

Evaluation Title: Evaluation of UNICEF’s L3 Response in Ukraine (December 2021–March 2023)

Region: ECA

Office: Evaluation Office

Evaluation Year: 2025

Person-In-Charge for Follow-up to Management Response:

Overall Response to the Evaluation: UNICEF values the evaluation’s comprehensive insights into the Ukraine L3 Emergency Response. As with other upper-middle-income contexts, the findings offer critical reflections on operational agility, coordination across regional offices, and adapting to a rapidly evolving humanitarian landscape. These lessons will inform ongoing and future responses, ensuring UNICEF’s support remains effective, contextually appropriate, and accountable to affected populations.

Planned Use of Evaluation: UNICEF will use this evaluation, together with other recent evaluations of L2 and L3 Emergency Responses to inform its review of the Emergency Procedures and the Corporate Emergency Activation Procedures (CEAP). It is particularly important in informing responses that go across UNICEF regions and that impact upper middle-income countries.

UNICEF Evaluation Management Response Template

Allowed Editor: *Anthea Moore, Christina Valderrama Maya-Alfirev, Luana Barrozo,*

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation 1: L3 Emergency Leadership should be delegated by HQ to RO depending on crises’ specific circumstances and the decision to do so should take place at the time of the L3 declaration.

Recommended Specific Actions

1.1 UNICEF should reflect on whether L3 leadership arrangements (both in terms of governance and accountabilities) should vary – rather than remaining fixed over time – across different contexts (as in the case of L3 with regional and cross-regional spillovers/dimensions).

1.2 Deputy Executive Director role should have clear responsibility for deciding on the leadership arrangement. This will contribute to faster L3 activation and a faster response to addressing needs on the ground.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: The Emergency Procedures are currently under revision, and the accountability and leadership will be defined once the discussions and endorsement of the new version of the EP have taken place.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Review the accountability, role	HQ - EMOPS	Lana Wreikat	Q2 2026	Not started	Desk review of the lessons learned from the	

and leadership in L3 emergencies					three years of roll-out of the Emergency Procedures, including wide range consultation with key informants.	
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Evaluation Recommendation 2: Ensure that UNICEF Corporate Guidance on Emergencies is better tailored to the specific needs and opportunities of country offices operating in middle- and high-income-countries

Recommended Specific Actions

2.1 UNICEF HQ should ensure that the Corporate Guidance on Emergencies (Emergency Procedures and Preparedness Guidance, including how to interact with NatComs in non-traditional programme countries) is better attuned to different contexts/needs of country offices, including those operating in middle- and high-income countries characterized by relatively higher levels of government capacity.

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Update the Emergency procedures	HQ - EMOPS	Lana Wreikat	Q2 2026	Not started	Desk review of the lessons learned from the three years of roll-out of Emergency procedures, including wide range consultation with key informants.	
Update the Emergency Preparedness Procedure	HQ - EMOPS RAPS	Pete Manfield	June 2025	Underway	Extensive consultations (Surveys, key informant interviews) to take the lessons learned; Updating existing preparedness procedure (2020); Sharing the new version of the procedure (via workshops and online) to collect comments and integration of comments	

Evaluation Recommendation 3: Provide a simplified step-by-step guidance on how to set up new FO or redeploy staff within a country at the time of a L3, including on how to establish cost centers and transfer accountabilities/authorities

Recommended Specific Actions

3.1 UNICEF HQ should ensure that, within the scope of the ongoing revision of the Emergency Procedures, clear guidance is provided to country offices on how to effectively decentralize a humanitarian response to better respond to needs on the ground (e.g., listing the different modalities – and mandatory steps and requirements – to set up and staff new offices in a rapid and systematic fashion).

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Elaborate and include a checklist, in the Handbook in Emergencies, for country offices on how to effectively decentralize a humanitarian response to better respond to needs on the ground	HQ – EMOPS	Lana Wreikat, Anthea Moore	Q2 2026	Not started	Preliminary consultation and report by an external consultant and stretch assignment	

Evaluation Recommendation 4: Ensure greater flexibility in clusters' activation processes as per the current IASC Guidance

Recommended Specific Actions

4.1 UNICEF HQ should ensure, within the scope of the ongoing revision of the Emergency Procedures, there is clear guidance on the circumstances in which it is admissible for UNICEF not to activate a specific cluster falling under its leadership, by also making sure that the justification and related narrative to partners and donors is agreed on at all levels of the organization (HQ, regional offices and country office).

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Alignment on the IASC activation procedures and UNICEF Emergency Procedures and decision-making frameworks in humanitarian coordination	HQ - EMOPS GCCU	Ines Lezama	December 2025	Not started		2015 IASC guidance

Evaluation Recommendation 5: Leverage well-funded humanitarian crises advocate for greater equity of public funding across crises globally

Recommended Specific Actions

- The Public Partnerships Division, in collaboration with the rest of the HQ divisions and regional offices, should enhance its advocacy to public donors in favour of a more equitable distribution of funding to support underfunded emergencies. This would entail, among other things:
 - 5.1.1. Implementing a portfolio approach, whereby donors could diversify their funding by combining support for one or more crises which they are particularly interested in with funding for forgotten or underfunded crises chosen from a list shared with them by UNICEF.
 - 5.1.2 Including an opt-out clause in HAC Appeal funding agreements with donors could be considered in some circumstances, whereby funds' donors could authorize – if and when the HAC Appeal's needs on the ground have been met – repurposing their funding for Global Humanitarian Thematic Funding to support underfunded crises where UNICEF is providing life-saving interventions (the understanding is that this may not work with larger public donors that are accountable to their own governments).
 - 5.1.3 Organizing periodic meetings/updates with donors (both at HQ and regional offices) on humanitarian funding needs by making sure to systematically refer to the real-time data included in the Funding Tracking System Dashboard.

