Cover til brug for bevillingsgodkendelse 10-37 mio. kr.

Titel:	Civil society for enhanced democracy and human rights in Ukraine, 2017-2022
Partnere:	UNDP Ukraine
Beløb:	DKK 30.000.000
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Resumé:

Ukraine har i de seneste år været præget af drastiske ændringer, som har påvirket det politiske landskab og sikkerhedssituationen i landet og regionen. Udviklingen har haft alvorlige konsekvenser for både den socioøkonomiske situation, for den nationale stabilitet og har givet den ukraineske regering store udfordringer. Samtidig har disse ændringer skabt et momentum for tiltrængte reformer inden for en bred vifte af områder, skabt et pres for demokratisk og transparent regeringsførelse samt skabt et fokus på, at menneskerettigheder i højere grad overholdes.

Civilsamfundsorganisationers inddragelse i reformarbejdet i Ukraine er afgørende for at sikre, at regeringen holdes fast på reformsporet. Der har været en imponerende vækst i antallet af civilsamfundsorganisationer i Ukraine, men det er også tydeligt, at civilsamfundsorganisationer, særligt i regionerne, har begrænset kapacitet/viden og er fragmenterede.

UNDP-programmet har til formål at støtte Ukraines civilsamfundsorganisations arbejde med at påvirke og fastholde reformprocessen i landet, inkl. i regionerne. Civilsamfundsorganisationers arbejde er primært inden for demokrati og menneskerettigheder og gennem en forbedret kapacitet, bedre koordination og netværk vil de kunne bidrage til udviklingen af transparent, demokratisk og rettighedsbaseret regeringsførelse i Ukraine.

Programmet vil bestå af tre komponenter:
1. Styrkelse af civilsamfundsorganisationer, som fortalere for demokrati og god regeringsførelse.
2. Støtte til menneskerettighedsaktørers arbejde med at fremme og forsvare menneskerettigheder.
3. Øge unges sociale engagement og deltagelse i beslutningsprocesser.

Forandringsteorien er, at hvis civilsamfundsorganisationers kapacitet øges, vil de bedre kunne arbejde for reformer i overensstemmelse med universelle menneskerettigheder og demokratiske principper. Det vil på sigt skabe mere effektive, transparente offentlige institutioner, som vil kunne levere bedre service over for borgerne.

Støtten er en fortsættelse af et UNDP-program, som Danmark har støttet med DKK 26 mio. kr. fra 2012-2017. De positive erfaringer fra dette program er inddraget i den nye støtte.

Strategisk prioritering/tilvalg/fravalg:

UNDP-programmets støtte til Ukraines civilsamfund sker også på baggrund af anbefalinger fra evalueringen af Naboskabsprogrammet (2017), som anbefalede fortsat støtte til

civilsamfundet i naboskabsregionen. Evalueringen anbefalede også, at støtten i højere grad skulle tilgodese civilsamfundsorganisationer i regionerne samt at støtten skulle gives mere direkte til de enkelte organisationer. Det nye program vil støtte opbygning af kapacitet hos civilsamfundsorganisationer i regionerne, men det vil ikke være muligt for Udenrigsministeriet at håndtere et stort antal mindre bevillinger fra København, og derfor vil man fortsætte det eksisterende gode samarbejde med UNDP Ukraine, som allerede har opnået gode resultater på området.

Development engagement document

for

Danish Support

to

UNDP's programme in Ukraine

Civil society for enhanced democracy and human rights in Ukraine

2017-2022

Introduction

The present development engagement document details the objectives and management arrangements for the development cooperation concerning Civil Society for Enhanced Democracy and Human Rights in Ukraine 2017-2022 (CSDR), as agreed between the parties specified below. The development engagement document is annexed to the Bilateral Agreement with Implementing Partner and constitutes an integrated part hereof together with the documentation specified below. The Danish support is part of the support provided under the Danish Neighbourhood Programme (DANEP).

Parties

The Ministry of Foreign Affairs of Denmark (MFA) and UNDP Ukraine.

Documentation

UNDP Project Document – Civil Society for enhanced democracy and human rights in Ukraine 2017-2022, including annexes.

Background

Recent years in Ukraine have been characterized by developments that have drastically changed the political and security landscape, seriously affected the socio-economic situation, undermined national stability and presented challenges to the Government of Ukraine. At the same time, these changes have been providing impetus for ongoing efforts toward much needed democratic governance reform and the fuller enjoyment of human rights in the country.

The overall aim for this project is to raise the institutional capacity of civil society actors in the regions in the areas of democracy and human rights to increase their impact on the reform processes in the country through better coordination and networking and in order to contribute to more inclusive, democratic and rights-based governance.

The project will follow a human-rights-based approach to programming under which policies, processes and planned activities will be anchored in the system of rights and corresponding obligations established by

international law, and will ensure gender-mainstreaming in all its components providing opportunities for equal participation of women and men in capacity building, advocacy and grant activities.

The immediate objectives of the project are formulated as the three main **components** for project implementation as defined below:

1. Strengthening CSOs as guardians and promoters of democracy and good governance in Ukraine.
2. Supporting human rights actors to promote and defend human rights in Ukraine.
3. Enhancing civic youth engagement and youth participation in decision-making.

The immediate objectives are based upon the experiences gained from the previous phase of the project and other UNDP interventions related to civil society development. (1) and (2) reflect the overall programme objective more closely while (3) recognises the leading role of youth and young volunteers in the process of advancing reforms and human rights in the country. The substance of each component is elaborated in the attached project document.

Theory of change

The overall theory of change behind the outcome of the proposed project is that *if* civil society organisations are capacitated to deliver on their mission, form and sustain effective coalitions and networks for joint advocacy for their cause and impacting decisions of public officials, and *if* the human rights community advocates for better policies related with human rights guided by the universally accepted international human rights standards more efficiently through coalitions and networks, *then* state bodies at national, regional and local levels will become more effective, transparent, accountable to and trusted by citizens *because* civil society efforts to advance democratization and human rights will be coupled with efficient innovative policies reflecting the political will for stronger civil society at all levels.

This overall theory of change is enabled by the logic of change envisaged under each of the project components.

If capacitated regional hub CSOs transfer their expertise to their peer civil society organisations in the regions (through capacity development measures, re-granting for democratization and human rights projects and joint initiatives as a hub), *then* this knowledge may be effectively put into action for promoting democracy and good governance by civil society organizations at local, regional and national levels *because* a strong network of regional capacity-building and expertise hubs will be built, with hub CSOs that have been brought up to a certain standard both in terms of their managerial capacity (structure, internal governance, reporting etc.) and capacity to deliver on their mission (expert potential, ability to form and sustain effective coalitions and networks, ability to advocate for their cause and impact decisions of public officials).

The emergence of this network of hub CSOs will not, at the same time, guarantee that they are capable of addressing the diversity of the human rights challenges in the country. Therefore, it is necessary to make sure that the professional human rights community intensifies its work through various networks and platforms. Hence, *if* the human rights CSOs have the capacity to jointly monitor Ukraine's international

human rights' commitments, and respond to the human rights challenges including in the conflict-affected areas of Ukraine and the challenges faced in the process of promoting the reform agenda, *then* the human rights community will advocate for better policies related with human rights more effectively, *because* networks, coalitions and platforms of human rights CSOs will be in place.

Yet, without developing capacities of youth to better engage in civic activities aimed at advancing democratization and human rights at the local and regional levels, the situation is not likely to see transformative change. Therefore, the last of the stages of change relies on the following chain. *If* youth in the regions of Ukraine is empowered and incentivized for civic engagement through specialized training of youth workers, *then* the active youth CSOs and non-formal youth groups will better engage in decision-making and advocate for the most efficient Government-CSO policies at the subnational level *because* they will have knowledge and skills developed through the grass roots initiatives aimed at strengthening democracy and human rights.

The major underlying factor for success of the overall theory of change is presence of enough political will of the national and subnational authorities not only to declare support to civil society development, but also to ensure viable practical mechanisms for engaging CSOs in the decision-making and providing funding for their programme activities.

