspections in specific training that incorporated labour relations and OSH issues.

Further, it has ensured not only Training of Trainers on new concepts and methodologies in the country but also ensured they used their skills in training participants of the stakeholders/Partners.

It was also found that the project managed to overcome some stakeholders' initial scepticism to the subject matters.

### 4.2. EU-funded "sister" projects

Cooperation among all five "sister" projects was limited to exchange of information and participation with each other's Steering Committee meetings. The most fruitful cooperation was, from the view point of the Project, with the EU-UNDP project, through:

- Exchange of experts;
- Joint events, including round tables at *Verhovna Rada* (Parliament);
- Joint development of training programmes (on gender sensitivity, policy etc.);
- Joint/complementary comments on Law on Gender Equality;
- Synergy in providing contributions to development of the National Programme on Gender issues (joint working group);
- Joint cooperation through the Ministry of Youth, Family and Sport<sup>28</sup>; and
- Joint production of communication tools and campaigns.

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<sup>25</sup> International Labour Standards Department, ILO.

<sup>26</sup> Labour Administration and Inspection Programme, ILO.

<sup>27</sup> Skills and Employability Department, ILO.

<sup>28</sup> MFYS' functions and responsibilities are being (some have been already) distributed among the following institutions: the Ministry of Social Policy – gender issues, the Ministry of Education – issues related to family and youth and the Sport Committee – issues related to sport. These changes resulted from the Presidential Decree in December 2010.

Cooperation with Communication Component was found to be quite useful, as well, and included national competition on industry awards, visibility events, organization of TV programmes, training in running social campaigns, joint organizing of round table at the Parliament, joint communication strategy development, media/promotion coverage for the project final event – all these (but not limited to) joint activities show complementarily and synergy of actions.

### 4.3. Promoting women's rights at the work place (O1)

**Objective # 1** reads as follows: “Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women’s empowerment in the world of work.”

The Project Document describes activities related to the building of a monitoring strategy on gender equality, for the Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking (herein referred to IAC or the Council). The idea was that the strategy would serve as an effective and comprehensive instrument.

Activities would include the collection and translation of examples/best practices on gender equality in the world of work, to be distributed to the IAC. The examples/best practices would (somehow) enable the Project and the Council to jointly develop the monitoring strategy with the assistance of a team of international and national experts. Finally, an implementation plan would be developed jointly with the State Department of Statistics.

These activities are not mentioned in the Addendum, which was the main steering document once the Project had taken off. The Project’s **Objective No. 1** in the Addendum reads: “Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking promotes enforcement of women's rights at the workplace and monitors implementation of gender equality and policies”.

**Despite project achievements at policy level, it was found that this objective could not be fully reached, as the IAC was not functioning.** However, it should be noted that the working group set up to design the new National Gender Equality Programme<sup>29</sup> - to which the project made its technical input - consisted of IAC representatives.

Only one **output** was foreseen in the Addendum to support this objective, namely “The Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking (IAC) trained to implement gender-sensitive labour market policies, programmes and services”.

The training of gender advisers was postponed twice due to the administrative reform and the resignation of the gender advisers to the previous Ministers from the Interagency Council – which in turn was a result of the Presidential election of 2010.

The project depended on the Ministry for Family, Youth and Sports (MFYS), which recruited new gender advisers in central and regional executive bodies, and revised the mandate of the gender advisers. This MFYS developed a gender advisor’s statute, which was intended to strengthen the adviser positions. **It requested the project’s assistance, and the project team undertook the following tasks:**

- Provided advice related to a National Gender Equality Programme<sup>30</sup> (2011-2016) through a work group operational under the auspices of the Ministry for Family, Youth and Sports.
- Provided advice on the amendments to the Law “On ensuring equal rights and opportunities for women and men in Ukraine” for the period of 2011-2016 (submitted to the Parliament);
- Presented a gender-sensitive review of the current Labour Code and ILO technical comments on the new draft Labour Code, to the tripartite constituents (not successful, still under discussion in the Parliament);

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<sup>29</sup> The implementation of this programme had been put on halt at the time of the evaluation.

<sup>30</sup> This programme, however, has not yet taken off and little was known about the status of this programme at the time of the evaluation team’s mission.

- Organised a gender-sensitive training in June 2011 attended by gender advisors, shortly before the closing of the Project. The training<sup>31</sup> focused on discrimination in the workplace, sexual harassment, occupational segregation and equal remuneration for work of equal value. However, the position of these advisors remains unclear.

Finally, despite uncertainties related to the political environment and reform work in the government, which has hindered the Project to fulfil its plans to build capacity of the Interagency Council, as such, the evaluation team has found that the project has been quite influential at policy levels. The project's partners have worked closely with the Ministry of Social Policy, the Ministry of Family, Youth and Sports, the Ministry of Justice and the Ukraine Parliament. The Project, together with its stakeholders, has been able to contribute to the legal and structural reforms in furtherance of gender equality in the world of work.

The project has shared valuable information regarding gender equality and non-discrimination in the world of work with the Parliament and public authorities and has also actively contributed to the public discourse on these issues in the workplace - and the need for reforms.

**Table 2. Evidence supporting objective 1**

<b>Objective 1: Interagency Council on IAC promotes enforcement of women's rights at the workplace and monitors implementation of gender equality and policies</b>	
<b>Output description</b>	<b>Finding</b>
1.1: The IAC trained to implement gender-sensitive labour market policies, programmes and services.	<p><b>The Council was non-functioning and gender advisers had resigned</b> – all due to factors beyond the control of the project... But labour market policy oriented work &amp; training were undertaken:</p> <ul style="list-style-type: none"> <li>- Project participated in policy dialogue; &amp; provided advice (received from ILO committee of Experts on C100 and 111)</li> <li>- Provided advice on amendments of the Gender Equality Law, submitted to the Parliament.</li> <li>- Provided advice related to a National Gender Equality Programme (2011-2016)</li> <li>- Presented a gender-sensitive review of the current Labour Code and ILO technical comments on the new draft Labour Code, to the tripartite constituents;</li> <li>- Exposed regional tripartite constituents, including IAC members, to gender equality at work issues (October 2010);</li> <li>- Organised a gender-sensitive training for gender advisors (June 2011).</li> </ul>

#### **4.4. Gender sensitive policies, programmes & women's empowerment (O2)**

The **Objective No. 2** reads “Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work”.

<sup>31</sup> This training was first expected to take place at the end of January 2011, but this could not materialize until June 2011, when participants for the course were nominated (see also Annex VII):

The labour market institutions targeted were the Public Employment Service (PES), and the Labour Inspection Service and Occupational Health and Safety Service (LIS).

Reaching this objective relies heavily on a monitoring system and monitoring capacity. The Performance Monitoring System foreseen to be developed through the project was not done. The project management stated that the reason for non-achievement in this area was that the PES had not been ready to participate in such a process. In order to help PES to establish a monitoring system the Project provided a product that fitted the changed needs of the PES, namely a substantial document towards the end of the Project with guidance and recommendations in June 2011. Capacity building did take place, however, and the conclusion is that **this objective was partially reached**.

**Two outputs** were foreseen in relation to the labour market institutions in the country, in support of objective 2:

- Public Employment Service's (PES) capacity built on gender sensitive recruitment practices; and
- State Labour Inspection (LIS) trained on gender equality techniques and practices.

It was found that **the outputs were produced**. The project commissioned a study for each institution that served as the basis for its own comprehensive training package. These training packages have been implemented in training cycles throughout both institutions.

The PES training kit covers gender mainstreaming, the implementation of gender-sensitive recruitment practices, and the concepts of equal remuneration for work of equal value and equal opportunities at the workplace. It was used in 27 training sessions involving 540 PES job counsellors.

Regarding LIS, the project developed and launched awareness-raising campaigns on gender equality. It also organised a study visit to the Spanish Labour Inspection for Ukrainian labour inspectors, officers from the Occupational Health and Safety Service and the Ministry of Social Policy, and the social partners. The good practices reflected in the Spanish law were consequently submitted to the Parliamentary Committee on Social Policy and Labour in view of their current efforts to amend the Ukrainian gender equality law.

The project also made recommendations regarding gender mainstreaming in the LIS. Applying these recommendations to labour inspection in the Ukrainian context, the project helped the LIS develop and publish an outreach campaign to raise awareness on gender issues at the enterprise level.

A training package for the LIS on gender equality in the workplace was developed, which was used in 14 training sessions during the first half of 2011 (1/3 of all 280 labour inspectors were trained). These 14 training sessions were shared between the two inspections as follows: 3 sessions for OSH inspectors; 11 sessions for 220 labour inspectors (the latter covered 1/3 of all labour inspectors).

It was also reported that most of the cascade training was covering large parts of the country.

The project likewise prepared recommendations on how to better mainstream gender into the LIS. Applying these recommendations to labour inspection in the Ukrainian context, the project helped the LIS develop and publish an outreach campaign to raise awareness on gender issues at the enterprise level.

**Table 3. Evidence supporting Objective 2**

<b>Objective 2: Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work</b>	
<b>Output description</b>	<b>Achievement</b>
2.1: Public Employment Service's (PES) capacity built on gender sensitive recruitment practices	<ul style="list-style-type: none"> <li>- Trained 30 trainers from the PES.</li> <li>- Built capacity through 27 training sessions involving 540 PES job counsellors (number of</li> </ul>



Objective 2: Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work	
Output description	Achievement
	final trainees). - Distributed Monitoring System recommendation Paper to PES.
2.2: State Labour Inspection (LIS) trained on gender equality techniques and practices	- Carried out Outreach campaign and trained officials. - Undertook study tour to Spain (LIS inspectors, other officials & social partners) Trained 25 trainers from the LIS and OSH - Held 14 training sessions (1 <sup>st</sup> half of 2011) for 1/3 of all 280 labour inspectors (figure refers to the number of final trainees). 14 training sessions were shared between the two inspections as follows: 3 sessions for OSH inspectors; 11 sessions for 220 labour inspectors (the latter covered 1/3 of all labour inspectors).

#### 4.5. Supporting women entrepreneurs (O3)

The Project has aimed at increasing women's competitiveness and adaptability in different economic sectors, also at the entrepreneurial level. Although women make up 38% of the total number of entrepreneurs doing their own individual business, only 26% of small enterprises, 15% of medium, and 12% of large enterprises are owned and managed by women.

The Project's idea is that the training/support to women not only leads to women's empowerment in the world of work, but to the "fostering of successful, inspirational female leaders to serve as examples for other women in their communities".

The third stated **objective** of the Project is, simply, "Women-entrepreneurs supported" – an objective which was attained. One **output** was defined to support its attainment: "Women's entrepreneurial skills trained (or *improved?* Authors' note) based on ILO's "Start and Improve your Business" (SIYB) training programmes supporting women-entrepreneurs". The assessment is that the **output was produced**.