Recommended Responsible

HQ - PPD
ECARO - PPD

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Enhance advocacy to public donors in favour of a more equitable distribution of funding to support underfunded emergencies	HQ- PPD with the support of DGCA and EMOPS	Guillaume Sauval	July 2025	Ongoing	<ul style="list-style-type: none"> • Reinforced narrative on equitable funding across emergencies is top priority for humanitarian financing work: • Central theme in the 2025 HAC appeal • Systematically reflected in all donor-facing communications, briefings, and strategic dialogues. 	<ul style="list-style-type: none"> • HAC 2025 • Grand Bargain quality funding

					<ul style="list-style-type: none"> • DGCA advocacy strategy on humanitarian funding (under development, report by July 20205) 	
Utilize GHTF and regional thematic funding as main proxy for equitable allocation of funding across emergencies	HQ - PPD	Guillaume Sauval	January 2025	Completed	<ul style="list-style-type: none"> • Continuing to position GHTF and Regional Humanitarian Thematic Funds as flexible, impact-focused tools to channel funding to where needs are greatest. • List of top underfunded emergencies, and methodology for its biannual update, agreed with EMOPS, GCA and PFP 	<ul style="list-style-type: none"> • GHTF investment case • List of top underfunded emergencies used for donor attention on equity
Update regularly donor briefings and FTS/HAC	HQ - PPD	Guillaume Sauval	January 2025	Completed	<ul style="list-style-type: none"> • Regular donor briefings are held at HQ level focusing on L3 and top underfunded crises (average 1x/month). • UNICEF provides monthly reporting update to FTS. • Real-time FTS data is systematically integrated in all updates and donor materials and OCHA is actively engaged to ensure joint analysis / data sharing and 	<ul style="list-style-type: none"> • Website of the flagship initiative donor briefing on underfunded emergencies

					alignment with inter-agency priorities.	
Carry out periodic meetings and share updates on the funding status with relevant colleagues at RO, COs and HQ.	ECARO – Partnerships	Artashes Mirzoyan	Q4 2025	Ongoing		

Evaluation Recommendation 6: Ensure more systematic leveraging of private funding, including for underfunded crises

Recommended Specific Actions

6. 1 Continue to nurture partnerships with high-worth individual donors and the private sector (and NatComs) for ongoing support to humanitarian crises, and advocate to both new and more established donors for the funding of other underfunded crises (e.g., through demonstrated efforts to increase allocation of resources to Global Humanitarian Thematic Funding). It will also be important for relationship managers to keep organizing periodic meetings/updates with high-worth individuals on humanitarian funding needs by making sure to systematically refer to the real-time data included in the Funding Tracking System Dashboard.

Recommended Responsible

HQ PFP
ECARO PFP

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Virtual Experience: Ukraine 3-year mark internal briefing for national committees	HQ – PFP Humanitarian Fundraising Unit and PFP-Communications	Dorian Druelle	February 2025	Completed	National Committees invited to a briefing on the situation of children in Ukraine and refugee-hosting countries approaching three years of the full-scale war.	
Virtual Experience: Emergency Response & Equity: Protecting Children's Rights in a World of Crises.	PFP- Humanitarian Fundraising Unit and PFP-Communications	Dorian Druelle	January 2025	Completed	Donor experience for partners was organized, a special even to mark the 100th VE, to assess the support to children, and working to prevent future violations of their rights and lose of the services they need – like protection, safe water, sanitation, vaccinations and education.	

Donor update: Ukraine 3-year donor update	PFP- Humanitarian Fundraising Unit	Dorian Druelle	February 2025	Completed	Donor update for HV partners to summarize response, progress and results achieved to mark the 3-yrs after the full-scale war in Ukraine.	Three years of full-scale war in Ukraine February 2025
Case for support: A high-value case for support	PFP- Humanitarian Fundraising Unit	Dorian Druelle	June 2025	Underway	Pilot with the Ukraine CO a case for support to highlight funding gaps being faced as a result of the current funding landscape.	
High-value briefing: A Ukraine Briefing with Philanthropy Partners and Corporate partners	PFP- Humanitarian Fundraising Unit	Dorian Druelle	March 2025	Completed	A bespoke briefing, on 6 March 2025, with 25 Philanthropy and corporate partners who have given to Ukraine over the years with UNICEF's Deputy Representative in Ukraine.	

Evaluation Recommendation 7: Enhance UNICEF’s global cash capacity through substantial investment in strengthening human resources and improving internal systems

Recommended Specific Actions

7.1 UNICEF should support the UNICEF Ukraine Country Office and other medium- and high-income countries, both regionally and globally, to build on the lessons learned during the rollout of HCT interventions in Ukraine to inform technical assistance to government partners. Options for consideration include:

- 7.1.1 Developing new HCT capacity-building modules (or refining existing ones) specifically for a management -level audience to promote the use of HCTs and management’s understanding of what it takes operationally to deliver them.
- 7.1.2 In communications to donors, emphasizing UNICEF’s comparative advantage across sectors and in social protection across the nexus (integrated approach).
- 7.1.3 Promoting peer learning and integrated (contingency) planning exercises between HCT and operations staff, including at director level, while more systematically creating a culture of flexible and hybrid assistance approaches.
- 7.1.4 Disseminating HCT-related lessons learned internally through both HQ and regional office knowledge management and Executive Office channels.
- 7.1.5 Commissioning a series of business cases highlighting the costs and benefits of HCT interventions implemented within the scope of L3 responses, including trade-offs and complementarity between HCTs and in-kind supplies (already covered by the Operational Review).
- 7.1.6 Using lessons learned in Ukraine to strengthen UNICEF’s global talent management and staff capacity -building strategy.
- 7.1.7 Enhancing the mainstreaming of the use of cash across sectors (especially those in which UNICEF is playing an important role), as well as through the design of a child cash grant approach that brings different sectors together.
- 7.1.8 In the longer term, build skills required for cash programming more strategically and systematically across UNICEF, such that country offices: (a) are conversant in cash modalities; (b) are accountable and can demonstrate relevant assistance choices matched to needs; and (c) require less support from the organization at global and regional levels.