More detailed explanation of logical chains, assumptions, preconditions and dependencies is presented in Annex 1 of the attached project document.

Development Engagement Objective

The objective of the development cooperation among the parties is that civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance, through enhanced capacity, better coordination and networking.

The MFA will base the actual support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through UNDP Ukraine's monitoring framework.

For Danida's reporting purposes the key outcome and output indicators are specified below, based on UNDP's results and resource framework (see p. 24 in the attached project document).

Project title	Civil Society for enhanced democracy and human rights in Ukraine 2017-2022
Project objective	Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.
Impact Indicator	CSOs are capacitated to deliver on their missions, form and sustain effective coalitions and networks, for joint advocacy for their cause and impacting decisions of public officials and human rights community advocates for better policies related with human rights guided by the universally accepted human

			rights standards more efficiently through coalitions and networks
Baseline	Year	2017	Limited capacity for CSOs to impact on reform processes
Target	Year	2022	State bodies at national, regional and local levels have become more effective, transparent, and accountable to and trusted by citizens because civil society efforts to advance democratization and human rights will be coupled with efficient innovative policies reflecting the political will for stronger civil society at all levels.

Outcome			Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance, through enhanced capacity, better coordination and networking.
Outcome indicator			- Civil society organisations engagement in implementation of the National Strategy for Civil Society Development at the subnational level - The extent to which CSO hubs' network is efficient, visible and capable. - Number of key policies and strategies (both within national and international commitments) developed, operationalized and promulgated with active CSO participation - Cases of working groups policies development and/or implementation with CSOs inclusion at the national level - Civil society capacities for human rights related to data collection, analysis and participation in policy development
Baseline	Year	2017	4 regional CSO actively engaged in implementation of the National Strategy for Civil Society Development at the subnational level - A network of 8 regional CSO hubs with limited visibility as a network; - No data available on policies and strategies (both within national and international commitments) developed, operationalized and promulgated with active CSO participation 4 alternative stakeholders' reports prepared on human rights agenda by civil society
Target	Year	2022	- At least, 100 CSOs actively engage in implementation of the National Strategy for Civil Society Development at the subnational level - Existence of an efficient, visible and capable CSO hubs' network covering the territory of Ukraine - At least, 40 normative and regulatory acts reflecting new policies and strategies (both within national and international commitments) at subnational level developed, operationalized and promulgated with active CSO participation with at least 50% level of implementation per year 14 (in each region where hubs are located) - At least, 5 alternative stakeholders' reports prepared by civil society networks and coalition on human rights agenda informed by various human rights mappings

Output 1		Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine
Output indicator		• Baseline report on operationalization of the National Strategy for civil society development in the regions; • Number of CSO hubs' specialized on democratization – members of network; • Strategy of CSO hubs' work; • Number of successfully implemented CSO projects and initiatives; • Share of CSO hubs' constituencies involved into the programme activities of CSO hubs; • Number of vulnerable groups' representatives, i.e. women, IDPs, persons with disabilities (PWD), minorities covered by the CSO hubs' activities; • Relevant sectoral subnational policies and regulations adopted and assessed as satisfactory by national and international experts
Baseline	Year 2017	8 CSO hubs created in 8 regions of Ukraine; 4 pilot initiatives of developing regional programmes for civil society development implemented; no CSO hubs in other regions; no data available on development of subnational policies with meaningful engagement of the civil society at the regional level. Currently local CSOs have limited institutional capacity to assist their communities in the areas of human rights and good governance
Target	Year 2022	• Baseline report on operationalization of the National Strategy for civil society development in the regions is assessed as sound and valid; • A stable and visible CSO hubs' network consisting 14 members; • Strategy of CSO hubs' work is assessed by the civil society and national experts as valid and relevant to the country context and reform agenda; • At least, 20 successfully implemented CSO projects and initiatives in the area of democratisation; • Share of CSO hubs' constituencies involved into the programme activities of CSO hubs increased by at least 20%; • Number of vulnerable groups i.e. women, IDPs, persons with disabilities (PWD), minorities equipped with knowledge and skills by the CSO hubs' activities with the proportion as close as possible to 70:30 ratio • 2022 - No fewer than 50 sectoral subnational policies and regulations are adopted and assessed as satisfactory by national and international experts
Output 2		Capacities of human rights actors enhanced to promote and defend human rights in Ukraine
Output indicator		• Number of CSO hubs' specialized on human rights – members of network; • The extent to which the strategy of CSO hubs' includes targeted

			interventions to involve and increase knowledge and skills of vulnerable groups;
			• Number of CSO hubs applying HRBA in their programme work;
			• Number of successfully implemented CSO projects and initiatives aimed at human rights promotion, including those with a special focus on vulnerable groups;
			• Number of vulnerable groups' representatives, i.e. women, IDPs, persons with disabilities (PWD), minorities benefited from the implemented CSO projects and initiatives aimed at human rights promotion;
			• Number of alternative stakeholders' reports to the international treaty bodies on various human rights issues prepared;
			• Number of rights holders and duty bearers with knowledge and skills on mechanisms of civil society engagement in policy development and implementation;
			• Number of human rights related policy recommendations translated into concrete policies and strategies
Baseline	Year	2017	Successful track record of experiences of CSOs networking for development of alternative reports under Ukraine's international commitments; Justice for Peace in Donbas Coalition consisting of 16 CSOs with a number of implemented projects and initiatives requiring enhanced capacities for better coordination and advocacy on human rights; 16 CSO trainers on HRBA in the regions; low level of citizens' awareness on human rights and mechanisms of their protection; low level of vulnerable groups' representatives, i.e. women, IDPs, persons with disabilities (PWD), minorities involvement in the CSOs' activities; low number of vulnerable groups' representatives among the CSOs' beneficiaries
Target	Year 1	2022	• At least 6 CSO hubs – members of the CSO network – specialize in human rights;
			• Targeted interventions of CSO hubs to involve and increase knowledge and skills of vulnerable groups are comprehensively included in the CSO hubs network strategy;
			• 14 CSO hubs actively apply HRBA approach in their activities related both rights holders and duty bearers;
			• At least, 20 successfully implemented CSO projects and initiatives in the area of human rights promotion, including at least 5 projects with a special focus on vulnerable groups;
			• At least 1000 representatives of vulnerable groups benefited from CSO projects and initiatives implementation;
			• At least, 5 alternative stakeholders' reports to the international treaty bodies on various human rights issues prepared and advocated for;
			• 2022 - Exact number of rights holders and duty bearers with knowledge and skills on mechanisms of civil society engagement in policy development and implementation is TBD during the Inception phase
			• 2022 - Exact number of human rights related policy recommendations translated into concrete policies and

			strategies is TBD
Output 3			Enhanced youth civic engagement and youth participation in public sector decision-making at all levels
Output indicator			Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention.
Baseline	Year	2017	240 youth workers trained and certified; no evidence on engagement of youth CSOs in decision-making at local level; limited opportunities for the youth groups in the regions to engage in policy development and decision-making, thus contributing to enhanced democracy and human rights at the local and regional levels; limited capacities of both rights holders and duty bearers; low level of civic engagement of youth representing vulnerable groups.
Target	Year	2022	• Number of youth workers certified on the programme enriched with civic education modules • Number of rights holders and duty bearers with knowledge and skills on mechanisms of youth engagement in policy development and implementation for democracy and human rights; • Number of engaged formal youth CSOs and non-formal youth groups advocating for the rights of vulnerable groups, i.e. women, IDPs, persons with disabilities (PWD), minorities; • Number of local policies aimed at enhanced democracy and human rights improved in accordance with HRBA principles and with direct youth engagement (including youth from vulnerable groups) on regional and local level.

Risk Management

Please see annex 4 for an overview of the risks at various levels in the programme.