These are the key activities identified, to generate the stated output:

- Training and certification of 11 Trainers in 12 regions;
- Implementing "Start Your Business" - 24 training sessions, 519 women, 12 regions<sup>32</sup>;
- Implementing "Improve Your Business"<sup>33</sup> - 13 training sessions, 272 participants, 12 pilot regions<sup>34</sup>;

<sup>32</sup> Reportedly, 1/4 of the women participants started their own businesses after the training. The government unemployment schemes that many women were enrolled in, posed as a condition that participating in the ILO training course and starting up their businesses would mean continued financial support from the Government – which could be one reason that as many as 25% of the participants in the training started up their own businesses. It is noted that in December 2010, this was reported: "According to the preliminary information provided by the Resource Centre GURT, every fifth trainee of the SIYB course has since started up her own business while every tenth trainee has found new employment" (2010 Project Progress Report).

<sup>33</sup> IYB training kit includes manuals on marketing, business planning, buying, costing, record-keeping, stock control, and people and productivity.

- Preparing 13 tools (print run of 10,500 copies);
- Providing post-training contacts to participants by the Trainers;
- Developing a website for women entrepreneurs, provides free online consultations by certified trainers and is intended to serve as a platform for exchange between women entrepreneurs; and
- Enabling cooperation/synergy with PES in the pilot regions.

### **Business training institutions and civil society organisations**

Business training institutions and civil society organisations were involved in relation to the SYB/IYB training. The Project commissioned the GURT Resource Centre to undertake the whole entrepreneurship component through a large contract. The Resource Centre confirmed that it has strengthened its institutional capacity through its cooperation with the EU-ILO Project. It has extended its trainers' network and, according to the Project, even brought GURT's training programme management to a new level<sup>35</sup>.

**Table 3. Evidence supporting objective 3**

<b>Objective 3. Women-entrepreneurs supported</b>	
<b>Output description</b>	<b>Achievement</b>
3.1: Women's entrepreneurial skills trained based on ILO's "Start and Improve your Business" (SIYB) training programmes supporting women-entrepreneurs	<ul style="list-style-type: none"> <li>- Translated &amp; adapted Start Your Business &amp; Improve Your Business (ILO training methodologies)</li> <li>- Trained 11 Trainers (12 regions)</li> <li>- Trained 519 women in 12 regions trained (1/4 reported to start own business)</li> <li>- Post-training contacts provided by Trainers</li> <li>- Trained 272 women in 12 regions on advanced entrepreneurial skills</li> </ul>

### **4.6. Social partners promoting women's rights at the work place (O4)**

The Social Partners participating in the project are:

- Employers organisation: Federation of Employers, Confederation of Employers, and All-Ukrainian Association of Employers; and

<sup>34</sup> Following the Master training, an impressive series of 24 five-day training sessions was organised almost simultaneously by GURT Resource Centre, in 12 regions of Ukraine (the numbers of women trained surpassed the target):

- 1) Kyiv (11-15 December 2009), (25-29 January 2010)
- 2) Sumy (11-15 January 2010), (8-12 February 2010)
- 3) Poltava (11-15 January 2010), (25-29 January 2010)
- 4) Cherkassy (11-15 January 2010), (18-22 January 2010)
- 5) Mykolayiv (18-22 January 2010), (25-29 January 2010)
- 6) Kherson (18-22 January 2010), (25-29 January 2010)
- 7) Khmelnytskyi (18-22 January 2010), (25-29 January 2010)
- 8) Ivano-Frankivsk (25-29 January 2010), (8-12 February 2010)
- 9) Ternopil (25-29 January 2010), (1-5 February 2010)
- 10) Vinnytsya (25-29 January 2010), (8-12 February 2010)
- 11) Rivne (1-5 February 2010), (8-12 February 2010)
- 12) Lutsk (1-5 February 2010), (8-12 February 2010).

<sup>35</sup> Source: Project Progress report, 25/03/2011.

- Trade unions/workers organisations: All-Ukrainian Association of Workers' Solidarity (VOST), Federation of Trade Unions, Confederation of Free Trade Unions.

The fourth and last objective is “Social Partners promote and defend women's rights at the workplace”, an **objective which is assessed to have been attained**.

The **outputs to support this objective were also produced**, namely “Capacity of employers’ organizations developed to promote gender equality at the workplace” and “Capacity of trade unions increased on promotion of gender equality, pay equity and non-discrimination at the workplace”.

These are the highlights of activities undertaken for and with social partners:

#### **Employers organisations**

- 13 training sessions;
- Designing, testing and implementing of gender audit and gender-neutral job evaluation tools;
- Industry Awards - Best Employer for gender equality promotion (with EC Communication Component project);
- Gender Equality Plans for pilot companies (Victoria Veritas, Obolon, SKF-Ukraine and URGA;<sup>36</sup>)
- Tools for employers developed; and
- 260 EO representatives trained

#### **Trade unions/workers organisations**

- Broad mass media campaign and visible actions;
- Large-scale training for 740 trade union activists all regions & sectors of the economy (gender related to collective bargaining, discrimination at work, equal pay for work of equal value and gender audit);
- Designing, testing and implementing of gender audit and gender-neutral job evaluation tools;
- Development of training materials;
- Training of 57 trainers from FTUU, KVPU, VOST;
- Trade union discussion of strategy to further promote gender equality at work started; and
- A ‘hot line’ installed in one of the Trade Union Confederations.

Additionally, the tripartite constituents also commented on a gender-sensitive review of the current Labour Code and ILO technical comments on the new draft Labour Code (still under review by the Parliament). The project’s constituents similarly played an active role in the governmental working group tasked with developing the national programme for gender equality for 2011-2016. They presented the working group with technical assistance and recommendations, pointing to the findings of the project and reiterating the importance of the world of work to the gender programme<sup>37</sup>.

**Table 4. Evidence for objective 4: Social Partners promote and defend women's rights at the workplace**

<b>Objective: Social Partners promote and defend women's rights at the workplace</b>	
<b>Output Description</b>	<b>Achievement</b>

<sup>36</sup> The Spanish experience served as inspiration for the company Equality Plans that were developed with the project’s assistance in four enterprises in Ukraine.

<sup>37</sup> Source: Paper presented by the NPC of the Project in the Closing Conference.

4.1: Capacity of trade unions increased on promotion of gender equality, pay equity and non-discrimination at the workplace	<ul style="list-style-type: none"> <li>- Carried out broad mass media campaign.</li> <li>- Development of training materials</li> <li>- Trained trainers from FTUU, KVPU, VOST</li> <li>- Designed, tested &amp; implemented gender audit and gender-neutral job evaluation tools.</li> <li>- Held large-scale training for 740 trade union activists all regions &amp; sectors of the economy<sup>38</sup>.</li> </ul>
4.2: Capacity of employers' organizations developed to promote gender equality at the workplace.	<ul style="list-style-type: none"> <li>- Distributed Best Employer Industry Awards - (with EC Communication Component project).</li> <li>- Assisted 4 "pilot companies" to produce Gender Equality Plans<sup>39</sup>.</li> <li>- Designed, tested &amp; implemented gender audit and gender-neutral job evaluation tools.</li> <li>- Developed a sample study on CSR &amp; Gender equality by Ukrainian companies.</li> <li>- Developed a tool for employers on promoting equal opportunities at the workplace.</li> <li>- Trained 260 employer representatives in 13 training sessions.</li> <li>- Delivered Industry Awards to Best Employer for gender equality promotion (with EC Communication Component project).</li> </ul>

#### 4.7. Communication

Among the Project's achievements was work performed on information and communications technologies. An official website was developed which reportedly was updated on a regular basis ([www.gender.ilo.org.ua](http://www.gender.ilo.org.ua)). A special website on Gender Equality, and Corporate Social Responsibility (CSR) was also developed (<http://csrgender.com.ua>) as well as a special web platform for women-entrepreneurs (<http://gurt.org.ua/biz/>).

Other means of communication to the wider public were participation in exhibitions, giving interviews and publishing newspaper articles in dozens of central and regional media (TV, on-line, printed), numerous joint press-releases, undertaking media training for project's partners and participating in the campaigns "Gender Equality at the Heart of Decent Work" (ILO) and '16 Days against Gender Violence'. The communication around the project was also developed in line with the EU visibility requirements.

The following are the major round tables, meetings, conferences and Steering Committee Meetings as reported in the Project progress reports:

**Table 5. Round Tables, Conferences, Steering Committee Meetings**

Name and location of event	Month/Year	Supporting which objective (1-4)?
Round table "On Ukraine's application of the ILO	May 2010	Objective No. 1

<sup>38</sup> The subjects were collective bargaining, discrimination at work, equal pay for work of equal value and gender audit.

<sup>39</sup> The Spanish experience served as inspiration for the company Equality Plans that were developed with the project's assistance in four enterprises in Ukraine. The pilot companies were Victoria Veritas, Obolon, SKF-Ukraine and URGA.

Equal Remuneration Convention (100), 1951 and Discrimination at Work and Occupations Conventions (111), 1958 <sup>40</sup>		
Round table “Gender mainstreaming in labour inspection system and occupational health and safety inspection in Ukraine” (involving 15 LIS and 10 OSH inspectors). (Kyiv and Chernihiv).	May 2010	Objective No. 2
A series of workshops on social dialogue and gender equality at work	October 2010	Objective No. 1
Round table on “Gender Equality Plans of Pilot Companies in Ukraine”.	June 2011	Objective No. 4
Project Tripartite Steering Committees	(held regularly)	Overall objective
Closing Conference, incl. a final Project Steering Committee meeting (incl. presentation of evaluation findings)	June 2011	Overall objective
Wrap-up workshop of the component targeting the LIS to consolidate the project achievements (30 LIS and OSH representatives)	July 2011	Objective No. 2
Wrap-up workshop of the component targeting the workers’ organizations to consolidate the project achievements (35 workers’ representatives)	July 2011	Objective No. 4
Wrap-up workshop of the component targeting the employers’ organizations to consolidate the project achievements (30 employers’ representatives)	July 2011	Objective No. 4
Wrap-up workshop of the component targeting the business training institution, women’s associations and women entrepreneurs to consolidate the project achievements in women’s economic empowerment (30 participants from mentioned target groups)	August 2011	Objective No. 3

#### 4.8. Summary of achievements

At the end, in the closing conference, the Project summarised its (quantitative) achievements and concluded that all in all:

- 159 training sessions and workshops for 7 target groups had been held;
- 1 study-visit had been undertaken;
- 4,000 persons (trade unionists, employers, labour inspectors, PES staff and women’s entrepreneurs) had benefited directly all over Ukraine; and
- 57 publications were prepared (including 22 training tools, 26 resource materials and 9 working documents).

<sup>40</sup> The round table focused on the Ukrainian legal framework targeting sex-based discrimination, sexual harassment at work and equal pay for work of equal value.

The Project's Addendum (logical framework) stated that six outputs were to support/produce four specific objectives. The previous sections have concluded that:

- Out of the four stated project specific objectives, two were fully achieved, while one was not achieved, and another was only partially achieved; and
- Out of the six stated outputs, five were produced, while one was only partially achieved.