Recommended Responsible

HQ – HCT (Claire Mariani)
ECARO

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Developing new HCT capacity-building modules/refining existing ones	HQ Programme Group – Cash Team	Claire Mariani	31.12.2025	Underway	A contract signed with a capacity-building consultancy firm to develop and refine modules tailored for management-level staff. Initial planning sessions	

					have been conducted to align the content of existing training material.	
Develop a strategy to emphasize UNICEF's comparative advantage across sectors and in social protection across the nexus	HQ Programme Group – Cash Team	Claire Mariani	31.12.2025	Underway	A UNICEF Social Protection Cash Based Assistance comprehensive offer strategy has been developed. The materials will be discussed with senior leaders for further adoption.	
Promote peer learning and integrated (contingency) planning exercises between HCT and operations staff	HQ Programme Group – Cash Team	Claire Mariani	31.12.2025	Underway	Initial planning has begun for peer-learning sessions and integrated contingency planning workshops involving both HCT and operations staff.	
Disseminate HCT-related lessons learned	HQ Programme Group – Cash Team	Claire Mariani		Completed	Knowledge management efforts included detailed documentation of case studies to be used in training material and disseminated through the Cash Based Assistance newsletter with more the 3.000 internal recipients.	
Commissioning a series of business cases highlighting the costs and benefits of HCT interventions implemented within the scope of L3	HQ Programme Group – Cash Team	Claire Mariani	31.07.2026	Underway	ToR to be developed in the second part of 2025.	

responses, including trade-offs and complementarity between HCTs and in-kind supplies (already covered by the Operational Review).						
Develop and support implementation of staff capacity-building strategy	HQ Programme Group – Cash Team	Claire Mariani	31.07.2026	Underway	Discussion with DPC about a Cash Based Assistance global talent management Development of a ToR to develop and support implementation of such strategy. Update of the cash-based assistance capacity building strategy is ongoing.	
Enhance the mainstreaming of the use of cash across sectors (especially those in which UNICEF is playing an important role), as well as through the design of a child cash grant approach that brings different sectors together.	UCO Social Policy	Paul Von Kittlitz		Underway		
Develop a rapid assessment tool that enables country offices to assess within a week whether national systems can be used for UNICEF's humanitarian cash response	HQ Programme Group – Cash Team	Claire Mariani	31.12.2025	Underway		

Evaluation Recommendation 8: UNICEF should support UCO and other medium- and high-income countries, both regionally and globally, to build on the lessons (learned during the roll-out of HCT interventions in Ukraine) to inform technical assistance to government partners.

Recommended Specific Actions

Options for consideration include:

- 8.1 Developing some new -or refining existing ones- HCT capacity building modules specifically for management level audience to promote the use of HCT and the management understanding of what it takes to deliver operationally to deliver HCT.
- 8.2 Emphasizing in their communication to donors UNICEF’s comparative advantage across sectors and in social protection across the nexus (integrated approach)
- 8.3 Promoting peer learning; promoting integrated (contingency) planning exercises between HCT staff and operations, including Director level, while creating a culture of flexible and hybrid assistance approaches more systematically.
- 8.4 Disseminating HCT related lessons learned internally both through HQ and RO Knowledge management and EO channels.
- 8.5 Commissioning a series of business cases highlighting the costs and benefits of HCT interventions implemented within the scope of L3 responses, including the trade-offs and complementarity between HCTs and in-kind supply (already covered by the Op Review)
- 8.6 Using the Ukraine lessons learned to strengthen UNICEF global talent management and staff capacity building strategy.
- 8.7 Enhancing the mainstreaming of the use of cash across sectors (especially those that UNICEF is playing an important role in), and as well through the design of a child cash grant approach that brings together different sectors
- 8.8 In the longer term, however, skills required for cash programming will be needed to be built more strategically and systematically across the organisation such that Country Offices: a) are conversant in cash modalities; b) are accountable to demonstrate relevant assistance choices matched to needs; and c) require less support from the global and regional levels.

Recommended Responsible

ECARO

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Complete a capacity building exercise to build further understanding and awareness of HCTs, and consider a targeted communications and	ECARO – Social Policy (Cash Task force)	Pamela Dale	January 2025	Completed	Over 200 staff across the region were involved in 2024 HCT capacity building exercise which included in person training and remote thematic based cash clinics. This resulted in	

<p>dissemination strategy of lessons learned with country offices across the region</p>					<p>HCTs being deployed to meet the financial needs of children in 7 COs (Armenia, Albania, Belarus, BiH, Moldova, Turkiye, Ukraine) and to 3 RROs (Slovakia, Czech Republic, Hungary) distributing approx. 66 million USD to over 170k households (i.e. between 340-850k people) – this is in addition to all the systems strengthening work to make social protection systems more shock-responsive!</p>	
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Evaluation Recommendation 9: UNICEF should build further understanding and awareness of HCTs, and consider a targeted communications and dissemination strategy of lessons learned with country offices across the region (i.e., on what worked in the Ukraine crisis response, what did not and what country offices need to know)

Recommended Specific Actions

Options for consideration include:

9.1 As part of country-level strategic planning processes, working with country offices to determine what optimal cash-plus programmes might look like for UNICEF in different contexts, and guiding how to put basic preparatory steps in place.

9.2 Ensuring value for money guidance is in place to capture critical evidence from large-scale supply and HCT responses.

9.3 As part of UNICEF’s organisational preparedness, considering ‘off the shelf’ guidance communicating with beneficiaries in digitally literate contexts in which grievance redress mechanisms and AAP are not only part of the initial design, but also equally scalable.

Recommended Responsible

HQ – HCT (Claire Mariani)

ECARO

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: While recognizing the valuable role Regional Offices play in providing technical assistance and identifying strategic priorities tailored to country contexts, it is also important to ensure that such support remains responsive to the specific problem definition at the country level. Determining whether a cash-plus approach is appropriate should stem from a shared analysis of needs, rather than a predetermined modality.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Complete a capacity building exercise to build further understanding and awareness of HCTs, and consider a targeted communications and dissemination strategy of lessons learned with country offices across the region	ECARO – Social Policy (Cash Task force)	Pamela Dale	January 2025	Completed	Over 200 staff across the region were involved in 2024 HCT capacity building exercise which included in person training and remote thematic based cash clinics. This resulted in HCTs being deployed to meet the financial needs of children in 7 COs (Armenia, Albania, Belarus, BiH, Moldova, Turkiye, Ukraine) and to	

					<p>3 RROs (Slovakia, Czech Republic, Hungary) distributing approx. 66 million USD to over 170k households (i.e. between 340-850k people) – this is in addition to all the systems strengthening work to make social protection systems more shock-responsive!</p>	
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Evaluation Recommendation 10: UNICEF should roll out guidance on how to boost the quality and effectiveness of HCT interventions monitoring (e.g., beyond the conventional post-distribution monitoring)

Recommended Specific Actions

11.1 To this end, UNICEF should consider strengthening the monitoring modules of its capacity development programmes/guidance on HCT aimed at UNICEF staff and IP from different sections.