Budget

The total budget will be 30 million DKK covering all cost involved for the project from 2017-2022 and is planned to be distributed between the three outputs according to the plan below in USD:

Output 1 - Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine	**1,300,586**
Output 2 - Capacities of human rights actors enhanced to promote and defend human rights in Ukraine	**1,382,644**
Output 3 – Enhanced youth civic engagement and youth participation in public sector decision-making at all level	**633,827**

Project implementation	**646,667**
Overhead 8 %	**317,098**
Project Total	**4,280,822**

Management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions in regard to this development engagement.

The management of the will be carried out by the UNDP technical assistance team in Kyiv within the overall framework of the UNDP Country Programme Action Plan 2018-2022 in a Direct Implementation Modality. UNDP shall be responsible for the overall management of the project, primarily regarding the responsibility for the achievement of the outputs and the stated outcome. Similarly, UNDP will be accountable to the Programme Board for the use of project resources. The Board consists of national stakeholders, MFA and UNDP and will monitor progress towards the programme objective, using the impact indicator set, discuss synergies, and draft TOR for the mid-term review.

UNDP will delegate managerial duties for the day-to-day running of the Project to the Team Lead, selected by UNDP through a competitive and transparent selection process.

Please see the attached project document for a more detailed description of the project management arrangement.

Financial Management

Financial management of the project will be conducted under UNDP Financial Regulation and Rules (FRR). FRR are regulations that govern the financial management of the United Nations Development Programme and shall apply to all resources administered by UNDP and to all the Funds and Programmes administered by the Administrator. They ensure acceptable levels of controls, as well as separation of duties. The new FRR are issued effective 1 January 2012, and govern the broad financial management of UNDP and the funds administered by UNDP, including the budgeting and accounting of resources. They have been updated to reflect the adoption of IPSAS and its terminology; and the revised harmonized cost classifications of the Joint report of UNDP, UNFPA and UNICEF on the road map to an integrated budget.

Monitoring and Evaluation

The project will be monitored through the following activities:

- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation (see Annex – IV of the project document).
- A **Semi-Annual Progress Report (SAPR)** shall be submitted by the Team Lead to the Project Board through Project Assurance, using the report format specified by DMFA.

  Likewise, an **Annual Progress Report (APR)** shall be prepared by the Team Lead and shared with the Project Board. The APR shall follow the report format agreed by DMFA.

  Both progress reports (SARP and APR) shall be submitted in a month following the reporting period.

  Annual Progress Report (APR) is submitted along with a draft Annual Work Plan (AWP).
- The Final Report/Project Completion Report is submitted one month prior to project closure and followed by the final assessment during Project Board session. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- A draft Annual Work Plan (AWP) for the following year shall be submitted by the Team Lead along with Annual Progress Report for further approval by the Project Board.
- The project will undergo a **DMFA-led mid-term review in 2019**. The ToR for the mid-term review will be agreed between the DMFA and UNDP by the end 2018.

The MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme.

After the termination of the programme support the Danish Mission reserves the right to carry out evaluation in accordance with this article.
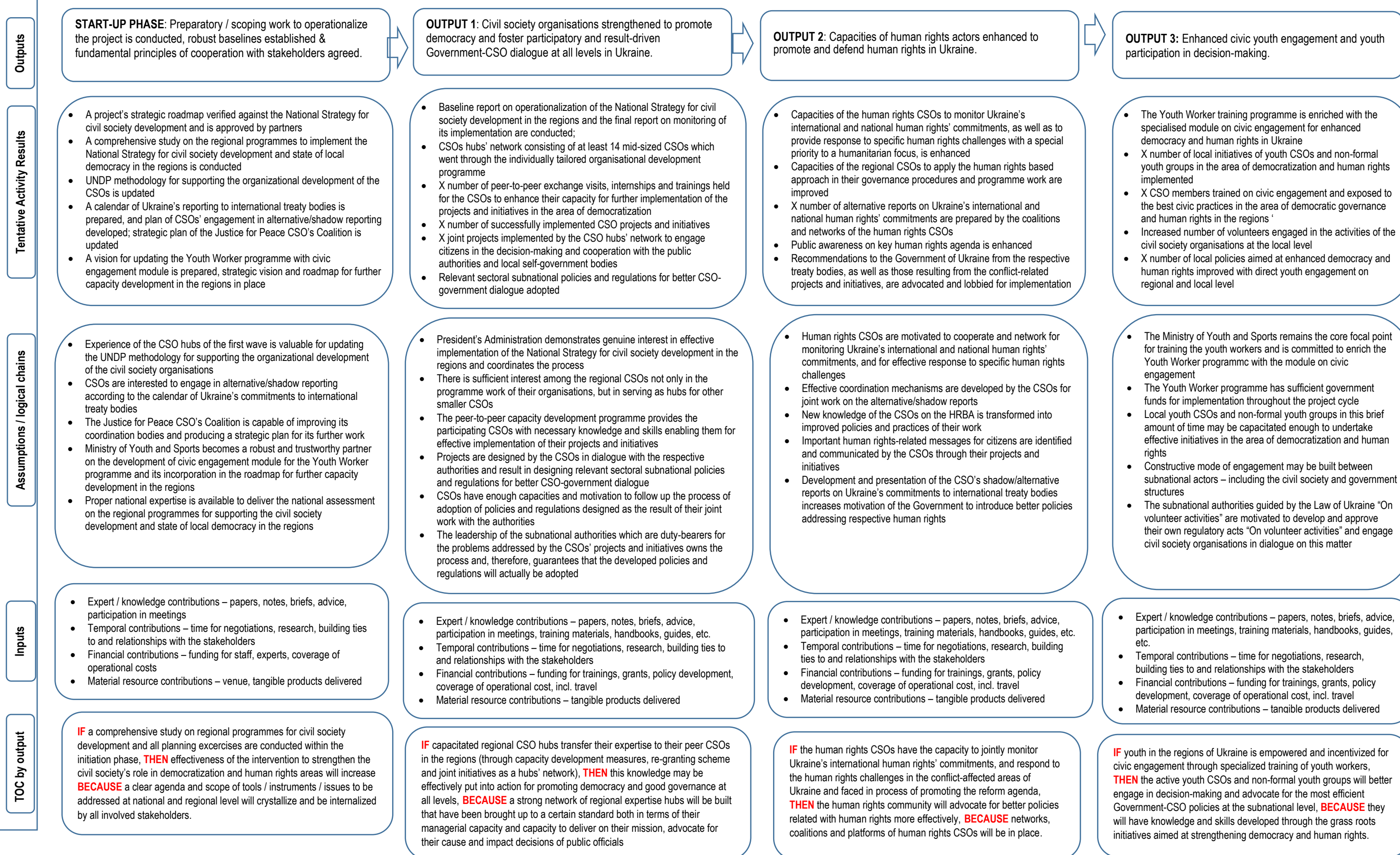
Signatures

Date:

UNDP Ukraine   Ministry of Foreign Affairs of Denmark

Annex 1 – Diagram: Theory of Change

CSDR THEORY OF CHANGE: IF civil society organisations are capacitated to deliver on their mission, form and sustain effective coalitions and networks for joint advocacy for their cause and impacting decisions of public officials, and IF the human rights community advocates for better policies related with human rights guided by the universally accepted international human rights standards more efficiently through coalitions and networks, THEN state bodies at national, regional and local levels will become more effective, transparent, accountable to and trusted by citizens, BECAUSE civil society efforts to advance democratization and human rights will be coupled with efficient innovative policies reflecting the political will for stronger civil society at all levels.

PROJECT OUTCOME: Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.

Outputs

START-UP PHASE: Preparatory / scoping work to operationalize the project is conducted, robust baselines established & fundamental principles of cooperation with stakeholders agreed.

OUTPUT 1: Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine.

OUTPUT 2: Capacities of human rights actors enhanced to promote and defend human rights in Ukraine.

OUTPUT 3: Enhanced civic youth engagement and youth participation in decision-making.