This is summarised below:

**Table 6. Level of achieving the (specific) objectives**

OBJECTIVES		LEVEL OF ACHIEVEMENT
<b>Objective 1.</b>	Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking promotes enforcement of women's rights at the workplace and monitors implementation of gender equality and policies.	Even though activities and outputs to support this objective were undertaken, this objective per se could not be fully achieved as the <i>Council was non-functioning and gender advisers with key role to promote GE had resigned.</i> This is an external factor <b>beyond control of the project.</b>
<b>Objective 2</b>	Governmental labour market institutions promote, implement and <b>monitor gender sensitive policies and programmes and women's empowerment in the world of work.</b>	The two outputs achieved under this Obj. mentions recruitment practices & techniques. However, the objective, which also mentions monitoring of gender sensitive policies and programmes and women's empowerment, is only partially achieved, as the important <b>monitoring element, and establishment of a monitoring system, not yet had taken off at the time of the evaluation.</b>
<b>Objective 3</b>	Women entrepreneurs trained.	Achieved.
<b>Objective 4</b>	Social Partners promote and defend women's rights at the workplace.	Achieved.

## 5. Assessment

This chapter attempts to make an assessment of the Project's results and achievement, applying OECD/DAC evaluation criteria, namely effectiveness, efficiency and sustainability. Lessons to be drawn are also part of this assessment.

### 5.1. Effectiveness

Effectiveness: Assessment of the contribution made by results to achievement of the programme purpose

The uncertainties regarding roles and functions of government ministries resulting from the ongoing administrative reform clearly hindered the Project in some of its activities and in fulfilling all its commitments.

The Project had a late take off and has not been able to “reach all the way” in terms of fully meeting all its stated objectives and producing all of its outputs. Still, considerable progress was made in the last year (2010-2011) and an impressive number of activities has been accounted for, often in detail, in the Project's progress reports and also witnessed by stakeholders/constituents.

**The Project is thus assessed as effective** as it has contributed to the Ukrainian debate on gender equality in the world of work, as well as increased knowledge and developed skills among its participants.

### 5.2. Efficiency

Efficiency: The cost, speed and quality with which inputs/means have been converted into activities and the quality of the results achieved

The **efficiency of operations seemed good**. The ILO negotiated with the Ministry of Labour and Social Policy a free of charge office for the project, which freed considerable resources for activities. The Project team has also sought close links with other EC funded gender equality projects as well as the media project in Ukraine to create synergy effects<sup>41</sup>.

As regards final delivery rate and utilisation of the budget, the ILO was at the time not fully aware of the details but assessed it to be around 95% (final figure can only be provided when preparation of the final financial statement has been made by ILO).

### 5.3. Sustainability

Sustainability: The extent to which the benefits of the Project continue after donor funding ceased and the major factors influencing the achievement or non-achievement of sustainability of the programme or project?

The Project has ended in August 2011. The EC representative in Kiev informed the evaluation team that the office has adopted a “wait and see” approach as regards to developing/funding any follow-up or new programmes in field of gender equality. Responding to a question from the lead evaluator whether or not ILO should be involved in a future programme, he stated that this was not sure.

The project claims it has had a far-reaching impact, stating that the Project has become an integral resource for expert information on equal opportunities and non-discrimination in the workplace in Ukraine. Still, the issue of ownership of the project results has become outstanding at the end of the project life. The evaluation team has noted that there currently is low political will to sustain the results of the project at Government/Ministry level. The external policy developments in Ukraine do not speak in favour of sustainability of the project results, as exemplified by the following:

- Inter-Agency Council is not functional;

<sup>41</sup> Source: Project Final Inception report, 10/09/09.

- National Programme on Gender issues has not been finalised or launched;
- Responsibility for gender issues is transferred to the Ministry of Social Policy which neither has the experience, nor the capacity to formulate and implement gender-related policies and programmes;

However, the evaluation team has also noted that:

- All Social Partners expressed great appreciation for knowledge and tools and stated they will apply these for greater gender equality at the work place after the closing of the Project;
- Social Partners (employers and trade unions) now have more or less common understanding of what needs to be done; and
- Training and organisational capacity has been strengthened within training institutions (e.g. GURT Resource Centre) – thus training methodologies and manuals could be sustained by them and their associated Master Trainers, provided resources would be available for entrepreneurship training.
- In this respect, the various ToT programmes in use (including sustainable approach to trainers’ selection – among partner institutions) are seen as important, as well as excellent quality manuals and training materials broadly distributed among all relevant project stakeholders. The project training materials and publications are also valuable elements “working in favour of sustainability” of the Project benefits.

**Thus, it is assessed that there is likelihood and opportunities for sustainability of the benefits, at least at social partners’ institutional level.**

**Table 7. Assessment of achievement (applying DAC/OECD criteria)<sup>42</sup>**

Evaluation Criteria	Rating				
	Very poor	Less than satisfactory	Satisfactory	Good	Very good/excellent
Effectiveness				⇒	
Efficiency				⇒	
Sustainability		⇒ at Gov’t level.		⇒ .. at social partners’ institutional level	

## 5.4. Lessons to be drawn

### Lesson 1. - Preparing the ground before start-up

- New country-based projects need time to prepare for implementation, normally 4-6 months before they can be fully operational and therefore adequate timelines and sufficient duration are needed. In the case of this project, preparations on the ground took even longer time (stakeholders’ analysis, determination of functions, possible roles, developing a logframe). This was partly because not sufficient preparatory work had been done at the time of recruiting the experts – valuable time that should have been devoted to various kinds of capacity building activities.

### Lesson 2. - Identification and consolidation of EU-funded programme

<sup>42</sup> These criteria are the ones proposed in the ToR, thus some commonly applied evaluation criteria were left out, such as relevance and impact.



- The EU funding of the “Women’s and Children Rights” Programme (14 million Euros), comprised of a set of mutually complementing and reinforcing projects, was essential for creating the momentum and achieving the expected social change.

**Lesson 3. - Communication strategies**

- Awareness-raising, communication, information dissemination and visibility actions represent the core activities in gender-related projects. Such activities require adequate staffing provisions and solutions.

## 6. Conclusions and Recommendations

### 6.1. Overall conclusions

The overall of this evaluation assessment is that the Gender and Equality Project has performed well and has been able to meet the challenges it faced in the implementation of a number of activities that resulted from the changes in the Ukrainian Government and its Ministerial set up after the election in 2010.

The Project's capacity building activities, involving all the key stakeholders and all administrative levels with all-Ukrainian coverage for most of training events, are impressive. Its contributions in the area of policy dialogue has been recognised by this evaluation and its interventions have played an important role in acquiring public recognition of the fact that gender inequality in Ukraine is a systemic problem. With the help of media campaigns, awareness has been raised on the need for change to achieve increased gender equality in the work place.

The project has drawn the attention of the Parliament to the issues of non-compliance with ILO Conventions 100 and 111 (equal payment, harassment at workplace etc.). The social partners now seem to speak a common language on gender-related issues as a result of the project intervention. Highly qualified and professional trainers, and their interactive approaches to training delivery, have played an important role in achieving capacity building goals of the project.

The evaluation team's assessment is that the achievements made should be attributed, first and foremost, to the hard working and dedicated project team in Kiev, as well as constituents and social partners who were willing to make a difference. The administrative and technical support given by the ILO team in Budapest and specialists at ILO Headquarters was also essential.

The evaluation has assessed that the Project's Objectives 3 and 4 have been obtained.

Objectives 1 and 2 were only partially obtained, **due to factors beyond the control of the project**, which in now way should reflect negatively on the performance of the project or the project team members. These are the conclusions drawn:

Regarding Objective 1 (see "table" 6, section 4.8), even though several activities were undertaken in support of the general goals of the Project, this objective as such could not be achieved at the time of the evaluation, as the Council was *non-functioning* and Gender Advisers, who had key roles to promote GE, had resigned from their positions.

Regarding Objective 2, the two outputs achieved under this objective mentions recruitment practices and techniques. However, the objective, which also mentions *monitoring* of gender sensitive policies and programmes and women's empowerment, is only partially achieved, as there was no system in place yet within the institutions in question to monitor changes.

### 6.2. Specific conclusions and recommendations

#### 6.2.1 Project design/Logical Framework

Conclusion: The Project staff developed a Logical Framework Matrix<sup>43</sup> one year after the start up of the Project – a task that should have been completed before the launching and start-up of the Project.

Recommendation 1: ILO, *and* the donor agencies, should ensure that Projects, before launching and start-up have a proper structure and Project Documents include Logical Framework matrices before the launch and start-up of activities. The matrices should include clear narratives and logic in its chain of objectives, outcomes, outputs (or results), indicators (at immediate objectives and output levels) and means of verification, activities and assumptions are spelled out.

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<sup>43</sup> The pros and cons of Logical Framework Approaches and matrices are well documented. However, before an alternative has been found and introduced, this ought to be used as stipulated by the ILO.

Recommendation 2: Sufficient duration should be given to projects of this kind in order to enable them to develop monitoring systems and ensure that they are firmly established at the level of constituents/social partners.

### **6.2.2 Monitoring systems**

Conclusion: Actual results, in the long term, cannot be established without functional monitoring and evaluation (M&E) systems. The delays encountered in the Gender Equality Project was partly due to the groundwork that had to be done before implementation could start, combined with the uncertainties in the ministerial set up, resulted in some limitations. A consequence is that the monitoring systems, including systems for collection of gender-disaggregated data, were not established at the time of the evaluation, towards the end of the Project. As delays continued throughout the period, there was basically no time left in 2011 to assist the stakeholders in building up their systems.

Recommendation 3: ILO should be more attentive when stating that it will assist in setting up monitoring systems in the participating organisation, as the work is usually time-consuming, often complicated thus sufficient time must be devoted to making it work and be owned by the stakeholder organisations in question.

### **6.2.3 Human resources**

Conclusion: The project team *in Kiev* was too small - only two staff members – which compared with the scope of the tasks to be performed and the vast number of stakeholders involved, must be regarded as insufficient.

Recommendation 4: The ILO should ensure that the size of the project team is proportionate to the ambitions and the work to be performed.

Recommendation 5: Similar interventions in the future should include a project post for a communication specialist.

### **6.2.4 Effectiveness**

Conclusion: Despite the fact that the Project was not able to “reach all the way” in terms of meeting all its stated objectives, considerable achievements were made particularly during the last year of implementation – thus the evaluation has assessed that the Project’s effectiveness was good. An impressive number of activities/achievements have been accounted for, often in detail, in the Project’s progress reports and also witnessed by stakeholders/constituents. Thus, the evaluation team assessed the Project as effective as it has contributed to the Ukrainian debate on gender equality in the world of work, as well as increased knowledge and developed skills among its participants.

Recommendation 6: As ILO and its Partners cannot predict the outcome of political or administrative changes resulting from elections - “assumptions” is an important element of the Logical Framework set-up and must be narrated in Project Documents along with risk analysis.