Recommended Responsible

HQ – HCT (Claire Mariani)
ECARO

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Update HCT in person training material	HQ Programme Group – Cash Team	Claire Mariani	December 2024	Completed	The HCT training material on monitoring was updated as part of the yearly training material updated exercise carried out by the dedicated vendor responsible for HCT capacity building	
Roll out HCT M&E Monitoring Guidance	HQ Programme Group – Cash Team	Claire Mariani	December 2024	Completed	HCT M&E Guide was revamped and recommended as part of supporting tools to country offices	

Evaluation Recommendation 11: HQ and all regional offices should strengthen the alignment of risk management practices in the area of HCTs across the board. To this end, UNICEF should consider standardizing risk reporting/risk measurement comparably between in-kind supplies (managed through EMOPS) and HCTs. In particular, lines of accountability pertaining to decision-making in HCTs should have better defined processes in place for a management response to an identified risk (e.g., protracted insufficient HCT staffing)

Recommended Specific Actions

Recommended Responsible

HQ – HCT (Claire Mariani)
ECARO

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop a HCT risk framework in partnership with Chief Risk Office	HQ Programme Group – Cash Team	Claire Mariani	December 2026	Not started	ToR to hire specialized consultancy capacity on risk management underway	
Promote and enhance HCT risk assessment practices across all cash programmes in the region, ensuring each has a risk assessment specific to the particular cash programme, identified mitigation measures and responsible staff for implementation of the controls.	ECARO - Operations	Maria Andronic		Ongoing	Cash clinics, individual calls with COs that has cash programme and support CO to fill the HCT risk assessment matrix and go through Key risks to be escalated to RO and/or HQ in accordance to the UNICEF Procedure on Risk escalation.	

Evaluation Recommendation 12: Strengthen use of evidence to ensure greater balance in programme coverage and equity with quality

Recommended Specific Actions The country office must ensure that it routinely assesses and analyses vulnerability, and that it takes an evidence -based approach to ensure that it balances reaching the greatest number of people in need with maintaining the delivery of quality programming. [High priority.]

Recommended Responsible

CO - CRM-Evaluation, PMR & Field Operation/Emergency

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop and implement a robust CO Evidence Plan	Ukraine CO - PMR with inputs from Programme Chiefs and sectorial M&E Officers	Sebastian Carrasco	March 2025	Completed	<ul style="list-style-type: none"> • Tools and requirements developed. • Meetings with each programme section to brief on the requirements, request input, discuss the plans for evidence products generation conducted. • Second round of consultations to finalize the planned activities and outline roles distribution done. • Two cycles of consultations completed (2024, 2025). • PRIME steering committee 	

					established (TOR, concept note, templates, membership list, meeting minutes) and its work launched to facilitate strategic planning, accountabilities, and effective use of evidence generation products.	
Establish PRIME Steering Committee and coordinate its continuous operation	Ukraine CO - PRM	Sebastian Carrasco	April 2024	Completed	<ul style="list-style-type: none"> • TOR developed • Templates developed (concept note, advocacy plan, comms and dissemination plan) • Membership list finalized • Info session for all staff prepared and delivered • Committee meetings schedule designed • Meetings conducted 	
Complete Situation Analysis of Children in Ukraine as a basis for the CPD	Ukraine CO - PMR	Sebastian Carrasco	December 2024	Completed	<ul style="list-style-type: none"> • All stages as per SoP on SitAn development undertaken. 	<ul style="list-style-type: none"> • Situation Analysis of Children in Ukraine 2024 • SitAn interactive story
Creation of the pilot microsite: Knowledge @UNICEF	Ukraine CO - PRM	Sebastian Carrasco	March 2024	Completed	<ul style="list-style-type: none"> • Request to HQ submitted • Full administration carried on • K&U taxonomy developed 	

					<ul style="list-style-type: none"> • Instructions for all staff developed (ppt format). • Subject to session delivery in Apr 2025 	
Strengthen Strategic Planning and Field Offices integration to ensure quality programming and equity-focused results.	Ukraine CO - Programme and PMR with technical support Programme Chiefs, Chief of Field Offices, and Field Operations	Shameza Abdulla, Sebastian Carrasco	March 2025	Completed	<ul style="list-style-type: none"> • Conducted a results structure review to ensure alignment of outcomes, outputs, and key interventions, integrating both humanitarian and recovery components. The revised structure was reflected in Vision to ensure integration of Field Offices and national contributions. • AWP developed in close coordination with Sections and FOs to ensure implementation based on vulnerability analysis and priority needs, with targets defined by geographical areas for both humanitarian and recovery components. The process ensured the decentralization model and prioritization of 	

					<p>interventions, clearly identifying the contributions of both subnational and national levels to the Country Programme results.</p> <ul style="list-style-type: none"> • Ensured consistency across levels and improved the integration of cross-cutting issues such as gender, MHPSS, disability inclusion, ECD, and the recovery component. 	
<p>Strengthening Programme Monitoring and Reporting to enhance evidence of UNICEF’s contribution not only to the humanitarian response and high-frequency indicators, but also to demonstrate long-term results and progress under the recovery component.</p>	<p>Ukraine CO - PMR</p>	<p>Sebastian Carrasco</p>	<p>July 2025</p>	<p>Underway</p>	<ul style="list-style-type: none"> • Finalize the implementation of the newly designed programme monitoring system, based on a revised integrated monitoring framework to ensure alignment across the results chain, interventions, and indicators for both humanitarian and recovery components, including the review of the ToC and the incorporation of qualitative information to measure progress of non-humanitarian interventions. 	

