United Nations Development Programme
Country: Ukraine
Project Document

Project Title: Democratization and Human Rights Programme in Ukraine

UNDAF Outcome(s): Outcome 3 – Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery

Expected CP Outcome(s): UNDAF/CPD outcome # 3: Improved access to and utilization of quality health, education and social services

(Those linked to the project and extracted from the CP)

Expected Output(s): Capacity of national and local authorities and CSOs to promote human rights, access to justice and rule of law and to increase transparency and accountability developed

(Those that will result from the project)

Implementing Partner: UNDP

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Brief Description
The programme aims strengthening CSOs capacities to be resilient and effective promoters of democratic value, supporting human rights actors to promote and defend human rights in Ukraine as well as fostering participatory and results-driven Government-CSO dialogue.

<table>
<thead>
<tr>
<th>Total resources required:</th>
<th>$ 4,140,000</th>
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<tbody>
<tr>
<td>Total allocated resources:</td>
<td>$ 4,140,000</td>
</tr>
<tr>
<td>• Regular (track)</td>
<td>$ 150,000</td>
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<tr>
<td>• Other: Danish Ministry of Foreign Affairs</td>
<td>$ 3,990,000</td>
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Unfunded budget: 0
In-kind Contributions: 0

Programme Period: 4 years
Key Result Area (Strategic Plan): Democratic Governance
Atlas Award ID:
Start date: Jan 1, 2013
End Date: Dec 31, 2016
PAC Meeting Date:
Management Arrangements: UNDP Implementation

Agreed by (UNDP): [Signature]
Date: 22/01/2013
Resident Representative a.i.
I. BACKGROUND: CONTEXT FOR PROGRAMME IMPLEMENTATION

1.1 General Developments

Since 2010 Ukraine has been going through profound governance and economic transitions, as thorough and comprehensive reforms were launched with the goal of stabilizing the country. The Programme of Economic Reforms “Prosperous society, competitive economy, effective state” for 2010-2014 was adopted to strengthen the economic potential of the country⁴, while a public administration reform has been called to make civil service more efficient and instrumental. Legal and pension reforms has been also underway.

At the same time, Ukraine’s most recent history has been marked with a series of events that have been given controversial feedback by the international community⁵, and major global think tanks have expressed concern as to the evolution of democratic governance structures of the country. Inter alia, the Economist Intelligence Unit downgraded the ranking of Ukraine from a flawed democracy to a hybrid regime in its annual Democracy Index report for 2011⁶.

EIU latest country report for Ukraine as of June 2012 states that “the Constitutional Court’s agreement in October 2010 to rescind the constitutional reform of 2006 that handed some presidential powers to parliament...together with a clampdown on several opposition figures and increasing pressure on the media... mark a significant retreat from the democratic gains of the “Orange Revolution”⁷. In its 2012 report “Nations in Transit” Freedom House characterizes Ukraine as a transitional government or hybrid regime with a total score of 4.82⁸.

In its 2011 human rights Report the Ukrainian Helsinki Human Rights Union notes a growing number of human rights violations⁹, describing as “catastrophic” the situation with social and economic rights, pointing at the use of the law enforcement agencies by the state for prosecuting the political opponents and civic movements, and claiming undue control of the judiciary by the executive branch of government. Amnesty International registers a worsened environment for human rights defenders including physical attacks and intimidation⁺. According to Human Rights Watch in its World Report 2012 the confidence in the judiciary’s independence is undermined in the country, media faces increasing pressure, and corruption continues to plague public and private institutions¹⁰.

Ukraine’s record before the European Court of Human Rights also suggests human rights problems in the country. In 2011, Ukraine ranked third from the bottom, with 105 judgments against the country. Adverse rulling included the following violations: Length of Civil and Criminal Proceedings (66 individual instances), Right to Liberty and Security (42), Right to a Fair Trial (21), and Inhuman or Degrading Treatment (15).