Tentative Activity Results

Start-up phase:
- A project's strategic roadmap verified against the National Strategy for civil society development and is approved by partners
- A comprehensive study on the regional programmes to implement the National Strategy for civil society development and state of local democracy in the regions is conducted
- UNDP methodology for supporting the organizational development of the CSOs is updated
- A calendar of Ukraine's reporting to international treaty bodies is prepared, and plan of CSOs' engagement in alternative/shadow reporting developed; strategic plan of the Justice for Peace CSO's Coalition is updated
- A vision for updating the Youth Worker programme with civic engagement module is prepared, strategic vision and roadmap for further capacity development in the regions in place

Output 1:
- Baseline report on operationalization of the National Strategy for civil society development in the regions and the final report on monitoring of its implementation are conducted;
- CSOs hubs' network consisting of at least 14 mid-sized CSOs which went through the individually tailored organisational development programme
- X number of peer-to-peer exchange visits, internships and trainings held for the CSOs to enhance their capacity for further implementation of the projects and initiatives in the area of democratization
- X number of successfully implemented CSO projects and initiatives
- X joint projects implemented by the CSO hubs' network to engage citizens in the decision-making and cooperation with the public authorities and local self-government bodies
- Relevant sectoral subnational policies and regulations for better CSO-government dialogue adopted

Output 2:
- Capacities of the human rights CSOs to monitor Ukraine's international and national human rights' commitments, as well as to provide response to specific human rights challenges with a special priority to a humanitarian focus, is enhanced
- Capacities of the regional CSOs to apply the human rights based approach in their governance procedures and programme work are improved
- X number of alternative reports on Ukraine's international and national human rights' commitments are prepared by the coalitions and networks of the human rights CSOs
- Public awareness on key human rights agenda is enhanced
- Recommendations to the Government of Ukraine from the respective treaty bodies, as well as those resulting from the conflict-related projects and initiatives, are advocated and lobbied for implementation

Output 3:
- The Youth Worker training programme is enriched with the specialised module on civic engagement for enhanced democracy and human rights in Ukraine
- X number of local initiatives of youth CSOs and non-formal youth groups in the area of democratization and human rights implemented
- X CSO members trained on civic engagement and exposed to the best civic practices in the area of democratic governance and human rights in the regions '
- Increased number of volunteers engaged in the activities of the civil society organisations at the local level
- X number of local policies aimed at enhanced democracy and human rights improved with direct youth engagement on regional and local level

Assumptions / logical chains

Start-up phase:
- Experience of the CSO hubs of the first wave is valuable for updating the UNDP methodology for supporting the organizational development of the civil society organisations
- CSOs are interested to engage in alternative/shadow reporting according to the calendar of Ukraine's commitments to international treaty bodies
- The Justice for Peace CSO's Coalition is capable of improving its coordination bodies and producing a strategic plan for its further work
- Ministry of Youth and Sports becomes a robust and trustworthy partner on the development of civic engagement module for the Youth Worker programme and its incorporation in the roadmap for further capacity development in the regions
- Proper national expertise is available to deliver the national assessment on the regional programmes for supporting the civil society development and state of local democracy in the regions

Output 1:
- President's Administration demonstrates genuine interest in effective implementation of the National Strategy for civil society development in the regions and coordinates the process
- There is sufficient interest among the regional CSOs not only in the programme work of their organisations, but in serving as hubs for other smaller CSOs
- The peer-to-peer capacity development programme provides the participating CSOs with necessary knowledge and skills enabling them for effective implementation of their projects and initiatives
- Projects are designed by the CSOs in dialogue with the respective authorities and result in designing relevant sectoral subnational policies and regulations for better CSO-government dialogue
- CSOs have enough capacities and motivation to follow up the process of adoption of policies and regulations designed as the result of their joint work with the authorities
- The leadership of the subnational authorities which are duty-bearers for the problems addressed by the CSOs' projects and initiatives owns the process and, therefore, guarantees that the developed policies and regulations will actually be adopted

Output 2:
- Human rights CSOs are motivated to cooperate and network for monitoring Ukraine's international and national human rights' commitments, and for effective response to specific human rights challenges
- Effective coordination mechanisms are developed by the CSOs for joint work on the alternative/shadow reports
- New knowledge of the CSOs on the HRBA is transformed into improved policies and practices of their work
- Important human rights-related messages for citizens are identified and communicated by the CSOs through their projects and initiatives
- Development and presentation of the CSO's shadow/alternative reports on Ukraine's commitments to international treaty bodies increases motivation of the Government to introduce better policies addressing respective human rights

Output 3:
- The Ministry of Youth and Sports remains the core focal point for training the youth workers and is committed to enrich the Youth Worker programme with the module on civic engagement
- The Youth Worker programme has sufficient government funds for implementation throughout the project cycle
- Local youth CSOs and non-formal youth groups in this brief amount of time may be capacitated enough to undertake effective initiatives in the area of democratization and human rights
- Constructive mode of engagement may be built between subnational actors – including the civil society and government structures
- The subnational authorities guided by the Law of Ukraine "On volunteer activities" are motivated to develop and approve their own regulatory acts "On volunteer activities" and engage civil society organisations in dialogue on this matter

Inputs

Start-up phase:
- Expert / knowledge contributions – papers, notes, briefs, advice, participation in meetings
- Temporal contributions – time for negotiations, research, building ties to and relationships with the stakeholders
- Financial contributions – funding for staff, experts, coverage of operational costs
- Material resource contributions – venue, tangible products delivered

Output 1:
- Expert / knowledge contributions – papers, notes, briefs, advice, participation in meetings, training materials, handbooks, guides, etc.
- Temporal contributions – time for negotiations, research, building ties to and relationships with the stakeholders
- Financial contributions – funding for trainings, grants, policy development, coverage of operational cost, incl. travel
- Material resource contributions – tangible products delivered

Output 2:
- Expert / knowledge contributions – papers, notes, briefs, advice, participation in meetings, training materials, handbooks, guides, etc.
- Temporal contributions – time for negotiations, research, building ties to and relationships with the stakeholders
- Financial contributions – funding for trainings, grants, policy development, coverage of operational cost, incl. travel
- Material resource contributions – tangible products delivered

Output 3:
- Expert / knowledge contributions – papers, notes, briefs, advice, participation in meetings, training materials, handbooks, guides, etc.
- Temporal contributions – time for negotiations, research, building ties to and relationships with the stakeholders
- Financial contributions – funding for trainings, grants, policy development, coverage of operational cost, incl. travel
- Material resource contributions – tangible products delivered

TOC by output

Start-up phase:
IF a comprehensive study on regional programmes for civil society development and all planning excercises are conducted within the initiation phase, THEN effectiveness of the intervention to strengthen the civil society's role in democratization and human rights areas will increase BECAUSE a clear agenda and scope of tools / instruments / issues to be addressed at national and regional level will crystallize and be internalized by all involved stakeholders.

Output 1:
IF capacitated regional CSO hubs transfer their expertise to their peer CSOs in the regions (through capacity development measures, re-granting scheme and joint initiatives as a hubs' network), THEN this knowledge may be effectively put into action for promoting democracy and good governance at all levels, BECAUSE a strong network of regional expertise hubs will be built that have been brought up to a certain standard both in terms of their managerial capacity and capacity to deliver on their mission, advocate for their cause and impact decisions of public officials

Output 2:
IF the human rights CSOs have the capacity to jointly monitor Ukraine's international human rights' commitments, and respond to the human rights challenges in the conflict-affected areas of Ukraine and faced in process of promoting the reform agenda, THEN the human rights community will advocate for better policies related with human rights more effectively, BECAUSE networks, coalitions and platforms of human rights CSOs will be in place.

Output 3:
IF youth in the regions of Ukraine is empowered and incentivized for civic engagement through specialized training of youth workers, THEN the active youth CSOs and non-formal youth groups will better engage in decision-making and advocate for the most efficient Government-CSO policies at the subnational level, BECAUSE they will have knowledge and skills developed through the grass roots initiatives aimed at strengthening democracy and human rights.