					<ul style="list-style-type: none">○ Roll out the updated programme monitoring tool to systematically collect data on both humanitarian and recovery components. The tool is based on the 5W structure and has been enhanced to integrate long-term and non-humanitarian results, facilitate automated reporting, and support quality assurance processes, including the use of information from implementing partners.● Review of the TPM Strategy for Quality Assurance of UNICEF Interventions.<ul style="list-style-type: none">○ Strengthen the TPM focus on assessing programme quality (beyond basic verification of PDM).	
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					<ul style="list-style-type: none"> ○ Define quality benchmarks and integrate them into TPM tools, ensuring triangulation of programme visits with data from TPM, 5Ws, and partners' reports. Use existing tools such as the FMM, including the action points module, to systematically track and respond to TPM findings. 	
Strengthen evidence base for priority municipalities	Ukraine CO - PMR	Sebastian Carrasco	March 2025	Completed	<ul style="list-style-type: none"> ● Representative, face-to-face survey of nexus and recovery priority municipalities undertaken and data shared and used for workplanning and programme design 	

Evaluation Recommendation 13: Address the gap between gender commitments and action

Recommended Specific Actions The UNICEF Ukraine Country Office should make gender equality a core theme of the next CPD, alongside a Gender Action Plan that prioritizes gender-transformative approaches to multisectoral interventions; and work across different levels (policies, systems, institutions, communities, interpersonal and individual) to shift unequal power relations. To do so, research and analysis should integrate gender dimensions; supporting the Government of Ukraine’s gender strategies and priorities, gender capacity-building of staff and partners, and specific strategies to better integrate gender into the work of every sector are critical/crucial. [Medium priority.]

Recommended Responsible

CO – Gender Equality Unit

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop and implement 2023 Gender Action Plan, including GAP standards and institutional readiness	Ukraine CO – Programme (Gender)	Clara Bastardes Tort	2023	Completed	<ul style="list-style-type: none"> • GE targets & programming mainstreamed in CO flagships, AWP. The gender priorities established with UNICEF GAP and the Ukraine government. • CCC GE in Humanitarian Action, Cross-cutting results included (1) GBV risk mitigation training and a set of tools for IPs developed and delivered; (2) partnerships with local women- and girl-led organizations, strategic partnership with 	

					gender-skilled organizations NGO Girls and Gender Culture Center were established.; and (3) gender-responsive programming, 448 implementing partner staff were trained on how to design and implement gender-responsive programming in humanitarian action.	
Align key interventions with the government priorities focused on the State Strategy on Equal Rights and Opportunities of Women and Men and the EU accession process.	Ukraine CO – Programme (Gender)	Clara Bastardes Tort	Q4 2025	Underway	<ul style="list-style-type: none"> • In cooperation with UN partners, UNICEF Ukraine established and coordinated the recovery agenda priorities and areas of joint efforts. • Support the strategy to closing the gender pay gap: access to childcare (0-5) and women’s economic empowerment, reviewing family policies and costing the expansion of the childcare system (with ILO), • Support the gender equality strategy in education (with UNFPA) • Support local governments in 	

					<p>decentralized hromadas in introducing gender-responsive budgeting as a part of PF4C</p> <ul style="list-style-type: none"> • Developing the gender capacity of health workers. 	
Develop and implement 2024 CO Gender Action Plan	Ukraine CO – Programme (Gender)	Clara Bastardes Tort	2024	Completed	<ul style="list-style-type: none"> • Promoted gender equality through dedicated support to government at national and decentralised levels, Civil Society Organisations, service providers, and beneficiaries through: <ul style="list-style-type: none"> • Technical assistance for system strengthening; • Capacity-strengthening, community engagement and behavioural change; • Gender-responsive & transformative multi-sectoral programming including GBV risk mitigation measures and • Partnering with local women/girl-led organizations. 	
Develop the Gender Strategy 2025-2029	Ukraine CO – Programme (Gender)	Clara Bastardes Tort	Q4 2025	Underway	<ul style="list-style-type: none"> • Strategy developed in consultation with stakeholders and in 	

					<p>compliance with cross-cutting gender results embedded in CPD.</p> <ul style="list-style-type: none"> ○ Desk review and gender analysis ○ Consultations with Sections ○ Advisory support received from RO ○ Consultations with government stakeholders (MoSP, Gender Commissioner) ○ Consultations with UNICEF partners ○ Consultations with women-led organizations ○ Presentation of the Strategy to UNICEF staff and partners ○ Workshops with FOs to facilitate implementation ● <u>Planned actions:</u> implementation, monitoring, evaluation 	
Integrate gender-transformative lenses, approaches, interventions, and programming throughout the CPD process (SitAn,	Ukraine CO - Programme (Gender)	Clara Bastardes Tort	2024	Completed	<ul style="list-style-type: none"> ● Gender analysis integrated into SitAn ● Key gender-related bottlenecks identified 	<ul style="list-style-type: none"> ● SitAn 2024

<p>explanatory notes, etc.)</p>					<ul style="list-style-type: none"> • Consultation with Sections conducted • Consultations with women-led organization conducted • Result frameworks with gender transformative results elaborated • Principal and significant GEM for all programmatic Outputs identified • Gender sensitive Output indicators formulated <ul style="list-style-type: none"> ○ Key Interventions with Gender tags are designed under each programmatic Output 	
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Evaluation Recommendation 14: Improve current efforts to implement a comprehensive, unified strategy for child and youth mental health

Recommended Specific Actions The UNICEF Ukraine Country Office should coordinate with other United Nations agencies to develop a comprehensive, unified strategy for child and youth mental health in Ukraine that combines humanitarian response, recovery and long-term development, situating this as a key pillar of the next CPD. To this end, UNICEF should leverage this vis-à-vis other United Nations agencies and partners in-country to better understand the specific areas – in the child and youth mental health domain – in which to make impactful investments. It should continue to advocate for the inclusion of child and youth mental health in government and partner programming. [Medium priority.]