### **6.2.5 Efficiency**

Conclusion: The efficiency of the Project operations is assessed as good. The ILO negotiated with the Ministry of Labour and Social Policy a free of charge office for the project, which freed considerable resources for activities. The Project team has also sought close links with other EC funded gender equality projects as well as the media project in Ukraine to create synergy effects. As regards final delivery rate and utilisation of the budget, the ILO was at the time not fully aware of the details but assessed it to be around 95% (final figure can only be provided when preparation of the final financial statement has been made by ILO).

### **6.2.6 Sustainability**

Conclusion: The external policy developments and uncertain ministerial arrangements in Ukraine do not speak in favour of sustainability of the project achievements and results. However, the participating Social Partners expressed great appreciation for knowledge and tools and stated they will apply these for greater gender equality at the work place after the closing of the Project. Therefore, the evaluation team assessed that there exist opportunities for sustainability of the work at least at social partners' institutional levels.

Recommendation 7: The ILO (and the EU) should closely follow-up the developments within the Government in Ukraine. It should continue on the path to support gender equality, specifically gender equality in the world of work, once the administrative reform has been completed.

Recommendation 8: It is critical that the EU identifies and consolidates achievements and issues to follow-up from the "Women and Children Rights" programme as a whole to avoid losing momentum.

## **Annex I. Terms of Reference for the Evaluation**

Project Title:	Gender Equality in the World of Work
Sub-region:	Central and Eastern Europe
Lead Office:	ILO DWT/CO-Budapest
Duration:	13 August 2008 – 12 August 2011 (30 months with 6 months extension)
Target countries:	Ukraine
Donor agency:	European Commission
Budget:	Euro 1,214,897 (total eligible cost of the action, with the amount of Euro 1,093,407.3 requested from the Contracting Authority)

National Counterparts: Ministry of Labour and Social Policy of Ukraine, Ministry of Family, Youth and Sports of Ukraine, State Labour Inspection, State Department of Statistics, Public Employment Service, Inter-Agency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking, National Tripartite Social and Economic Council under the President of Ukraine, Employers and Workers Organizations

### **I. INTRODUCTION AND RATIONALE FOR EVALUATION**

At the end of the implementation period of the EC-ILO funded project “Gender Equality in the World of Work” in Ukraine, financed by the European Commission, the ILO is conducting an independent final evaluation of the project in accordance with the ILO Evaluation Policy and donor requirements.

### **II. BRIEF BACKGROUND ON PROJECT AND CONTEXT**

#### **Project summary**

Ukraine has achieved considerable legal progress for the promotion of gender equality. Yet women’s vulnerability to suffer from multiple forms of discrimination and gender inequality continues because national experience with gender equality law implementation and gender-sensitive policy development is insufficient. The action’s core objective therefore was to enable key state bodies and social partners to promote gender equality and women’s empowerment in the world of work by developing, implementing and monitoring gender-sensitive employment policies and programmes. The action employed awareness raising activities, transmitted information and supported the development and implementation of locally adapted tools, practical change and pilot interventions, so that Ukrainian actors can accumulate hands-on experience with gender-sensitive policy development and implementation.

#### **Development objective of the project**

The overall objective of the action is to build the capacity of Ukrainian authorities and social partners in ensuring respect for national and international gender equality commitments in the world of work, in progressively eliminating gender biases in employment policies and sexual harassment at the workplace, and in creating a supportive environment for women’s economic empowerment and women’s entrepreneurship.

#### **Specific objectives of the project according to original Project Document**

The project has the following four specific objectives:

1. To enable governmental authorities and social partners (employers, trade unions) to promote, implement and monitor relevant international commitments, national legislation, policies and programmes for ensuring of gender equality and women’s empowerment in the world of work (e.g. ILO Conventions, Labour Code, Law on Ensuring Equal Rights and Opportunities of Men and Women (GEL), State Programme for Ensuring Gender Equality in Ukrainian Society up to 2010).

2. To improve the capacity of labour market institutions and social partners in developing and implementing gender-sensitive labour market policies, programmes and services.
3. To build the capacity of the Labour Inspection Service (LIS) and trade unions to effectively monitor gender equality provisions in the workplace and redress rights violations.
4. To contribute to women's economic empowerment, in particular through support of women's entrepreneurship.

The project main activities are designed to achieve the following results according to original Project Document:

1. Baseline information on the state of implementation of gender equality legislation, policies and programmes in the field of employment accumulated, recommendations for changes formulated, capacity building needs of project stakeholders established.
2. Capacity of the Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking increased to promote enforcement of women's rights in the workplace and to monitor implementation of gender-related legislation and policies.
3. Strategies and procedures of the Public Employment Services (PES) to improve gender equality in the provision of employment and training services designed and implemented.
4. Capacity of Labour Inspection Services (LIS) to verify and promote the effective application of gender equality legislation at work developed.
5. Programmes in support of women's entrepreneurship developed and implemented by business training institutions.
6. Capacities of trade unions increased to advocate for women's rights at the workplace, and to assist women to redress rights violations.
7. Commitment and capacity of employers from public and private sector strengthened to respect the principles of equal treatment and non-discrimination at the workplace.

The objectives and outputs of the project were further refined in the course of the project and were approved by the project Steering Committee, as follows:

**Objective 1:** Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking promotes enforcement of women's rights at the workplace and monitors implementation of gender equality and policies

**Output 1.1:** The Interagency Council on Family, Gender Equality, Demographic Development and Countering Human Trafficking (Interagency Council) trained to implement gender-sensitive labour market policies, programmes and services

**Objective 2:** Governmental labour market institutions promote, implement and monitor gender sensitive policies and programmes and women's empowerment in the world of work

**Output 2.1:** Public Employment Service's (PES) capacity built on gender sensitive recruitment practices

**Output 2.2:** State Labour Inspection (LIS) trained on gender equality techniques and practices

**Objective 3:** Women-entrepreneurs supported

**Output 3.1:** Women's entrepreneurial skills trained based on ILO's "Start and Improve your Business" (SIYB) training programmes supporting women-entrepreneurs

**Objective 4:** Social Partners promote and defend women's rights at the workplace

**Output 4.1:** Capacity of trade unions increased on promotion of gender equality, pay equity and non-discrimination at the workplace

**Output 4.2:** Capacity of employers' organizations developed to promote gender equality at the workplace.

The project contributes to the achievement of country and sub-regional DWCP outcome UKR 126 on “Employment programmes and services are developed and implemented to promote gender equality in the world of work”, and P&B Outcome 110300 under Outcome 17 on “Discrimination at Work: Discrimination in employment and occupation is eliminated”. In addition, the project also related to country outcome UKR 125 on “Improving employment policy formulation and promoting equal opportunities in the labour market”.

The project was supported and guided by the Senior Specialists of DWT/CO-Budapest (Senior Specialist on Gender Equality and Conditions of Work, as project technical backstopper and for specific activities the Senior Employers and Workers’ Activities Specialists and Senior Employment Specialist). In addition, Senior Specialists in the field of labour administration and labour inspection; labour standards; skills and gender equality from Headquarters in Geneva provided expertise, respectively in cooperation with responsible office and project staff in Ukraine.

### **III. PURPOSE, SCOPE AND CLIENTS OF THE EVALUATION**

The purpose of the evaluation is:

- To assess implemented activities and their effectiveness with regard to indicators of achievements and the overall and specific objectives of the project;
- Identify problems encountered during implementation and means undertaken by project staff to overcome these problems;
- Document lessons learned and good practices;
- Develop recommendations for similar interventions in the future.

The evaluation covers the whole period and entire scope of the implementation of the project.

It will serve the following - external and internal - clients groups:

- ILO tripartite constituents;
- The Donor;
- ILO DWT/CO-Budapest and Headquarters;
- Project staff.

### **IV. EVALUATION QUESTIONS**

The evaluation will address the following aspects of the project:

- 1) Effectiveness of the project (outcomes):
  - What progress has the project made towards achieving its outcomes?
  - How does the project approach fit the on-going trends and patterns of gender equality in Ukraine/ region?
  - How did the project contribute to the improvement of strategies and systems pertaining to gender equality in the world of work?
  - To what extent did the project support information and training needs of the constituents?
  - How have constituents been involved in the implementation? Are the constituents satisfied with the quality of tools, technical advice, training and other activities, delivered by the project? Have there been any resulting changes in constituents’ capacities?
- 2) Effectiveness of the overall project management approach :
  - Were the management arrangements effective? Has the division of work tasks and use of local skills been effective?
  - Has the project received adequate technical and administrative support from the ILO and partners?

- Has the choice of partners been effective in terms of them being in a position to support the project and promote its products/results?
- 3) Efficiency:
  - How were the available resources (staffing, time, skills and knowledge) used? Have they been used in an efficient manner?
- 4) Sustainability:
  - What is the likelihood of sustainability of outcomes?
  - a) The financial aspect: How will activities and/or management structures be financed when the grant ends?
  - b) Institutional level: How will structures allowing the activities to continue be in place at the end of the action? Will there be local ownership of action outcomes? Are the national partners able to continue implementing the adopted strategies and initiatives after the project completion?
  - c) Policy level: What structural impact will the action have? Will it lead to improved legislation, codes of conduct, methods, etc.?
  - What more should be done to improve sustainability?
- 5) Lessons learned:
  - What are the main lessons learned, good practices, innovations?
  - To what extent are the best practices documented and shared with the broader community?
  - Are there any areas where difficulties have been experienced? What are the reasons?
  - Are there any alternative strategies, which would have been more effective?
- 6) Recommendations:
  - Are there any suggestions, recommendations for the follow up activities?
  - What would be the most appropriate next steps?

Note: OECD/DAC Criteria for Evaluating Development Assistance will be used to interpret the answers to the evaluation questions.

## **V. METHODOLOGY**

Document Review: The evaluator will review project background materials before conducting any interviews or trips to the sub region, including:

- Project Document
- Work plans
- TORs
- Progress reports
- Mission reports
- Reports on specific activities
- Any surveys, studies, analytical papers produced
- Curricula of trainings
- Training evaluation documents e.g. summary of evaluation questionnaires
- Publications and promotion materials



**Planning Briefing:** The lead evaluator will have an initial consultation with the ILO specialists and support staff in Budapest, Kiev and Geneva. The objective of the consultation is to reach a common understanding regarding the status of the project, the priority assessment questions, available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, outline of the final report. Following the initial briefing and the desk review, the lead evaluator will have a mission to Kiev/Ukraine and have meetings with constituents/stakeholders together with a Ukraine based evaluator supporting the process.

**Individual Interviews and/or Group Interviews:** Individual or group interviews will be conducted with the following:

- a. Project Staff (National Coordinator and Project Assistant in Kiev and Administrative and Finance Coordinator in Budapest)
- b. ILO DWT/CO Budapest Specialists: Verena Schmidt, Senior Specialist on Gender Equality and Conditions of Work, and Senior Employers' and Workers' Activities Specialists, Senior Employment Specialist etc.
- b) ILO Headquarters technical departments (phone interviews, e.g. PARDEV, LAB/ADMIN, NORMES)
- c) Interviews with national counterparts (government, social partners etc);
- d) Interviews of direct and indirect beneficiaries;
- e) Other UN agencies ("sister projects") working in the relevant fields
- f) Donor

**Field Visits:** The lead evaluator together with the local evaluator will visit project implementation partners in Kiev/Ukraine. Meetings will be scheduled and organized by the National Project Coordinator and Project Assistant in advance of the evaluator's visits, in accordance with the evaluator's requests and consistent with these Terms of Reference.