Annex 3 – Strategy for ensuring the institutional sustainability of the regional organisations – CSO hubs (*hereunder referred as Strategy*)

Conclusions and recommendations of the Analytical Report based on the results of the final organizational assessment of the CSO hubs which was conducted during April-May 2016 were used for the development of this strategy. Also, the results of the joint CSO hubs' meeting held on the 30th of November 2016 were used for this purpose.

During the meeting of hubs, it was agreed that the Strategy should be considered from two different angles:

1. Ensuring sustainability of the positive results and support to further institutional development of the individual CSO hubs.
2. Ensuring further development of the hubs' network without additional donor support.

The final organizational assessment of the CSO hubs held in 2016 concluded that despite the evident progress made by the hubs, a number of important issues require further effort from their side, including the strengthening of the role of the Board in the hubs' structure, engagement of the target audiences, ensuring financial sustainability, widening the geographical activities of the hubs. A role of the hubs' network which must become sustainable with a clear vision and roles of each of the members was specifically underlined in the report.

Summing up the results of evaluation and discussion, the following strategies may be recommended for ensuring **organizational sustainability** and continued growth of each of the hubs, under the condition of stable financial support to their organizational development:

- Ensure a more systemic participation of the Board in the activities of the organization; enhance the level of participation and influence of the board on discussion of and making decisions at the level of organisations. This will help to actively engage the members of the Board into elaboration of the organizational strategies, as well as will contribute to fundraising for the benefit of the organisations;
- Continue the process of reshaping the management structure in the organisations as the response to the new challenges and directions of the programme work;
- Improve the system of monitoring and evaluation in the organisations;
- Conduct on the constant basis the self-assessment of the organizational level using the UNDP methodology;
- Redistribute the responsibilities between the personnel inside the organisations for ensuring the sustainable organizational growth.

In order to ensure the **financial sustainability** of the hubs, it is recommended to use the following strategies:

- Reduce dependence of the CSO hubs from grant donor programmes by attracting funds from the local budgets. The overall annual budget of the hub should include, at least, 10% of incomes from the local budgets;
- Despite the catastrophic situation with the individual contributions, it is important for the hubs to further promote the local fundraising strategy and collect money for their projects through individual contributions. It is important to consider that the local fundraising is not only the way of attracting funds, but also a tool for ensuring sustainable linkage with the target audiences and legitimizing the organisation in the community;
- Use the endowment fund provided by UNDP to the hubs effectively, cost-efficiently and in line with the approved programme;
- Crate own social enterprises following the experience of L'viv hub.
- Improve the process of preparing new projects for additional donor funding through monitoring of the grant donor programmes, development of the bank of ideas (public initiatives and long-term projects) under the overall guidance and responsibility of the management of the hubs.

An issue of further joint activities of the hubs as of a network of organisation (networking) and the network's sustainability remains open. The network exists, but its further support and development requires additional effort.

Attracting additional resources (like the grant from European Union Delegation) allowed to significantly improve the component of "development of the capacities to administer the grant programmes" and establish a closer cooperation of the hubs within the network. Thus, working as part of the network and having some resources for regranting, hubs could actively implement the process of managing the small grants and exchanging respective experiences. Hubs managed to create and sustain the regional network, which, at the same time, make input in supporting the overall hubs' network. The hubs' network is a reliable partner for the donors, civil society organisations and the authorities; the exchange of the experiences between the organisations takes place all the time; the level of trust between the organisations – members of the hubs' network is very high.

At the same time, the hubs' network faces **a number of challenges influencing the network's efficiency and its sustainability,** in particular:

- Lack of the clear vision and development strategy as a network (vision, values, targets, mechanism of administration);
- A network is informal, and requires institutionalization at this stage;
- Hubs work in different spheres and have different programme areas;
- A horizontal linkage and interaction between the hubs is week and not systemic;
- An exchange of experiences within the network is unstable and rather episodic.

Considering the strengths of the network, experience of joint work of the organisations-members, the following strategies can be suggested for **ensuring sustainability of the hubs' network:**

- Institutionalize the hubs' network through development of the joint vision, values, strategic goals and respective policies;
- Expand the hubs' network through selection of partners sharing the same vision and values to the other regions of Ukraine, as well as at the local level;
- Ensure the constant strengthening of the professionalism of hubs' – members of the network – through implementation of new projects and programmes;
- Actively promote the hubs' network in the donor environment through strategic communication for further fundraising for the networks' projects;
- Introduce the model of "community of practices" envisaging the definition, rethinking and structuring the positive practices from different aspects of the organizational development, exchange of the positive practices, joint development of the toolkit for dissemination and promotion of such practices among the local CSOs. This envisages the necessity for conducting regular meetings of the staffs (not only of the top-management of the organisations) of the hubs for discussion, development of joint recommendations and planning joint actions for promoting practices tested with their own experiences).

Annex 3 – Indicative Terms of Reference of the technical assistance team

POST TITLE: **TEAM LEAD**
Post Level: SB 5
Duration of the service: 2017 - 2021
Duty Station: Kyiv, Ukraine
Full time

Functions and responsibilities
- Responsible for building capacity of and ties with the key partners and stakeholders at the national and regional levels. Establish and maintain dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the project's mission;
- Maintain close liaison with national project partners, ensuring optimum participation and promoting ownership of national authorities in the implementation of the project.
- Provide guidance and expert inputs into all components, ultimate in-project clearing house for achieving the overall project outputs
- Provide substantive input to the project activities and outputs and ensure timely implementation of project's activities, including reporting on progress vis-à-vis planned activities and expected outputs.
- Set up and manage the project office, including staff facilities and services, in accordance with the project work plan;
- Ensure timely preparation of project work plan, procurement and staffing plans, and other related documents for timely commencement of the project activities.
- Develop a detailed project implementation plan, coordinate and supervise the work of project experts and consultants, including the preparation of the terms of reference for consultants, national experts and subcontractors recruited under the project, forward planning of project activities and budget expenditures, activity scheduling, and reporting.
- Maintain close liaison with national project partners, ensuring optimum participation and promoting ownership of national authorities in the implementation of the project.
- Act as a principal representative of the project during assurance review meetings, evaluations and in discussions and, hence, be responsible for preparation of review and evaluation reports such as the Annual Project Report (APR) for the consideration of the UNDP;
- Assume direct responsibility for managing the project budget, ensuring that:
  - project funds are made available when needed, and are disbursed properly;
  - accounting records and supporting documents are kept;
  - required financial reports are prepared;
  - financial operations are transparent and financial procedures/regulations for NEX projects are applied; and the project is ready to stand up to audit at any time.
- Ensure compliance of project's business processes with UNDP Ukraine Standard Operating Procedures.
- Monitor project inventory, attendance records, filling system. Assure correct personnel management and procurement of goods/services.
- Coordinate project's objectives and activities with other development partners.
- Report regularly to and keep the UNDP CO up-to-date on project progress and problems, if any.
- Participate in PR and media activities. Assure project web-site update. Coordinate distribution of the project related information.
- Establish and maintain dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the project's mission.
- Ensure that the Atlas Project Management module is updated on a regular basis.
- Ensure compliance with UNDP project management policies and procedures.
- Perform other duties as requested.

Measurable outputs of the work assignment:
- Full and appropriate implementation of the project in accordance with the AWP;
- Partnerships with project stakeholders developed and maintained;
- Project reports produced in time and of a high quality;
- Project overall results, experiences and lessons learned captured and disseminated at the national and regional levels;
- Quality monitoring and closure activities completed.

Performance Indicators for evaluation of results:
- Quality of work;
- Relations with colleagues and ability to be an effective team player;
- Initiative;
- Technical Skills;
- Knowledge of required procedures;
- Communication and listening skills;
- Partnering and networking.

Skills and competencies expected of the individual:
- Mature judgment combined with a proactive, energetic approach to problem solving;
- The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
- Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organizational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and within UNDP; sound judgment and maturity to foster a positive work environment;
- Strong organizational and time management skills;
- Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organizations and other stakeholders;
- Ability to work under continuous pressure and meet deadlines;
- Good analytical skills.