Recommended Responsible

CO – Health & Nutrition and Child Protection sections

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: Considering the UN-wide financial restrictions including the HNRP prioritization and development reset, UNICEF Ukraine advocacy efforts for the inclusion of MHPSS are constrained and will not be able to go beyond existing partnerships/mechanisms

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop a comprehensive, unified strategy for child and youth mental health in Ukraine	Ukraine CO – Health & Nutrition and Child Protection	Anne Laevens, Jean Choi	February 2025	Completed	MHPSS is a core pillar of the CPD 2025-2029. Integrated Strategy developed, circulated and under implementation as per the 2025 AWP.	
Advocate for the prioritization of MHPSS in the Health Cluster and Area of Responsibility of Child Protection	Ukraine CO – Health & Nutrition and Child Protection	Anne Laevens, Jean Choi	January 2025	Completed (for CP) Underway (Health)	<ul style="list-style-type: none"> MHPSS is one of the main activities within the 2025 HNRP for Ukraine with dedicated activities under CP AoR to support the mental health and wellbeing of children and caregivers. Health Cluster, as part of the Humanitarian System 	<ul style="list-style-type: none"> Ukraine Humanitarian Needs and Response Plan 2025

					<p>reset initiated by the RC/HC in 2025, there is a transition to the Health Sector Working Group from the Health Cluster (to position more with recovery) which is in process and prioritization is ongoing; UNICEF will advocate for MHPSS prioritization in the Health Sector Working Group amongst partners.</p>	
<p>Coordinate with the national initiative 'How Are You'</p>	<p>Ukraine CO – Health & Nutrition and Child Protection</p>	<p>Anne Laevens, Jean Choi</p>	<p>March 2024</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Coordination is established and is successfully ongoing supporting multiple interventions, incl. capacity building of healthcare professionals, psychoeducation for broader audience, leadership programmes in MHPSS (two Schools of Leadership in Mental Health for healthcare managers so far), Human-centred design of MHPSS services, in cooperation with SBC, development of materials for waves of the national communication 	<ul style="list-style-type: none"> • PORUCH website

					<p>campaign “How Are You?”.</p> <ul style="list-style-type: none">• UNICEF support MoSP on resilience centers which is closely linked to the “How Are You” initiative as well as other UNICEF-supported MHPSS programmes, including on <u>PORUCH (online platform for individual and group counselling) and EASE.</u>	
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Evaluation Recommendation 15: Ensure the integration of AAP across programme sections

Recommended Specific Actions

15.1 The UNICEF Ukraine Country Office should strengthen its AAP work. Options for consideration include:

15.1.1 Deputy programmes should put together a unified system accessible by different levels (sections). AAP should explicitly be made the responsibility of every programme section; programme teams should be supported with relevant AAP tools and resources to enhance informed decision-making.

15.1.2 Specific resources should be allocated to every section for AAP, to allow sections to fulfil their enhanced responsibilities.

15.1.3 The results framework should include a separate AAP, preferably one that better reflects the participation responsibilities of AAP.

[Medium priority.]

Recommended Responsible

CO – SBC, PMR

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

- 15.1.2 is not feasible within the current environment of a humanitarian and development reset, brought on, in part, by severe global funding cuts. Resources are not available for allocation. Additionally, ECARO AAP capacity and support has been discontinued.
- 15.1.3 is not agreed and was not incorporated into the 2025-2029 CPD. AAP remains integrated within section work and results frameworks.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Set out AAP indicators in the HAC and in all programme documents.	Ukraine CO – Programme and Field Office	Shameza Abdulla, Kenan Madi	December 2024	Completed	<ul style="list-style-type: none"> • AAP indicators included in HAC • AAP indicators included in PDs (as per CMT decision) 	<ul style="list-style-type: none"> • HAC 2024 • HAC 2025
Finalize UCO AAP strategy for 2025-2029 and share with all programmes and operations teams for review and validation before approval by the senior management.	Ukraine CO - Programme and Field Office	Shameza Abdulla, Kenan Madi	June 2025	Underway	<ul style="list-style-type: none"> • Based on ECARO AAP Specialist in-country mission dedicated to UCO CPD development (in 2023) the development of the draft strategy was 	

					<p>started and is underway.</p> <ul style="list-style-type: none">• UNICEF Ukraine will be part of global AAP Evaluation	
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Evaluation Recommendation 16: Diversify and strengthen complaint and feedback mechanisms across sections/areas of work

Recommended Specific Actions

16.1 Building on the new ‘Tell us how it is’ hotline, the UNICEF Ukraine Country Office should extend a unified UNICEF feedback and complaints mechanism to all partners (especially those providing services directly to the public, such as MMTs, and partners working in Spilno centres and other similar service centres).

16.2 Such unified complaint and feedback mechanisms should deliberately include effective child- and female--friendly complaint and feedback components.

16.3 UNICEF should also help support strengthening national and local governments’ capacity not only to elicit and manage complaints and feedback in schools and health centres, but also to feed that information back to UNICEF.

[Medium priority.]

Recommended Responsible

CO – SBC, PMR

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

- 16.2 is not agreed as it is included within 16.1
- 16.3 the feedback loop needs to inform the work of local governments. It is the role of UNICEF to advocate for the participation of children in local governance (planning, implementation and monitoring). This is especially relevant in the Ukraine context where the majority of services are provided through government and local organizations rather than UNICEF.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Extend ‘Tell us how it is’ to cover all programming done with implementing partners.	Ukraine CO – Programme Sections and Field Offices	Shameza Abdulla, Kenan Madi	December 2024	Completed	<p>The online platform for feedback and complaints collection and processing was added to the integrated hotline in July 2024</p> <p>The feedback and complaints received from the beneficiaries are processed through the AAP focal points group who cover all</p>	

					programmatic and geographical areas.	
Support the AAP focal points in processing the relevant appeals coming through the hotline and online platform to expedite the feedback loop	Ukraine CO – Programme Sections and Field Offices	Shameza Abdulla, Kenan Madi	June 2025	Underway	A series of meetings to agree on the actions for M&E focal points to support “ticket management”	
Maintain co-leadership of the cross-country initiative to co-create test and pilot child-friendly feedback mechanisms.	Ukraine CO – Programme (SBC, Education and Child Protection)	Anna Sukhodolska, Jean Choi, Emmanuelle Abrioux	June 2025	Underway	<ul style="list-style-type: none"> • UCO is a co-lead of the cross-country initiative to co-create test and pilot child-friendly feedback mechanisms (4-17 years) through application of the human-centred design methodology. Child Protection (Centred for Child and Family Upbringing under the Cabinet of Ministers) and Education (Ministry of Education and Science) sectors are closely engaged. • Two co-creation workshops conducted in Bulgaria and Romania. • Two rounds of testing of child-friendly FCMs conducted in Ukraine. The third round is expected in 	

					<p>the final week of April 2025 and the “Playback” playbook guidance for national partners is expected by the end of June 2025.</p>	
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Evaluation Recommendation 17: Support and advocate for a transition to national leadership in the WASH sector

Recommended Specific Actions: UNICEF should continue its support for the MIS cell, until such time as a recovery- and development-oriented coordinating mechanism can replace it. Meanwhile, UNICEF should deepen its engagement with development donor governments and the multilateral development banks to address the structural problems of the water sector, with a view to handing over coordinating responsibilities and key databases from the WASH Cluster to the water recovery sector – co-led by the government and (probably) a bank – as soon as is practical.