In addition, the lead evaluator will attend a final conference of the project on the 29 June 2011 in Kiev, jointly organized with the final project Steering Committee meeting where she/he will present the draft findings of the evaluation prepared in form of a PowerPoint presentation. Feedbacks received during the meeting will be included in the draft evaluation report.

**Debriefing:** Upon completion of the missions, the lead evaluator will provide a debriefing to the ILO/Budapest and HQ on the evaluation findings, conclusions and recommendations either in via telephone or Skype conference, as appropriate. The draft report will subsequently be shared with ILO constituents for comment.

**Post-Trip Debriefing:** Upon completion of the report, the evaluator will provide a debriefing to the ILO/Budapest on the evaluation findings, conclusions and recommendations (possibly, by telephone/or on Skype).

## **VI. MAIN OUTPUTS (DELIVERABLES)**

- A. Initial Draft Report in English (in electronic format);
- B. Final Report in English (in electronic format);
- C. Translation of the Final Report into Ukrainian (provided by the project).

## **SUGGESTED REPORT FORMAT**

The final version of the report will follow the below format and be no more than 10,000-12,500 word (approx. 20-25 pages) in length, excluding the annexes:

1. Title page
2. Table of Contents, including List of Appendices, Tables

3. List of Acronyms or Abbreviations
4. Executive Summary
5. Background and Project Description
6. Purpose of Evaluation
7. Evaluation Methodology and Evaluation Questions
8. Status of outcomes
9. Overall findings, conclusions and recommendations
10. Annexes (list of interviews, meetings' notes, relevant country information, policies, regulations or any other documents demonstrating the impact of the project)

## **VII. MANAGEMENT ARRANGEMENTS**

### **EVALUATION TEAM**

The evaluation team will be comprised of two external evaluators - one lead evaluator and a Ukraine based consultant supporting the process locally.

Interpretation during the interviews in Ukraine will be provided by the Ukraine based consultant, if necessary.

### **REQUIREMENTS**

The evaluator will have experience in the evaluation of development interventions, expertise in the subject matter, an understanding of the ILO's tripartite culture, and knowledge of the region and Ukraine. The evaluation team will be guided by high professional standards and principles of integrity in accordance with the guiding principles of the International Program Evaluation Network (IPEN) <http://www.eval-net.org/index.php?id=3>

The evaluator should have an advanced degree in social sciences, proven expertise on evaluation methods, and knowledge about gender equality issues and ILO approach. Full command of English will be required. Working knowledge of Ukrainian/Russian will be an asset.

The final selection of the evaluation team will be done by the Director of the ILO Decent Work Team and Country Office for Central and Eastern Europe, based on a short list of candidates from the Evaluation Focal Point/DWT/CO Budapest, prepared in consultations with the ILO technical specialist.

The final selection is subject to approval by the Evaluation Focal Point in the ILO/EUROPE.

### **ROLES AND RESPONSIBILITIES**

The External Evaluator (lead evaluator) is responsible for conducting the evaluation according to the terms of reference (TOR). He/she will:

- Review the TOR and provide input, propose any refinements to assessment questions, as necessary.
- Review project background materials (e.g., project document, progress reports).
- Develop and implement the assessment methodology (i.e., conduct interviews, review documents) to answer the assessment questions.
- Conduct preparatory consultations with the ILO prior to the assessment mission.
- Conduct field research, interviews, as appropriate and collect information according to suggested format.
- Prepare an initial draft of the assessment report with input from ILO specialists and constituents/stakeholders.
- Conduct briefing on findings, conclusions and recommendation of the assessment.

- Prepare the final report based on the ILO and constituents feedback obtained on the draft report.

The Lead evaluator will liaise with the local evaluator on detailed working arrangements.

The ILO DWT/CO-Budapest Evaluation Focal Point is responsible for:

- Drafting the TOR;
- Finalizing the TOR with input from colleagues;
- Preparing a short list of candidates for submission to the ILO/Budapest Director for final selection;
- Hiring the consultant
- Providing the consultant with the project background materials;
- Participating in preparatory consultations (briefing) prior to the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate (i.e., participate in meetings, review documents);
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the External Evaluators;
- Reviewing the final draft of the report;
- Disseminating the final report to all the stakeholders;
- Coordinating follow-up as necessary.

The Project National Coordinator in Kiev in consultation with the Project Technical Backstopper is responsible for:

- Reviewing the draft TOR and providing input, as necessary;
- Providing project background materials, including studies, analytical papers, reports, tools, publications produced;
- Participating in preparatory briefing prior to the assessment mission to Ukraine;
- Scheduling all meetings and interviews for the mission in Ukraine;
- Ensuring necessary logistical arrangements for the mission in Ukraine (hotel reservations, travel);
- Reviewing and providing comments on the initial draft report;
- Participating in debriefing on findings, conclusions, and recommendations;
- Making sure appropriate follow-up action is taken.

## Annex II. Evaluation instruments

### Questions for the ILO National Coordinator in Kiev

- The project took some time to take off. How do you see the evolution/progress in implementation in 2009, 2010 and 2011, respectively, in terms of capacity building/knowledge development activities among a) those who were to provide this, and b) those who were to be the ultimate beneficiaries? (if this question is unclear, an explanation will be given).
- How do you assess the significance and achievement of the Gender Equality Project?
- Please explain how this project is related to other ILO involvement in Ukraine.
- Which were the obstacles/bottlenecks in the start-up, follow up and implementation of the Project?
- What support to the Project's management and team have you provided?
- Are you aware of the technical inputs to this Project, from the EC "sister" projects, and the level of cooperation?
- What consequences will the changes in the Government (administration reform) have on the sustainability of the Project's achievement?
- Are you aware of any plans to follow-up on this particular project, or subject matter from ILO?

### Questions for the National Project Coordinator (NPC)

- The project took some time to take off. How do you see the evolution/progress in implementation in 2009, 2010 and 2011, respectively, in terms of capacity building/knowledge development activities among a) those who were to provide this, and b) those who were to be the ultimate beneficiaries?
- What are the key results and achievement to date and which main factors have contributed to success (not limited to outputs, feel free to mention other achievements)?
- Which areas of the work have been less satisfactory, or not successful? What are the main factors behind..?
- Were there any particular "issues" in cooperation with ILO constituents' and Partners? If so, which are they? If you were able to overcome these obstacles – what approach or strategy did you apply?
- How do you assess the effectiveness and quality of the work of the "sub-contracted partners" towards completing their stipulated work (ToRs) (highlights only, as you had many sub-contracts)?
- How do you assess the quality and timing of the technical support/inputs provided by ILO Budapest officials? ILO Headquarter Officials (very good, good, satisfactory, not good)?
- How do you assess the cooperation, or support, of: a) the donor agency, b) the EU-funded "sister projects" (very good, good, satisfactory, not good)?
- What are the likelihood of sustained benefits and/or outcomes of the Project: a) among the participating institutions; b) at policy level?
- How have you dealt with the concept of "gender" in spreading awareness about it among stakeholders in Ukraine?
- Which are the main lessons you have learnt as a professional in this Project? Which are the main lessons that ILO should learn from and embrace as an organisation

- Do any “good practices” exist, stemming from the Project’s work that you think could/should be replicated in Ukraine or in other countries?
- Has an “exit strategy” for the Project been discussed – or worked on? If yes, when did you start working on this (this question was later rephrased as: Has any consolidation plans been developed by the Project to sustain the achievements and benefits after the end of the Project?)?

#### **Questions to Project Assistant in Kiev**

- What were your specific tasks in the Project implementation and follow-up?
- Were there any particular obstacles/bottlenecks or other difficulties? If yes, which were these and how were they solved?
- What is your assessment of the project’s achievement to date?
- How do you see the working relationship with ILO Budapest? Others?
- Are you aware of any “exit strategy” being developed, or consolidation plans?

#### **Questions to responsible Admin/Finance (ILO office, Budapest)**

- What is your role and tasks in the involvement in the Project follow-up?
- What is your assessment of the project’s achievement to date?
- How do you assess the efficiency of the work of the Project staff in Kiev?
- Has any audit been undertaken of the Project?
- Are you aware of the project delivery rate to date (utilization of the budget)?

#### **Questions for the ILO Gender Specialist (formerly) based at ILO Office Budapest**

- What role, involvement and key area of responsibility have you had vis-à-vis the Project?
- What has been your involvement in the Project design (if any)?
- Were you involved in the revision of the Project’s original specific objectives and outputs?
- What was your involvement in providing technical support (“backstopping”)?
- How do you see the progress in implementation of the Project (2009, 2010, 2011)?
- If you think the project’s progress has been satisfactory:
- What are the key results and achievement to date?
- Which main factors have contributed to this?
- Which are the areas that have been less satisfactory or not successful at all? What are the main reasons/factors that caused this?
- How do you assess the cooperation with the ILO constituents (Ministries/Departments, Employers, Trade Union organisations/federations, sub-contracted NGO, External experts, consultants and beneficiaries)?
- Where there any particular obstacles or bottlenecks in your work, or in the Project – and of so, how were these overcome, or solved?
- How do you assess the likelihood of sustaining the achievements after the closing of the Project in August 2011?

#### **Questions for the EC (donor agency) representative in Kiev**

- From the point of view of representing the donor agency - how do you assess the Project's achievement?
- Please explain how this project is related to the other four EC funded gender equality projects in Ukraine?
- Which were the obstacles/bottlenecks in the start-up, follow up and implementation of the Project?
- Are you aware of the technical inputs to this Project, from the EC "sister" projects, and the level of cooperation?
- What consequences will the changes in the Government (administration reform) have on the sustainability of the Project's achievements?
- Does EC have any plans for any follow-up action? Has EC been approached from ILO regarding any further extension or continuation of this Project?

### **Questions for the key stakeholders**

*These (and similar, more specific questions) were posed to government, employers, trade unions/workers organisations, as well as the NGO Resource Centre – a capacity-building institution involved in the implementation):*

- What has been your involvement in the Project?
- What are the key achievements/ results, of the activities you have been involved in through ILO GE Project? Can you mention 3 key results (outputs, outcomes) (regional or national level)?
- How have the linkages and cooperation evolved between your organisation and the other Partners/Stakeholders evolved (other social partners, government agencies, or others)?
- What, according to you have other Partners contributed with – or not contributed?
- Have you faced any particular challenge/s in your work related to the Project? If "yes" - which are they?
- What has it not achieved – if any?
- What is the likelihood that the benefits (knowledge, systems) of the Project will continue beyond August 2011 ("low", "medium", "very likely")? How will your organisation ensure sustainability of these benefits?
- How should ILO and EU ensure maximum impact and continuation?
- Are there any lessons learned from this Project – if so, which are they?
- Is there anything you would like to recommend to the ILO, or the donor agency in relation to this project?