Minimum qualifications and experience
- Master's degree in political or social sciences, international relations, development studies, or related field;
- At least 3 years' experience in managing team of researchers/analysts or project component in international organizations or CSOs;
- Knowledge of civil society context and human rights situation in Ukraine;
- Familiarity with UNDP project management procedures and experience with ATLAS and UNDP project management tool would be considered an asset;
- Fluency in English and Ukrainian (both spoken and written);
- Excellent usage of computers and office software packages.

POST TITLE: **CSO CAPACITY DEVELOPMENT EXPERT**
Post Level: SB 4
Duration of the service: 2017 - 2021
Duty Station: Kyiv, Ukraine
Full time

Functions and responsibilities:

- Develop civil society capacity to engage in promoting democracy and fostering participatory and result-driven Government-CSO dialogue in Ukraine;
- Provide substantive expertise to institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme, as well as to promoting the stable CSO hubs' network and its work to engage citizens in the decision-making at the subnational level;
- Advise to the management and other staff when required on the issues relevant to local NGOs development, organization of competitions among local and national NGOs;
- Manage all activities related to further development of the programme and its implementation mechanisms (coordinate and monitor competitions for NGOs, schedule meetings/workshops, develop agenda for workshops, participate in identification of consultants, etc.);
- Liaise between the CSOs community and relevant national stakeholders on implementation of the National Strategy for Civil Society Development and developing enabling policies for CSO-government dialogue at subnational levels;
- Contribute to project implementation in line with project document and approved work-plans;
- Assist Project Coordinator and partners of the Project in communication with local authorities, communities and other partners;
- Coordinate preparation of the Grant Agreements with grantees, review and approve grantees' programmatic reports;
- Participate in the review and evaluation of grant project proposals, analyzing project work plans and budgets;
- Contribute to preparation of the annual and quarterly project work-plans and up-dates;
- Participate in PR and media activities as required by the project needs;
- Perform other duties as required

Measurable outputs of the work assignment:
- Mid-size regional CSOs are selected, their capacity enhanced, CSO hubs' network is developed;
- One full cycle of granting is ensured within 24 months of the Programme;
- Grant projects are implemented successfully and proper reports submitted in timely fashion and according to the UNDP procedures;
- Comprehensive study regarding the implementation of the regional programmes on civil society development and state of local democracy in the regions is conducted;
- All assignments performed in a quality and timely manner.

Performance Indicators for evaluation of results:
- Quality of work;
- Relations with colleagues and ability to be an effective team player;
- Initiative;
- Technical Skills;
- Knowledge of required procedures;
- Communication and listening skills;
- Partnering and networking.

Skills and competencies expected of the individual:
- Mature judgment combined with a proactive, energetic approach to problem solving; excellent interpersonal and communication skills;
- Strong organizational and time management skills;
- Ability to work in team;
- Ability to work under continuous pressure and meet deadlines;
- Energetic optimistic approach to all possible problems;
- Proactive and energetic.
- Strong ideals to support CSO development in Ukraine, as a catalyst for human and democratic development;

Minimum qualifications and experience
- University degree in the social sciences or connected field;
- Thorough knowledge of national and international standards on NGO/CSO capacity development and grant-giving;
- Knowledge of legal frameworks and relevant national legislation;
- A minimum of 5 years of professional work experience in the field of NGO development, international experience preferred;
- Experience in cooperation with governmental structures, international agencies, NGOs;
- Fluency in Ukrainian and Russian, good knowledge of English;
- Excellent writing and presentation skills;
- Excellent facilitating and training skills;
- Computer literacy (including Excel, Power Point).

POST TITLE: **KNOWLEDGE MANAGEMENT AND INNOVATIONS EXPERT**
Post Level: SB 3
Duration of the service: 2017 - 2021
Duty Station: Kyiv, Ukraine
Full time

Duties and Responsibilities
- Design, agree and implement communication/information strategy for the project, ensuring sound visibility of DMFA and UNDP;
- Develop and maintain a system of monitoring and reporting of project activities;
- Maintain project media relations for reaching main donors, partners and general public audiences.
- Liaise with governmental/non-governmental institutions, CSOs, academia and UNDP;
- Administer knowledge management and innovations-related activities of the programme;
- Support research, documentation, assessment studies on the project and related policy activities;
- Develop, produce and disseminate project experience/promotional materials such as leaflets, brochures, articles, audio-video, success stories, etc.;
- Organize events including donor/partner visits and support field offices in holding such visits;
- Ensure regular update of the portal of practices and submit regular updates on the UNDP Ukraine web-site and to DMFA if required;
- Prepare ad hoc information materials about the project;
- Bring out periodicals based on field experiences and study reports;

Measurable outputs of the work assignment:
- Monthly/quarterly/annual/ad hoc reports are prepared;
- Donors/partners/media visits are held;
- Advocacy/public awareness/policy related events held;
- Support to comprehensive study on the regional programmes of civil society development in the framework of the project.
- Web-site updated regularly;
- All assignments performed in a quality and timely manner.

Performance Indicators for evaluation of results:
- Project related reports are timely prepared and disseminated;
- Information and communication activities are well coordinated, inputs from the all stakeholders considered

and activities are implemented;

Skills and competencies expected of the individual:
- Be proactive, energetic, committed and innovative;
- Excellent writing, communication and organization skills;
- Excellent computer skills;
- Sound knowledge of modern information technologies including websites and social media;
- Good interpersonal skills, diligent, open minded and dedicated;
- Excellent team and networking skills;

Required Skills and Experience
- Master degree or equivalent in social sciences, journalism or communications;
- Four years of practical experience in the field of PR, communication, monitoring and/or reporting;
- Knowledge about conducting/managing research in social science;
- Professional fluency in English, Ukrainian and Russian.

POST TITLE: **GRANT ASSOCIATE**
Post Level: SB 3
Duration of the service: 2017 - 2021
Duty Station: Kyiv, Ukraine
Full time

Functions and responsibilities
- Manage implementation of the project small grants scheme, including development of calls for proposals, other documents and forms, setting up proposals evaluation criteria, organizing the work of selection panels, preparation of grant lists, and other relevant duties;
- Summarizes financial information on grants awarded by the UNDP through the project and shares it with the supervisor for monitoring and planning purposes;
- Contributes to the project annual and quarterly work-plans preparation and reporting with regard to the CSDP small grants scheme;
- Develops and maintain the grants project filing system (in electronic and paper form);
- Provides information on UNDP and project grant-making procedures and reporting requirements to potential and current grantees during regional information sessions and orientation sessions;
- Maintains cooperation with the project partners that provide assistance in the implementation of the project small grants scheme to ensure its effectiveness;
- Participates in the review and evaluation of grant project proposals and analyzes grant project work plans and budgets;
- Monitors grantee performance to ensure achievement of project performance targets and proper use of funds by reviewing grantee programmatic and financial reports, performing site and event visits to grantees;
- Maintains regular contacts with at least 30 project grantees on programmatic and financial issues concerning grant projects' implementation;
- Consults grantees on financial accounting and reporting issues concerning grant project budgets in compliance with the UNDP SOPs;
- When requested by the supervisor, analyses grantee programmatic and financial reports and prepare summaries of grant project activities, results achieved, and financial resources used;
- Maintains contacts with UNDP Operations Centre on issues related to grant payments;
- Contributes to drafting of the mid-year and annual reports on issues concerning the grants schemes;
- Prepares project-related correspondence, maintains contacts with governmental and non-governmental

institutions, local authorities, NGOs, academia, etc;
- Performs other functions/tasks when required.

Measurable outputs of the work assignment:
- Grantees programmatic and financial reports reviewed in timely fashion;
- Quality and timely advice provided to the grantees on grant projects implementation and financial reporting;
- Sufficient and verified information on grants projects progress and results achieved regularly obtained from grantees through reports and monitoring visits

Performance Indicators for evaluation of results:
- Quality of work;
- Relations with colleagues and ability to be an effective team player;
- Initiative;
- Technical Skills;
- Knowledge of required procedures;
- Communication and listening skills;
- Partnering and networking.