Recommended Responsible

CO – Field Operations, WASH Section

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

Since the evaluation, there have been some key decisions taken at HCT level, under the leadership of the Resident & Humanitarian Coordinator for Ukraine regarding the Humanitarian architecture and related prioritization; as such UNICEF is in line with the HCT (Humanitarian Country Team) decision to prioritize the transition of the Education, Health and Mine Action Humanitarian Clusters to sector-working group leadership. UNICEF is continuing its support to the MIS cell, as well as the WASH Cluster set-up accordingly.

(i) UNICEF has nurtured and reinforced the WASH Cluster's "Tech Cell," which processes all requests, conducts additional field assessments to identify/select critical priorities, and ensures timely responsibility allocation to prevent gaps or duplication. Specifically, UNICEF established two cells: the existing cell on vodokanal and a dedicated cell for district heating systems, as the WASH Cluster is leading the response for district heating for winters. In February 2025, UNICEF brought in a new team lead through SBP; this team lead supports both cells and contributes to early recovery coordination on water supply, sanitation, heating, and energy issues, ensuring field knowledge from humanitarian response informs recovery plans.

(ii) UNICEF established and coordinates the Water Supply and Sanitation Recovery Group of partners since December 2023, which includes all donors, development partners and IFIs supporting early recovery in the WASH sector, including priority restoration projects and priority institutional reforms supporting the EU integration pathways (World Bank, EU Commission, IEB, EBRD, USAID, Denmark, Germany, Netherlands, France, Sweden, SDC, WHO, NEFCO, etc., together with MinDev, MinEnv, the Parliament committees, the national Regulator, etc.), ensuring regular dialogue with key counterparts. The WASH Cluster systematically participates in these forums with donors and government to ensure awareness of the ongoing emergency requiring sustained support and to utilize humanitarian knowledge for relevant early recovery prioritization. UNICEF is replicating the harmonized investment case template approach used for emergency projects under the WASH Cluster for recovery demands, building a dedicated coordination to analyze all requests in coordination with MinDevelopment and the State Agency for Reconstruction. UNICEF is pushing for system strengthening and capacity development in these two institutions to fully lead recovery coordination, while continuing in a leading/gap-filling role in the meantime.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Maintain MIS Cell capacity	Ukraine CO - WASH	Nicolas Osbert	March 2025	Completed	Reinforced WASH Cluster "Tech Cell" with	

					two specialized units (vodokanal and district heating systems – with DH cell established in Oct 2022 and Nov 2024 respectively) and recruited new team lead through SBP in February 2025 to support both cells and ensure humanitarian field knowledge informs recovery planning	
Maintain leadership of the Donor Coordination Working Group	Ukraine CO - WASH	Nicolas Osbert	March 2025	Completed	Established and coordinated a recovery group including all donors, development partners and IFIs in WASH sector, ensuring dialogue with government counterparts and implementing harmonized investments for priority recovery projects with systematic transmission of data to MinDev supported with capacity development of the DREAM platform supporting Monitoring and Knowledge exchange.	

Evaluation Recommendation 18: Integrate and mainstream disability and MHPSS across the country office’s health and nutrition work

Recommended Specific Actions: The UNICEF Ukraine Country Office should ensure that identifying and responding to disabilities and mental illness is fully integrated throughout UNICEF’s work on health sector policies and health system capacity-building.

Recommended Responsible

CO – Health and Nutrition Section

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: Integrated MHPSS is covered under Recommendation 14 (repeat).

It should be noted that due to the resource and capacity constraints, disability integration to Country Programme, including strategy development and transition of responsibilities has been put on hold.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Expand and improve the quality of the early detection/early intervention component of Universal Progressive Home Visiting Programme	Ukraine CO - Health	Anne Laevens	December 2025	Underway	<ul style="list-style-type: none"> • A desk review of child development tools used in the EU was conducted, and the Guide for Monitoring Child Development (GMCD) was selected in consultation with the Ministry of Health for integration into the primary health care system, including during both facility- and home-based visits. • The training of two batches of eight GMCD trainers from nine oblasts is 	

					<p>underway and will be completed by mid-May and mid-June.</p> <ul style="list-style-type: none"> The training of health care workers on child development monitoring using GMCD will begin in mid-May and is expected to be completed by the end of December, covering more than 600 health care workers. 	
Operationalize capacity building on child rehabilitation	Ukraine CO - Health	Anne Laevens	August 2025	Underway	<ul style="list-style-type: none"> PD signed with Soleterre, activated on 25 February 2025 	
Capacity building of Ukraine's children's psychiatrists, psychologists and other healthcare providers	Ukraine CO – Health and Child Protection	Anne Laevens , Jean Choi	Q1 2026	Underway	<ul style="list-style-type: none"> A training project “Specialized services for children and adolescents on mental health” in the form of a series of webinars for children’s psychiatrists, psychologists and other healthcare providers continues in cooperation with the European Society for Child and Adolescent Psychiatry (ESCAP) and the Cabmin Coordination Centre for MHPSS, MOH, NHS, within the 	

					<p>National Programme on Mental Health and Psychosocial Support “How Are You” – initiative of the First Lady of Ukraine, study visits to Ulm and Rostock, etc.</p> <ul style="list-style-type: none"> • Training of healthcare professionals in mental health Gap Action Programme (mhGAP), including module "Child & Adolescent mental and behavioural disorders" and other MHPSS interventions is ongoing. • A PD with King’s College London on the Enhancing Specialised Mental Health Services for Children and Adolescents in Ukraine is under preparation 	
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Evaluation Recommendation 19: Plan for the transition of cluster leadership to governmental institutions

Recommended Specific Actions:

19.1 UNICEF-led clusters should consider, plan for and ensure adequate resources are in place for transition to national coordination mechanisms. [Medium priority.]

19.2 UNICEF should refocus on quality, recovering learning loss, the organization’s comparative advantages and policy. It should reduce the investment in construction and devices, which are high cost (even if they are government priorities).