### **Questions for beneficiaries (e.g. women entrepreneurs)**

- Describe your involvement in the (training) activities of Project?
- What do you think of the quality of the training?
- What was the quality of the Training materials used? How do you see the level of the materials – was it easy to follow and use? Was it the "right level for you"?
- Which language was the training conducted in - and the training materials? How important is the language do you think?
- What do you think of being trained together with women only (what are the pros and cons with being trained together with men – and together with women only)?

- Have you received any support after the end of the Training? From whom - and how was the quality of this support?
- Have you taken any loan/credit to be able to undertake entrepreneurship activities, after the training?
- Do you keep any contact with the other trainees? If yes, how?
- How have you been able to proceed with your line of work after the Training?
- What support are you receiving from your family members, or husband?
- Do you think the training has had any long lasting effects/benefits for you and your line of work?
- Are there any particular obstacles, or difficulties in undertaking your entrepreneurship activities? If yes, which are they?
- Do you have any suggestions, recommendations, to be forwarded to the Project team, or ILO?

## **Annex III. Stakeholders of the Project**

### **Key project constituents and stakeholders<sup>44</sup>:**

Ministry of Social Policy (ex-Ministry of Labour and Social Policy)

(+ State Labour Inspection, State Employment Center):

Ministry of Family, Youth and Sports

Federation of Trade Unions of Ukraine

Confederation of Free Trade Unions of Ukraine

All-Ukrainian Association of Workers' Solidarity

Federation of Employers of Ukraine

Confederation of Employers of Ukraine

All-Ukrainian Association of Employers of Ukraine

Resource Center GURT

### **Project team members in Kyiv**

Mr. Sergiy Savchuk, National Project Coordinator;

Ms. Galyna Meshcheryakova, Project Assistant.

### **ILO DWT/CO-Budapest**

The Project is being managed and backstopped from the ILO Decent Work Team and Country Office for Central and Eastern Europe (ILO DWT/CO-Budapest):

Mr. Mark Levin, Director, ILO Decent Work Team and Country Office for Central and Eastern Europe exercises general oversight of the project while the financial unit takes care of financial procedures.

Ms. Verena Schmidt, Senior Specialist on Conditions of Work and Gender Equality

Ms. Anna Farkas, Financial and Administrative Coordinator

### **ILO Headquarters**

Moreover, the ILO has a focal point, EC portfolio: Ms. Anne-Laure Henry-Gréard, Partnership and Development Cooperation Department (PARDEV) who is based in ILO Headquarters, Geneva.

Besides, the Project benefits from the regular support of the ILO officials - experts in different technical fields, such as employment, labour administration/inspection', social security, workers' and employers' activities and gender equality, including:

Ms. Maria-Luz Vega, Senior Labour Administration/Inspection Specialist, Labour Administration and Inspection Programme (LAB/ADMIN), HQ Geneva

Mr. René Robert, Labour Administration/Inspection Officer, Labour Administration and Inspection Programme (LAB/ADMIN), HQ Geneva

Ms. Katerine Landuyt, Technical Specialist on International Labour Standards, International Labour Standards (NORMES), HQ Geneva

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<sup>44</sup> Source: Ms. Anna Farkas, Financial and Administrative Coordinator, ILO Budapest.



## Annex IV. Roundtable on Gender Equality Plans of Pilot Companies

### SUMMARIZING GENDER EQUALITY PLANS AT PILOT COMPANIES IN UKRAINE

#### LIST OF PARTICIPANTS

23 June 2011

Venue: Kyiv, Hotel RUS (4, Hospitalna Str., conference hall 'F')

Pilot Enterprises		
Obolon Corporation, Kyiv		
1.	Mr. Oleksy Iatsyuk	CSR Manager
2.	Ms. Danyila Lyashenko	Gender Focal Point
3.	Mr. Volodymyr Tetko	Deputy Head of the Scientific Organization of Labour and Wages Department
4.	Ms. Olena Redina	Inspector, HR Department
JSC "SKF Ukraine", Lutsk		
5.	Ms. Natalia Starikova	HR Director
6.	Mr. Oleksandr Demyanenko	HR Department, specialist on benefits and compensations
7.	Mr. Volodymyr Zdushchak	Deputy-Head of the Trade Union "JSC LPZ"
8.	Mr. Vasyl Poturaj	Head of the Trade Union "Metallist"
9.	Mr. Valentyn Gordijuk	Head of the Trade Union "Vidrodzhennya"
LLC "Viktoria Veritas", Kyiv		
10.	Ms. Kovalenko Olena	Assistant
International JSC "URGA", Kirovohrad		
11.	Ms. Galyna Kuzmenko	First Deputy Director General
12.	Ms. Tamara Kyrychenko	Union Representative
13.	Ms. Viktoria Gura	Head of the HR Department
14.	Ms. Olena Fefelova	Head of the "URGA" Office in Kyiv
15.	Ms. Pavlichenko Larysa	Assistant
Ministry of Family, Youth and Sport		
16.	Mr. Volodymyr Ivchenko	Senior Specialist, Unit of the Gender Policy, Family and Gender Policy Department
17.	Ms. Myroslava Digtyar	Senior Specialist, Unit of the Gender Policy, Family and Gender Policy Department
State Labour Inspection of Ukraine		
18.	Ms. Olena Konovalova	State Labour Inspectorate of Ukraine, Director of Department
19.	Ms. Mariia Berdar	Zakarpattya Regional State Labour Inspectorate

20.	Ms. Iryna Gerbeda	Poltava Regional State Labour Inspectorate
Representatives of the Employers' Organizations		
21.	Mr. Vyacheslav Bykovets	All-Ukrainian Association of Employers; Int. President
22.	Ms. Olena Alekseeva	Head of the Department of Social Partnership, Federation of steelworkers of Ukraine (Dnipropetrovsk)
23.	Mr. Oleksandr Astashkin	Federation of Employers of Ukraine; Senior Specialist of the Social and Economic Policy Department
24.	Ms. Natalya Gosteva	Confederation of Employers of Ukraine; Director of Legal Department
25.	Mr. Rodion Kolyshko	Counsellor, Confederation of Employers of Ukraine
Representatives of the Workers' Organizations		
26.	Ms. Galyna Goleusova	Federation of Trade Unions of Ukraine; Director of Social Protection Department
27.	Ms. Nataliya Kravchenko	Federation of Trade Unions of Ukraine Senior Specialist of the Department of cultural and social work
28.	Mr. Vyacheslav Gorbatyuk	All-Ukrainian Association of Workers' Solidarity (VOST)
29.	Ms. Natalia Levytska	Head of Industrial Relations Department, Deputy-Head of Women's Committee; Confederation of Free Trade Unions of Ukraine
EU Project 'Women's' and Children's Rights – the Communications Component'		
30.	Ms. Tetyana Pinska	Regional Manager
Independent Evaluation Mission		
31.	Ms. Lotta Nycander	Evaluator
32.	Inna Bayda	Evaluator
International Labour Office		
33.	Mr. Joaquim Nunes	Senior Specialist in Labour Administration/Inspection, DWT/CO-Budapest
34.	Mr. Sergiy Savchuk	National Coordinator, EU-ILO Project "Gender Equality in the World of Work"
35.	Ms. Galyna Meshcheryakova	Project Assistant, EU-ILO Project "Gender Equality in the World of Work"
36.	Ms. Kateryna Shambir	Administrative support
37.	Ms. Hanna Stembkovska	Interpreter

## **Annex V. Project Steering Committee Meeting**

### **AGENDA**

**Project Tripartite Steering Committee Meeting, Kyiv, 29 June 2011, Conference Hall 'A', 'Rus'  
Hotel (4, Hospitalna Str., Kyiv)**

**13:30 Registration of participants**

**14:00 Opening of the meeting**

**Chair:**

Andriy Cherkasov, Head of the Steering Committee, Director of the State Labour Inspection

**Welcoming addresses by:**

Raphael Crowe, Senior Gender Specialist, Bureau for Gender Equality, ILO Geneva

Sergey Polyuk, Sector Manager on Health and Welfare, Delegation of the European Union to Ukraine

**14:20 Presentation of preliminary findings of the external evaluation mission**

Lotta Nycander, External Evaluator

Inna Bayda, External Evaluator

**15:00 Discussion**

Feedback and comments from participants

**15:30 Wrap-up of the meeting**

**Final comments by:**

Raphael Crowe, Senior Gender Specialist, Bureau for Gender Equality, ILO Geneva

Sergey Polyuk, Sector Manager on Health and Welfare, Delegation of the European Union to Ukraine

**15:45 Closure of the meeting**

**Reception**

## Annex VI. Project Closing Conference 29/6/2011

### Project Tripartite Steering Committee Meeting LIST OF PARTICIPANTS 29 June 2011 Kyiv (4, Hospitalna Str., Hotel Rus, Hall 'A')

#### MEMBERS

1.	Mr. Andriy Chrkasov	Head of the Project Tripartite Steering Committee Head of the State Labour Inspection of Ukraine
2.	Ms. Olena Bobryk	Press-Secretary, Secretariat of the National Tripartite Social and Economic Council under the President of Ukraine
3.	Ms. Maryna Latysheva	Deputy Director, Social Development Strategy Department, Ministry of Social Policy of Ukraine
4.	Ms. Natalia Shevchenko	Deputy Head, Social Services Department, State Employment Centre
5.	Ms. Olena Konovalova	Head, Labour Legislation Department, State Labour Inspectorate of Ukraine
6.	Ms. Galuna Zhukovska	Head, Gender Policy Department, Ministry of Family, Youth and Sports of Ukraine
7.	Mr. Olexander Astashkin	Social Policy Department, Federation of Employers of Ukraine
8.	Ms. Natalia Gosteva	Head, Law Department, Confederation of Employers of Ukraine
9.	Mr. Vyacheslav Bykovets	Acting President of All-Ukrainian Association of Employers
10.	Ms. Galyna Goleusova	Head, Social Protection Department, Federation of Trade Unions of Ukraine
11.	Ms. Natalia Levytska	Head of the Industrial Relations Department, Deputy Head of the Women's Rights Committee, Confederation of Free Trade Unions of Ukraine
12.	Mr. Yuriy Kurylo	Vice-President, All-Ukrainian Union of Workers' Solidarity
13.	Mr. Sergey Polyuk	Sector Manager on Health and Welfare, Delegation of the European Union to Ukraine

#### GUESTS

14.	Ms. Lotta Nycander	Independent Evaluation Mission
15.	Ms. Inna Bayda	Independent Evaluation Mission
16.	Mr. Raphael Crowe	Senior Gender Specialist, Bureau for Gender Equality, ILO Geneva
17.	Ms. Anna Farkas	ILO Decent Work Technical Support Team and Country Office for Central and Eastern Europe, Budapest

#### SECRETARIAT

18.	Mr. Sergiy Savchuk	EU-ILO Gender Equality in the World of Work Project Coordinator
19.	Ms. Galyna Meshcheryakova	EU-ILO Gender Equality in the World of Work Project Assistant
20.	Ms. Kateryna Shambir	Administrative Support
21.	Ms. Svitlana Vodyanyk	Administrative Support
22.	Ms. Alla Zhuravel	Administrative Support
23.	Mr. Sergiy Korbakov	Interpreter

## **Annex VII. Comments from SCM on evaluation's preliminary presentation**

The below is a summary of the feedback received by the participants of the Steering Committee Meeting, on 29/06/2011:

Thanks were given to independent evaluators for the presentation of the preliminary findings. The comments in the discussion that evolved following the presentation, included the uncertainty of the administrative reform and the existence of the Interagency Council (objective 1); the Entrepreneurship component (objective 3); the Gender Equality Plans of the "pilot companies" (objective 4); and the likelihood that capacity building and/or implementation on issues of gender equality in the world of work would be continued (sustainability issues).