Skills and competencies expected of the individual:
- Substantial knowledge of the Ukrainian financial accounting principles and procedures;
- Mature judgment combined with a proactive, energetic approach to problem solving;
- Excellent interpersonal and communication skills;
- Strong organizational and time management skills, resourceful in finding solutions;
- Customer orientation;
- Ability to work in team;
- Ability to work under continuous pressure and meet deadlines;
- Energetic optimistic approach to all possible problems;
- Strong computer skills are mandatory;
- Proactive and energetic.

Minimum qualifications and experience
- University degree (at least Specialists' level) in finance, accounting, business administration or economics.
- At least 5 years of progressive experience in the area of accounting, procurement, or financial management, preferably in the international environment;
- Experience in grant-making and within technical assistance projects is an asset.
- Fluency in verbal and written English and Ukrainian

POST TITLE: **PROJECT ASSOCIATE**
Post Level: SB 3
Duration of the service: 2017 - 2021
Duty Station: Kyiv, Ukraine
Full time

Functions and responsibilities
- Assisting in the project annual and quarter work-plans preparation and reporting;
- Provide administrative services: set up and maintain project files, collect project related information data, support the organization of the Project Board meetings, and provide logistical support (travel arrangements, including visas, tickets, etc.);
- Prepare documents for contracts issuance and payments;

- Maintain contacts with UNDP Operations Centre on a variety of the operations related issues: finance, procurement, administration, IT and human resources;
- Keep updated project inventory and serve as a focal point for the equipment storage and proper maintenance in accordance with UNDP Regulations. Provide support in transfer/disposal of the project equipment in compliance with UNDP rules.
- Assist in the process of procurement and delivery of project goods and services;
- Assist with the project recruitment processes. Maintain project staff attendance records. Prepare long list of the applicants. Collect the documentation required for the recruitment and contract extension.
- Assist with the project audit, monitoring, and evaluation;
- Maintain updated networks of project counterparts, contractors, grantees, consultants, suppliers, collects relevant information on best services and expertise providers;
- Contribute to the preparation of the project bulletins, promotion materials and project web-site update;
- Drafts project related correspondence, maintains database of contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc;
- Perform other functions/tasks when required.

Measurable outputs of the work assignment:
- Payments for procurement of goods and services for project prepared accurately and timely;
- High-quality organizational and logistical support provided to project activities and events in timely fashion;
- Project recruitment processes are properly organized, and project attendance records are kept in order;
- Support provided to projects' audit and evaluation
- Accurate and timely financial reports are prepared and submitted to UNDP and donors

Performance Indicators for evaluation of results:
- Quality of work;
- Relations with colleagues and ability to be an effective team player;
- Initiative;
- Technical Skills;
- Knowledge of required procedures;
- Communication and listening skills;
- Partnering and networking.

Skills and competencies expected of the individual:
- Mature judgment combined with a proactive, energetic approach to problem solving; excellent interpersonal and communication skills;
- Strong organizational and time management skills;
- Ability to work in team;
- Ability to work under continuous pressure and meet deadlines;
- Energetic optimistic approach to all possible problems;
- Strong computer skills are mandatory;
- Proactive and energetic.

Minimum qualifications and experience
- University degree;
- At least 3 years of experience in the area of operational support, personnel management, procurement or finance preferably in the international environment;
- Good knowledge of Ukrainian and English languages;
- Knowledge of the ATLAS system and/or UNDP SOPs is an advantage.

Annex 4 – Offline risks log

	Risk factor	Likelihood	Background to assessment	Impact	Background to assessment	Risk response if applicable / potential effect on development cooperation in context
Contextual Risks						
C1	Political instability in Ukraine	**Highly Likely**	A fractious political situation characterised by unresolved conflict instability and high tension in Ukraine Frictions among oligarchic structures diminish the control of the central government over regional centres and hamper stabilisation and reform process. Impact of the progressive reforms is not yet materialized and felt by citizens	**Medium to Low**	Political crises in Ukraine in the past had only partly reduced the ability of international donors and local actors to operate in the humanitarian and developmental areas. The government has always been reliant on foreign assistance.	Monitor the situation closely and maintain flexibility in engagements to be able to make possible changes in close cooperation with major international actors in Ukraine. UNDP has developed resilience and response mechanisms to such risks.
C2	Protracted conflict in East Ukraine or effective border conflict in Crimea with a possibility of flare-up	**Likely**	With no sight to implementation of the Minsk agreement, doubts persist whether Russia wants to disengage fully from eastern areas controlled by separatists. Speculation is also rife that there is political interest in aggravating situation around Crimea	**Medium to Low**	There are few indications that Russia has an appetite to reignite conflict. Rather, it would prefer to legitimise Crimea annexation, and distance itself from the separatist areas in attempts to regain a degree of international respectability.	UNDP is highly experienced in working in many transitional and conflict-ridden areas with vast experience in Ukraine. Effective mechanisms of appropriate response in such contexts are in place.
C3	Deterioration of human rights situation	**Very Likely**	Human rights are a challenge in Ukraine, where the situation of a protracted conflict pushes them down the list of priorities. There has been deterioration in the past few years exacerbated by large-scale displacement and economic hardship heightened by rampant	**Low to medium**	Improvement in human rights is the core content and main objective of the programme which inherently counteracts the risk addressing it within the programmatic content of the activities.	This risk is written into the programmatic design of the programme and is in itself mitigation. Further, increased advocacy and dialogue with the authorities will work to reverse this possible trend. UNDP previous interventions created grounds for further effective promotion of the human rights on the Government agenda.

			corruption.			Monitor the situation closely.
C4	Financial mismanagement and corruption	**Likely**	Corruption is widespread in Ukraine and the post-conflict instability has exacerbated the situation. But anti-corruption is a vital aspect of international efforts and a top priority of the current government.	**Low**	International community has developed multiple mechanisms of countering corruption in its programme implementation mechanisms in Ukraine, and its evidence is growing. Programme partners have robust tools to deal with this risk pre-emptively or at an early stage.	Assessment of internal control procedures through UNDP and the capacity of the partners financed by the programme.

Firm financial control through a strict hierarchy in financial transaction authorities, a system of checks and balances built into grant-making systems, and a strong internal audit function.

Grant Associate post is proposed to be introduced for better control of the grant programmes. |

Programmatic Risks									
		Risk factor		Likelihood	Background to assessment of likelihood		Impact	Background to assessment to potential impact		Risk response
	P1	Mismanagement of funds and corruption in grant-making and project implementation in the regions where a less skilled and experienced set of CSO partners will carry a greater risk of project failure		Low to Medium	UNDP previous engagements have resulted in the testing and selection of partners less prone to corruption or mismanagement. Auditing and evaluation mechanisms applied have not identified or experienced this as an issue, primarily because project-based financial management systems are used and financial controls are firm.		Minor	Stringent measures and quick response built into programme implementation minimise the risk of diversion of funds, mismanagement or theft.		Use of standardized UNDP financial reporting mechanisms that are stringent and transparent enough to prevent embezzling. Mid-term review to include financial audit of use of funds by re-granting CSOs
	P2	Lack of competence and capacity of local sub-grantee IPs		Likely	The objective of developing regional and local community outreach in Ukraine requires co-operation with new local IP, which increases the risk.		Minor	Medium – the lack of fully professional local partners or implementers may seriously impact on the quality of activities and the expected results		UNDP regional hub strategy has an in-built mechanism of capacity raising and peer-learning, organically growing the resource base of capable organisations. Mapping projects and evaluation mechanisms help identify and strengthen appropriate and promising IPs

P3	Undermined social trust into CSOs because of the slow pace of the reforms and persistent image of the CSOs among population as "grant-eaters" rather than reform-drivers	**Likely**		As proven by the civic literacy test 2016, notwithstanding the high rate of civic activism, a distrust towards the activities of NGOs and civic initiatives prevails among Ukrainians. Some think that the NGOs are often used to protect projects of politicians, are paid up and could get engaged into fake charity and grant funds abuse. The volunteers enjoy somewhat better attitudes.	**Minor**	Medium – despite the overall scepticism among the population, when it comes to concrete actions potentially affecting citizens' lives, they demonstrate readiness to engage with CSOs' activities		UNDP regional hubs have the models, policies and experiences to engage citizens in their local communities through advocacy campaigns and other measures for relationships and stronger impact