Recommended Responsible

CO

Management Response: (Agree, Partially Agree, Disagree): Disagree

If recommendation is rejected or partially accepted, report reasons: Recommendation overlaps with Recommendation 17 and cannot be fully addressed by UNICEF.

As per the decision of the HCT taken at the beginning of 2025, three Humanitarian Clusters have been prioritized for transition to sectoral working groups, which involve the co-leadership of government, donor and UN agencies (as per Sector Working Group coordination); these include Education, Health and Mine Action. UNICEF has taken strong leadership for the effective transition of education coordination from the Cluster (UNICEF and Save the Children) to the Ministry of Education and Science (MoES), which is underway. The Education Cluster has prepared the transition plan and the Transition Task Team has been formed to do consultations and begin integration with the sector working group. The Humanitarian Coordinator (HC) has appointed a team in March 2025 to review the clusters within the ongoing discussion of ‘Humanitarian Reset’ agenda. This team is expected to provide further recommendations.

Recommendation 19.2 is not related to cluster leadership. Related issues are covered under Recommendation 22.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
n/a	n/a	n/a	n/a	n/a	n/a	n/a

Evaluation Recommendation 20: Integrate child protection (including MHPSS) models of effective and sustainable support

Recommended Specific Actions:

20.1 UNICEF should undertake a case-by-case review of the effectiveness and efficiency of different Spilno centre models, with a view to concentrating fewer Spilno centres in regions of greatest need, addressing the gap between the number of boys and girls taking part, and transferring as many centres as possible to other service providers using a more sustainable, lower-cost approach.

20.2 UNICEF should analyse and mitigate the reputational risks for the organization in relation to the transition of Spilno-branded facilities once they have been transferred to other service providers and are no longer supervised by UNICEF.

20.3 UNICEF should follow through on the consolidation, redistribution and fine-tuning of the MMTs as recommended in the June 2023 MMT Review.

20.4 The UNICEF Ukraine Country Office should develop a comprehensive, unified strategy for child and youth mental health in Ukraine that combines humanitarian response, recovery and long-term development, and situate this as a key pillar of the next CPD.

Recommended Responsible

CO - Field Operation, SBC, Risk/Compliance, Health & Nutrition, Child Protection

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

20.2 While a very small number of Spilnos are in place at train stations, the remaining Spilnos have been handed over to local government partners without UNICEF branding

20.3 UNICEF should follow through on the consolidation, redistribution and fine-tuning of the MMTs as recommended in the June 2023 MMT Review – Not relevant anymore, UCO doesn't have MMT anymore.

20.4 is a replication of Recommendation 14: “Improve current efforts to implement a comprehensive, unified strategy for child and youth mental health”. Actions are included above.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Review Spilno model and individual centres, closing or transferring less-effective centres	Ukraine CO – Programme (SBC, Child Protection) and Field Operations	Anna Sukhodolska, Jean Choi, Kenan Madi	March 2025	Completed	Spilno Evaluation completed and included in supported documents.	Spilno Spots Evaluation Report
Discontinue MMTs	Ukraine CO – Programme	Jean Choi, Anne Laevens	December 2024	Completed	MMTs have been discontinued, beside in	

	(Child Protection and Health & Nutrition)				<p>frontline/emergency areas, where CP, including MHPSS, are still components as part of emergency response. Separate health and CP mobile teams utilized in a targeted way, with separate and tailored composition. The CP mobile teams have transitioned as outreach interventions from CP hubs/child-friendly spaces or similar.</p>	
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Evaluation Recommendation 21: Strengthen the country office’s contribution to IP capacity and localization

Recommended Specific Actions:

21.1 As UNICEF’s humanitarian response in Ukraine matures, the country office should continue to refine its IP capacity gap assessment to develop adequate capacity-building in both technical skills and procedures. This recommendation should apply to both CSO and government partners, especially at the decentralized level.

21.2 While an overall UNICEF Ukraine Country Office capacity development strategy may not be feasible, a common set of principles on how to do more strategic capacity development should be shared and taken into account by all sections when developing or continuing partnerships during the next phase of the response. [High priority.]

Recommended Responsible

CO - PMR, Risk and Compliance

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

21.2 should not refer to a capacity development strategy as ‘not feasible’ as this is now in place.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Assess IPs capacity on monitoring and data management and further capacity building of partners organizational strength	Ukraine CO - PMR	Sebastian Carrasco	July 2025	Underway	<ul style="list-style-type: none"> • Since 2022 over 100 CSOs have been micro-assessed to show the organizational, programmatic and operational capacity of the partner, along with the ongoing assurance activities with the new partners in 2023, 20204 and 2025. • Further, the partners capacity building was completed for over 90% of CSO and government partners in 2024 with more 	

					trainings planned in 2025 with focus on financial and monitoring/reporting.	
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Evaluation Recommendation 22: Support the government at central and local levels to facilitate inclusive learning recovery by fully and safely reopening schools in as many places as possible as fast as possible.

Recommended Specific Actions:

Recommended Responsible

N/A

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

While Ukraine CO is committed to supporting schools to reopen in conflict-affected areas and the return of children to school for face-to-face learning; this must be done responsibly and with considerations of the safety and security of children. The CO will not advocate for the return to in-person education that puts children in danger. The complexity of attacks has continued to increase (FPV drones, high-volume drone attacks, glide bombs) since the completion of the evaluation which, combined with political uncertainty, will put children in frontline areas at risk until a proven ceasefire is in place.

In areas far enough from the frontline that the air alarm is effective, UNICEF has supported the ‘School Offline’ policy, including working with the Ministry of Education and Science and Ministry of Reintegration on cash grants of \$7,000 to 800 schools for in-person education to cover winter and alternative energy, among other critical needs. UNICEF has also [supported the technical design of shelters](#), as well as supporting 809 schools through repairs, refurbishment, furnishing and equipping of shelters.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Disburse School Grants	Ukraine CO - Education	Emmanuelle Abrioux	June 2025	Underway	Grants have been disbursed to 800 schools for in-person education to cover winter and alternative energy, among other critical needs	
Provide support on School Shelter	Ukraine CO - Education	Emmanuelle Abrioux	December 2025	Underway	809 schools supported through repairs, refurbishment, furnishing and equipping of shelters	