### **Uncertainty regarding the existence of the Interagency Council - and delays in training activities (objective 1)**

Regarding the planned work with the Interagency Council (here referred to as IAC) the EC representative commented that perhaps this "component" should not have been included in the last work plan – and funds should not have been spent under this component.

The question was put to the national project coordinator whether the developments had been known when making the last changes in project and when the "no-cost" 6-months extension of the Project was endorsed. A comment was made that the Project's activities should have been better matched with the external environment and the developments.

The project coordinator stated that when the Addendum had been signed, the Project "had no idea" that the IAC would not exist, or not function. He further stated that it was at first expected that the IAC would be able to train Gender Advisers (appointed by the IAC) at the end of January 2011 – however, not until June 2011, were these nominated for the training, which was very late indeed.

### **Entrepreneurship component (objective 3) – the possibilities of long-term results**

Regarding the entrepreneurship component – the EC representative asked the floor - was it really the ILO project that "made it happen" - that the women started up their businesses?

He stated that it's a bit ambitious to expect that they would become entrepreneurs after being enrolled in a training event? He referred to the reality in rural areas in Ukraine, where the gender division of roles and task (men/women) is clear (examples given that women work in the garden and men are in the coffee shop).

The National Project Coordinator stated that he shared many of the findings of the Evaluation. He referred to the comments of the EC representative and said that initially ILO's SIYB does not normally differentiate the target audience, but in this project the SIYB training cycle targeted women exclusively. Later on, GURT trainers targeted both men and women in the SIYB training. Also, training was delivered to people living with HIV/AIDS (not specifically women) but it was mostly women who attended. The women were able to receive post-training support from the Trainers on demand (free of charge) for one year.

The representative of the employers' organisations (who also is heading the Small and Medium Entrepreneurs - SME - Association of Ukraine) made the point that he had witnessed how important this kind of training is for women and the good results that had come out of such training, albeit also acknowledging that the "conditions are far from being conducive today – and the enterprises many crumble and fall".

### **Gender Equality Plans of the "pilot companies" (objective 4) – the lack of involvement of the Trade Unions/workers organisations**

The Gender Employment Plans were discussed and the lack of trade unions' participation in this activity which had been supported by the Project. An exchange of views then followed, and the lack of trade unions' participation in this activity was brought up, including views on whether or not it was necessary to have trade unions involvement in the making of such company plans. The employers' representative/s, along with the EC, stated that the main issue is whether or not the Plans were

*implemented* – not who had been involved in the development of these. Here the discussion was about whether it was good to develop a gender plan in a company where workers are not unionized. In two out of four pilot companies there was no union. Instead, there were workers' associations and the GEP's were developed in full consultations with workers' representatives. Besides, in all companies surveys were launched targeting all workers or part (based on the sample) depending on company's size.

Employers' representatives, along with the EC, commented that the main issue is whether or not the Plans were *implemented* – not who had been involved in the development of these.

**Likelihood that capacity building and/or implementation would be continued (sustainability issues).**

Regarding the issue of the constituents' continuation of capacity building within their organisations, representatives of one trade union stated that it had “three Training centres, and we have done strategic planning and we will try to include what we have learned, including tools on gender equality in the work place – as topics in the existing training centres. So far “there are not been many positive results but it's in the planning”.

Regarding the Gender Equality Law of Ukraine, EU and other stated that a new law needed to be in place. A representative of the Ministry of Social Policy finally expressed that the ILO project was the “first of its kind in promoting gender in the Ministry, related to the World of Work! So we are pioneers, and we will make this will continue in the Ministry”.

A representative of the Labour Inspectorate expressed: “for us the Project is not over – it has only just started and we will continue and implement what we learnt”.

## Annex VIII. Persons met, consulted & interviewed

(Details to be finalised for the Evaluation report)

### International Labour Organisation (ILO)

Name	Designation & department/unit	Contact details
Anna Farkas	Administrative and Finance official, ILO, Budapest	farkas@ilo.org
Anne-Laure Henry-Greard	PARDEV, ILO Hqs, Geneva	<a href="mailto:henry-greard@ilo.org">henry-greard@ilo.org</a> Skype address: annelaureehg
Verena Schmidt	Gender Specialist , ILO Budapest	vschmidt@ilo.org
Sergiy Savchuk	National Project Coordinator, ILO-EU Gender Equality Project	savchuk@ilo-dp.kiev.ua
Galyna Meshcheryakova	Project Assistant, ILO-EU Gender Equality Project	meshcheryakova@ilo-dp.kiev.ua
Kateryna Shambir	External collaborator, ILO-EU Gender Equality Project	shambir@ilo-dp.kiev.ua
Vasyl Kostyrytsya	ILO National Coordinator in Ukraine	e-mail: kostyrytsya@mlsp.gov.ua tel. +38-044-289-85-28,

### Government institutions

Name	Designation & Dep't/Unit	Ministry
Maryna Latusheva	Deputy Director of the Strategy Planning Department, Head of the Social and Demographic Policy Strategy Unit	Ministry of Social Policy
Maryna Vorona	Senior Specialist, Social Development Strategy Department	Ministry of Social Policy
Natalia Shevchenko	Deputy Director, Social Services Department, State Employment Centre	Public Employment Service
Volodymyr	First Pro-Rector,	Public Employment

<b>Name</b>	<b>Designation &amp; Dep't/Unit</b>	<b>Ministry</b>
Baryshnikov	Public Employment Service Staff Training Institute	Service
Andriy Cherkasov	Director	State Labour Inspectorate
Olena Konovalova	Head of Department	State Labour Inspectorate
Limara Tairova	Senior Legal Specialist	State OSH Inspectorate
Olha Havrylets	International Relations Department	State OSH Inspectorate
Olexander Semko	Deputy Director	OSH Training Centre
Mykola Lysyuk	Deputy Director	National OSH Scientific and Research Institute
Galyna Zhukovska	Director, Family and Gender Policy Department	Ministry of Family, Youth and Sports
Myroslava Digtyar	Senior Specialist, Family and Gender Policy Department	Ministry of Family, Youth and Sports

### **Employer organisations**

<b>Name</b>	<b>Designation</b>	<b>Confederation/Federation</b>
Ms. Nataliya Gosteva	Gender Focal Point, Master trainer, Director of Legal Department	Confederation of Employers of Ukraine
Mr. Rodion Kolyshko	Master trainer Director, Human Resources Development Department	Confederation of Employers of Ukraine
Ms. Olena Alekseeva	Master trainer, Federation of Metallurgists of Ukraine	Federation of Metallurgists of Ukraine
Olexander Astashkin	Gender Focal Point, Social Policy Department	Federation of Employers of Ukraine



## Workers Organisations/Trade unions

Name	Designation	
Yuriy Kurylo	Vice-President	All-Ukrainian Association of Workers' Solidarity (VOST)
Valentyna Demchenko	Women's Section	All-Ukrainian Association of Workers' Solidarity (VOST)
Tetyana Gulechko	Deputy Chair	Federation of Trade Unions of Ukraine
Galyna Goleusova	Head of the Social Protection Department	Federation of Trade Unions of Ukraine
Nataliya Kravchenko	Gender Focal Point (Master trainer)	Federation of Trade Unions of Ukraine
Galyna Gorbyenko	Master Trainer FTUU	Federation of Trade Unions of Ukraine
Irina Zoria	Head of Humanitarian Department	Federation of Trade Unions of Ukraine
Nikolay Lobko	Deputy Director, FTUU Dnepropetrovsk Regional Training Center	Federation of Trade Unions of Ukraine
Shahid Mansur	Head of Citizens Office	Federation of Trade Unions of Ukraine
Nadia Leleka	Deputy Chair	Confederation of Free Trade Unions of Ukraine
Nataliya Levytska	Director Industrial Relations Department, Deputy-Head, Women's Committee	Confederation of Free Trade Unions of Ukraine
Larisa Batog		Confederation of Free Trade Unions of Ukraine
Vira Shaludko		Confederation of Free Trade Unions of Ukraine
Inna Teslya	Deputy Head Women's Right and Gender Equality Committee	Confederation of Free Trade Unions of Ukraine

### Civil society organisation

Name	Designation	CSO
Tetyana Danyliv	Director	GURT Resource Center +38 044 296 1025
Taras Boyarchuk	SIYB Project Manager	GURT Resource Center +38 044 296 1025 <a href="mailto:boyarchuk@gurt.org.ua">boyarchuk@gurt.org.ua</a> www.gurt.org.ua
Alla Zhuravel	SIYB project	GURT Resource Center
(name)	Entrepreneur	Own business

### European Commission and EU-funded projects in Ukraine

Name	Designation	Delegation/Commission	Contact details
Sergey Polyuk	Sector Manager on Health and Welfare	Delegation of the European Commission	Tel.: +38-044-390-80-10, ext.349 e-mail: sergey.polyuk@ec.europa.eu
Larysa Kobelyanska	Programme Coordinator	Equal Opportunities and Women's Rights Programme ('Sister' project, EU-UNDP)	
Mykhaylo Korukalov	Gender Expert	Equal Opportunities and Women's Rights Programme ('Sister' project, EU-UNDP)	
Geneviève Delaunois	Communication Expert	'Women and Children's Rights in Ukraine - Communication component' (SAFEGE, EU-funded project)	Tel: (+38 044) 278 33 76 or 288 27 26 Cell: (+38 096) 585 79 02 Email: genevieve@cwrights.com.ua

**ROUND TABLE  
SUMMARIZING GENDER EQUALITY PLANS AT PILOT COMPANIES IN UKRAINE**

**LIST OF PARTICIPANTS**

23 June 2011

Venue: Kyiv, Hotel RUS (4, Hospitalna Str., conference hall 'F')