P4	Low response for the proposed project support from the small CSOs in the regions and remote areas because of their weak capacities, poor access to information and other reasons	**Low**		UNDP has already implemented similar programmes in the regions and have developed a range of relationships there	**High**	The lack of local partners or implementers may seriously delay implementation or put activities on hold		Transferring some activities to more amenable areas and regions and organising some activities in major cities away from the east of Ukraine if situation gets worse there; implementation of re-granting schemes through capacitated CSO hubs in the regions

P6	Possibility of identified and selected Regional Capacity Building Hubs dropping out after the selection procedure and on the way to achieving full capacity		**Low**	Experience of the first phase shows that under the condition of proper coaching from the project, CSOs are likely to complete the programme		**Medium**	The lack of the planned number of new hubs may delay the other programme activities dependant on this result		Introduction of a reserve list with 2 slots for CSOs that commit to be alternates in stand-by mode Strong engagement of the hubs of the 1st wave into programme to motivate by example
P6	Risks to transform regional capacity-building hubs into donors, thus distancing them from their vocations and primary mandates		**Low**	Experience of the first phase shows that under the condition of proper coaching from the project, CSOs are likely to remain the capacity building hubs in the first place		**High**	CSOs intensively dealing with the re-granting activities have less time for continued organisational development of their own institutions, as well as for meaningful expansion of their own programme work in the communities		Re-granting mechanism will be applied only after the CSOs will be built up institutionally keeping their mandate and identity intact. Re-granting mechanism will be used rather as an instrument to build regional coalitions and networks, not a goal *per se*
P7	Risk that the Ministry of Youth tries to broaden the scope of the project from the youth civic engagement topic to a wider area of problems which Ukrainian youth faces, e.g. job security, career development, etc		**High**	A number of surveys show that the issues of employment are of the first priority to the young people, which they always communicate to the responsible agencies		**Medium**	Youth civic engagement focus is important for the overall success of the programme, as it aims to contribute to the overall increase of civic engagement at the country level, as well as to strengthen the area of CSOs' work with the young volunteers		The activities proposed for the youth civic engagement will be closely linked to the CSO hubs' network The Programme Board representing various actors will direct the project activities, and will make advice on the course of action, if it needs correction

Institutional Risks								
	Risk factor		**Likelihood**	Background to assessment of likelihood		**Impact**	Background to assessment of potential impact		**Risk response**
I1	Delegated coordination and joint undertakings lose viability because of political, rights based and/or corruption where commonly held diplomatic positions and development assistance responses are not agreed.		**Unlikely**	The recent history of development partnerships indicates strong resilience to this. However, differences of opinion can occur.		**Minor**	If likeminded development partners were no longer able to cooperate closely, it would have a negative impact on the credibility of the programme and shared priorities.		Maintain a strong presence in donor fora and lobby for harmonised approaches through this programme

Summary of recommendations of the appraisal

Title of (Country) Programmes	Democratisation Programmes in Ukraine and Georgia, 2017-2021
File number/F2 reference	2016-15773
Appraisal report date	8th March 2017
Council for Development Policy meeting date	N/A

Overall conclusion of the appraisal

Both Development Engagements (DEs) under the future Danish Neighbourhood Programme (DANEP) Thematic Programme: Democratisation and Human Rights are found to be focused and lean. They will be implemented by the UNDP in Ukraine and European Foundation (EF) in Georgia, the latter through a delegated management arrangement with Sweden. Through this set up the MFA avoids institutional complexity.

The two DEs, which aim at strengthening Democracy and Human Rights in Ukraine and Georgia through support to civil society, are highly relevant vis-à-vis the political economy, human rights challenges, CSO space and democratisation reform processes. They support Ukraine's and Georgia's development frameworks and visions on democratisation and human rights in compliance with the relevant human right analysis, national visions and specific CSO strategies in Ukraine and Georgia. Both DEs have a strong focus on mobilising citizens including the most *marginalised, women and youth*. Reaching constituencies remain a key challenge for CSOs in both countries. Continued support to civil society is key to support the democratic changes and ongoing reform process of both countries. Yet, as stressed by several leading experts it is particular important to support CSOs at the regional and local level as it is here the real "changes" can be made and where "entries" are. The AT finds it important that *HRBA* and *Gender Equality* continue to be further operationalised and deepened by both UNDP and EF at the local level. Hence, the AT is very encouraged to see that the focus in both countries is to reach and mobilise the most marginalised right holders and communities including the youth, women and minorities. The AT notes that the humanitarian-development nexus is integrated in the DE for Ukraine, yet, pleased that the focus of the DE is maintained on supporting CSOs on democratisation efforts. This is justified and much needed given the decrease in general CSO support as more funding have been turned towards supporting CSOs support to Internally Displaced People. In Georgia, the additional focus on media literacy is found timely and relevant given the risks of Russian propaganda.

Both DE's are aligned with the SDGs, particular Goal 5, 16 and 17 and "Denmark's strategy for Development Cooperation and Humanitarian Assistance, The World 2030", the "Danish Neighbourhood Strategy" as well as the "Danish Policy for Support to Civil Society" and "Human Rights Based Approach (HRBA) Guidance Note".

The choice of both partners is well justified, given their organisational and financial capacity and both partners have solid track record with civil society in Ukraine and Georgia. The AT finds that it would lead to unnecessary institutional complexity if EUN/MFA had followed the recommendation of the 2016 DANEP Evaluation to provide direct support to civil society organisations (CSOs) in Ukraine.

The AT agrees with the risk analysis of both engagements. The engagement in Ukraine is a high risk programme considering the current political economy of Ukraine with associated risks related to the Russia annexation of Crimea, instability at the eastern border areas and significant economic and corruption challenges. In Georgia the risks are much lower and the main contextual risk relates to the political Russian propaganda.

The AT commends the robust monitoring and evaluation (M&E) systems of both engagements. Yet, the AT is not able to comment on how it will link with the overall DANEP M&E mechanism as the overall DANEP is yet to be formulated. However, given the high risks in Ukraine this engagement calls for a substantive M&E support.

The two Development Engagements are recommended for approval with only minor adjustments.

Recommendations by the appraisal team	Follow up by the responsible unit
Country programme/Programme Level: *N/A*	
Thematic Programme Level: *N/A*	
Engagement Level	
Civil Society for Enhanced Democracy and Human Rights in Ukraine 2017-2021	
i. Results Framework *The UNDP ProDoc results frameworks should be improved vis-à-vis integration of HRBA principles and include clear and measurable results and quantitative/qualitative indicators for marginalised groups, women and youth.*	The UNDP ProDoc has been revised to accommodate the recommendation
ii. Monitoring *During implementation UNDP should continue and deepen the operationalisation of the HRBA and its principles in its implementation and M&E.*	It has been agreed with UNDP that they will ensure that during implementation this will be handled.
iii. Management *UNDP's Programme Oversight and Support Team as well as the Development Support Team be included in the ProDoc as part of the project monitoring arrangement and reflected upon in the project management arrangements.* *iv. Management* *MFA participates in mid-term reviews (MTRs).*	The ProDoc has been revised accordingly. This is already part of the management plan.
v. Risks *Careful and regular M&E of risks be undertaken. Frequent interaction between UNDP and the MFA is recommended to mitigate risks; this means in practise that it should be possible to agree on changes in work plans reflecting new opportunities outside the board meetings.*	This will be accommodated through reporting and participation in bi-annual Steering Group Meetings.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in ...17/3/17... on the ....

Appraisal Team leader/TQS representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in .... on the ...20/3 - 2017..........................

Head of Unit/Mission

UFFE BALSLEV