Pilot Enterprises		
Obolon Corporation, Kyiv		
38.	Mr. Oleksy Iatsyuk	CSR Manager
39.	Ms. Danyila Lyashenko	Gender Focal Point
40.	Mr. Volodymyr Tetko	Deputy Head of the Scientific Organization of Labour and Wages Department
41.	Ms. Olena Redina	Inspector, HR Department
JSC "SKF Ukraine", Lutsk		
42.	Ms. Natalia Starikova	HR Director
43.	Mr. Oleksandr Demyanenko	HR Department, specialist on benefits and compensations
44.	Mr. Volodymyr Zdushchak	Deputy-Head of the Trade Union "JSC LPZ"
45.	Mr. Vasyl Poturaj	Head of the Trade Union "Metallist"
46.	Mr. Valentyn Gordijuk	Head of the Trade Union "Vidrodzhennya"
LLC "Viktoria Veritas", Kyiv		
47.	Ms. Kovalenko Olena	Assistant
International JSC "URGA", Kirovohrad		
48.	Ms. Galyna Kuzmenko	First Deputy Director General
49.	Ms. Tamara Kyrychenko	Union Representative
50.	Ms. Viktoria Gura	Head of the HR Department
51.	Ms. Olena Fefelova	Head of the "URGA" Office in Kyiv
52.	Ms. Pavlichenko Larysa	Assistant
Ministry of Family, Youth and Sport		
53.	Mr. Volodymyr Ivchenko	Senior Specialist, Unit of the Gender Policy, Family and Gender Policy Department
54.	Ms. Myroslava Digtyar	Senior Specialist, Unit of the Gender Policy, Family and Gender Policy Department
State Labour Inspection of Ukraine		
55.	Ms. Olena Konovalova	State Labour Inspectorate of Ukraine, Director of Department

56.	Ms. Mariia Berdar	Zakarpattya Regional State Labour Inspectorate
57.	Ms. Iryna Gerbeda	Poltava Regional State Labour Inspectorate
Representatives of the Employers' Organizations		
58.	Mr. Vyacheslav Bykovets	All-Ukrainian Association of Employers; Int. President
59.	Ms. Olena Alekseeva	Head of the Department of Social Partnership, Federation of steelworkers of Ukraine (Dnipropetrovsk)
60.	Mr. Oleksandr Astashkin	Federation of Employers of Ukraine; Senior Specialist of the Social and Economic Policy Department
61.	Ms. Natalya Gosteva	Confederation of Employers of Ukraine; Director of Legal Department
62.	Mr. Rodion Kolyshko	Counsellor, Confederation of Employers of Ukraine
Representatives of the Workers' Organizations		
63.	Ms. Galyna Goleusova	Federation of Trade Unions of Ukraine; Director of Social Protection Department
64.	Ms. Nataliya Kravchenko	Federation of Trade Unions of Ukraine Senior Specialist of the Department of cultural and social work
65.	Mr. Vyacheslav Gorbatyuk	All-Ukrainian Association of Workers' Solidarity (VOST)
66.	Ms. Natalia Levytska	Head of Industrial Relations Department, Deputy-Head of Women's Committee; Confederation of Free Trade Unions of Ukraine
EU Project 'Women's' and Children's Rights – the Communications Component'		
67.	Ms. Tetyana Pinska	Regional Manager
Independent Evaluation Mission		
68.	Ms. Lotta Nycander	Evaluator
69.	Inna Bayda	Evaluator
International Labour Office		
70.	Mr. Joaquim Nunes	Senior Specialist in Labour Administration/Inspection, DWT/CO-Budapest
71.	Mr. Sergiy Savchuk	National Coordinator, EU-ILO Project "Gender Equality in the World of Work"
72.	Ms. Galyna Meshcheryakova	Project Assistant, EU-ILO Project "Gender Equality in the World of Work"
73.	Ms. Kateryna Shambir	Administrative support
74.	Ms. Hanna Stembkovska	Interpreter

## Annex IX. Documentation

*(To be completed in the final report)*

Project Document

Addendum, Logical Framework and work plans/budgets

Project Progress reports

Web sites:

- Projects websites: [www.gender.ilo.org.ua](http://www.gender.ilo.org.ua)
- Special website on GE and CSR: <http://csrgender.com.ua>
- Special web platform for women-entrepreneurs <http://gurt.org.ua/biz/>

A Paper presented by the National Project Coordinator in the Closing Conference.

EU Project Fiche “Women’s and Children Rights”

Corbanese V. Gender Mainstreaming in the Public Employment Service in Ukraine. A Training Kit (in English and in Ukrainian)

Kupets O. Gender Mainstreaming in the Ukrainian Labour Market and the Role of the Public Employment Service of Ukraine (in English and in Ukrainian)

Independent Evaluation of ILO’s Country Programme 2000-2006, ILO, 2007.

*The following training materials and publications were published in Ukrainian/ Russian within the framework of the project:*

Promoting Equity. Gender-Neutral Job Evaluation for Equal Pay: a Step-by-Step Guide

Gender Mainstreaming in Collective Bargaining (manual for trainers)

From Prohibition of Discrimination to Promoting Equality (manual for trainers)

Start and Improve Your Business. ILO training materials cycle

Promoting materials within the framework of the ILO’s Gender Equality at the Heart of Decent Work campaign.

ABC of women workers’ rights and gender equality. Second edition

ISBN 978-92-2-123356-5 (print)

ISBN 978-92-2-123357-2 (web pdf)

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Final\\_02228%20%20ABC\\_block.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Final_02228%20%20ABC_block.pdf)

In English:

[http://www.ilo.org/gender/Informationresources/Publications/lang--en/docName--WCMS\\_087314/index.htm](http://www.ilo.org/gender/Informationresources/Publications/lang--en/docName--WCMS_087314/index.htm)

Gender equality and decent work. Selected ILO Conventions and Recommendations promoting gender equality.

ISBN 92-2-119256-3

ISBN 978-92-2-119256-5

Available in Ukrainian:

<http://gender.ilo.org.ua/DocLib1/Публікації/ILO%20Conventions.pdf>

In English:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Final\\_02228%20%20ABC\\_block.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Final_02228%20%20ABC_block.pdf)

Pay Equity. Gender-neutral job evaluation for equal pay: a step-by-step guide.

ISBN 978-92-2-121538-7 (print)

ISBN 978-92-2-121539-4 (web pdf)

Available in Ukrainian:

<http://gender.ilo.org.ua/DocLib1/Публікації/PAY%20EQUITY.pdf>

In English:

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---declaration/documents/publication/wcms\\_101325.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_101325.pdf)

Trainers' Manual "Gender Mainstreaming in Collective Bargaining"

ISBN 978-92-2-823432-9 (print)

ISBN 978-92-2-823433-6 (web pdf)

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/Публікації/02590%20%20Book\\_oon\\_N.pdf](http://gender.ilo.org.ua/DocLib1/Публікації/02590%20%20Book_oon_N.pdf)

Trainers' Manual "From Prohibition of Discrimination to Promoting Equality"

ISBN 978-92-2-823434-3 (друкована версія)

ISBN 978-92-2-823435-0 (веб-версія)

Available in Ukrainian:

<http://gender.ilo.org.ua/DocLib1/Публікації/02589%20%20дискримінація-1.pdf>

EU-ILO Project "Gender Equality in the World of Work" Booklet

Practical tool. Gender and equal opportunities issues at enterprise level.

ISBN 978-92-2-824151-8 (друкована версія)

ISBN 978-92-2-824152-5 (веб-версія)

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Book\\_oon\\_posibn.qxd.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Book_oon_posibn.qxd.pdf)

Study of Enterprise Good Practice Compliance with the Principles of Equal Treatment and Non-discrimination at the Workplace in Ukraine

ISBN 978-92-2-824153-2 (друкована версія)

ISBN 978-92-2-824154-9 (веб-версія)

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Book\\_oon\\_dosl.qxd.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/Book_oon_dosl.qxd.pdf)

Four themes of the ILO global campaign "Gender Equality in the Heart of Decent Work" – Background brochures:

Remove the obstacles! On the right track to equality.

Available in Ukrainian:

<http://gender.ilo.org.ua/DocLib1/Публікації/Дискримінація.pdf>

Available in English:

[http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Remove\\_the\\_obstacles.pdf](http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Remove_the_obstacles.pdf)

Skills and entrepreneurship: bridging the technology and gender divide.

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib2/Skills\\_Entrepreneurship\\_UKR.pdf](http://gender.ilo.org.ua/DocLib2/Skills_Entrepreneurship_UKR.pdf)

Available in English:

[http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Skills\\_and\\_entrepreneurship.pdf](http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Skills_and_entrepreneurship.pdf)

Social Dialogue at work: voices and choices for women and men.

Available in Ukrainian:

<http://gender.ilo.org.ua/DocLib1/Публікації/Соціальний%20диалог.pdf>

Available in English:

[http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Social\\_Dialogue\\_at\\_work.pdf](http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Social_Dialogue_at_work.pdf)

Youth employment: breaking gender barriers for young women and men.

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/Публікації/Youth%20Employment\\_UKR.pdf](http://gender.ilo.org.ua/DocLib1/Публікації/Youth%20Employment_UKR.pdf)

Available in English:

[http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Youth\\_employment.pdf](http://gender.ilo.org.ua/eng/Gender%20equality/Publications/Youth_employment.pdf)

Publications on “Start and improve your business”

A training kit of the “Start Your Business” training cycle (not available on the web-site):

Generate Your Business Idea

Start Your Business. Manual for Potential Entrepreneurs

SYB Feasibility Study

Trainer’s Guide “Start Your Business”

Business Game. Trainer’s Guide

SIYB Adults in a Learning Situation

A training kit of the “Improve Your Business” training cycle:

ISBN 978-92-2-823945-4 (друкована версія)

ISBN 978-92-2-823946-1 (веб-версія)

Marketing

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB\\_Basics\\_Marketing.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB_Basics_Marketing.pdf)

Business Planning

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB\\_Basics\\_Planning.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB_Basics_Planning.pdf)

Buying

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB\\_Basics\\_Zakupivli.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB_Basics_Zakupivli.pdf)

Costing

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB\\_Basics\\_Calc\\_Sobivartist.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB_Basics_Calc_Sobivartist.pdf)

Record-Keeping

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB\\_Bukh\\_Oblik.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SYIB_Bukh_Oblik.pdf)

Stock Control

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB\\_Basics\\_Control\\_Zapasy.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/SIYB_Basics_Control_Zapasy.pdf)

People and Productivity

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/Публікації/02794%20%20%20Productiv\\_print\\_END\\_Correct\\_11-02-2011.pdf](http://gender.ilo.org.ua/DocLib1/Публікації/02794%20%20%20Productiv_print_END_Correct_11-02-2011.pdf)

Study. Gender Mainstreaming at the Labour Market of Ukraine and Role of the Public Employment Service.

ISBN (Eng): 9789221244271 (print); 9789221244288 (web pdf)

ISBN (Ukr) 9789228244274 (print), 9789228244281 (web pdf)

Available in Ukrainian:

[http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/PES\\_Study\\_UKR.pdf](http://gender.ilo.org.ua/DocLib1/%D0%9F%D1%83%D0%B1%D0%BB%D1%96%D0%BA%D0%B0%D1%86%D1%96%D1%97/PES_Study_UKR.pdf)

Available in English:

[http://www.gender.ilo.org.ua/eng/Gender%20equality/Publications/PES\\_Study\\_EN.pdf](http://www.gender.ilo.org.ua/eng/Gender%20equality/Publications/PES_Study_EN.pdf)