Against the observed developments, two entry points can serve as effective counterbalances to the volatile situation with democratic governance and human rights in the country. Firstly, the civil society organizations in Ukraine, empowered by the provisions of the newly passed legislation on public associations, can be resilient and effective promoters of democratic values, rights and

¹ Indeed the economy recovered in 2010, with real GDP growing by 4.2%, following a steep drop, of 14.8%, in 2009. In 2011 the recovery strengthened, with estimated growth of 5.2% - http://www.reportlinker-news.com/n031348914/Country-outlook.html
² http://www.economist.com/blogs/easternapproaches/2012/05/ukraine-and-europe
http://www.nytimes.com/2012/05/09/world/europe/ukraine-boycott-derails-meeting.html
³ http://www.sida.se/Global/About%20Sida/S%C3%A5%20arbets%20om/ELU_Democracy_Index_Dec2011.pdf
⁴ http://www.reportlinker-news.com/n031348914/Country-outlook.html
⁵ http://www.freedomhouse.org/report/nations-transit/2012/ukraine
⁶ The report opens with the remark that “whereas in 2005-2009 we noted state policy in the human rights realm as being ineffective, unsystematic an
freedoms and uphold the supremacy of human rights through recently incorporated international mechanisms (such as the Universal Periodic Review). Secondly, the Ombudsperson’s Office that has changed its leadership in spring 2012, is seen as another important actor to safeguard human rights in an effective way.

1.2 Trends in Civil Society Development

The best indicator amongst the ones measured by Freedom House in its 2012 Report “Nations in Transit” lies with the development of the civil society. According to this report, it is the only sphere that hasn’t seen a worsening since 2006 and has proven to be a reliable force as a guardian of democratic principles in the country.9 According to the 2010 USAID NGO Sustainability Report, Ukraine’s civil society demonstrated the highest level of sustainability amongst the countries in the Eurasian region10.

CSOs have also managed to greatly increase their credit of trust with the population in the recent years. According to the Razumkov Centre poll of 201111, CSOs have 34.8% of citizens who trust them in comparison with only 21.5% in 2008.

The number of CSOs in Ukraine is growing (from approximately 35,000 in 2008 to 71,700 in 2011). At the same time, it is too early to be optimistic. Spot checks by the Ministry of Justice of Ukraine showed that close to 65% of CSOs that it inspected in 2010 could not be found at the addresses that they claimed as their offices12. While this may mean a transfer of an organization to a different location with negligent reporting as to change in their headquarters, Freedom House quotes this as possible indicator of short-livingness of many organizations13.

The explanation for “going out of business” for CSOs may lie in – until recently - restrictive legislative environment and decreased funding to CSO activities after the world was hit with recession in 2008-2009. The financial crisis resulted in decrease of funding for civil society organizations from the donors, international and domestic, as well as funding from the state. The grown competition resulted in support of more experienced civil society organizations and lack of funding for emerging initiatives and young organizations.

Yet, alongside these developments, there have been important positive trends regarding the legal environment in which Ukrainian CSOs function. One of the major milestones lay in the adoption of the new Law on Public Associations to enter into force on 1 January 2013. This Law became an important step in bringing the Ukrainian legal environment for the civil society closer to the European standards. Some of its most progressive regulations pertain to simplified registration procedures and a much shortened list of reasons for possible registration denial. Public associations were given the right to engage in entrepreneurial activity as long as this furthers their statutory goals (which greatly strengthens the prospects for more financial independence to pursue their missions). In addition to that, the right to form public associations was given to legal entities (whereas before, only physical persons had that right), and CSOs received the right to be active on the whole territory of the country (the previous law segregated “nation-wide” and “regional” CSOs with certain limitations for the activities of the latter ones).

Another development comes in the face of recent Presidential initiatives regarding the civil society in Ukraine. The Presidential Decree of 25 January 2012 established a Coordination Council for Development of the Civil Society under the President of Ukraine. This advisory body that comprises 51 members who come from both the non-governmental (CSOs, academia, foundations) and governmental bodies has so far had two major sessions and has developed its internal working structure (i.e. thematic working groups). In parallel to this initiative, the President

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9 Ibid.
11 http://razumkov.org.ua/upload/press_release1112.doc
12 http://www.minjust.gov.ua/0/33547
13 http://www.freedomhouse.org/report/nations-transit/2012/ukrainen#_ednref17
issued a decree that introduced the Strategy for State Policy on Fostering the Development of Civil Society in Ukraine (as of 24 March 2012). Further developments will demonstrate the viability and practicality of the above mentioned initiatives.

1.3 Ombudsperson’s Office

The Parliament Commissioner on Human Rights has been in operations in Ukraine since 1998. The status is stipulated by the Constitution of Ukraine and regulated by the Law “On the Parliament Commissioner on Human Rights”. The legal basis of the Commissioner’s agenda complies with the international standards and provides solid background for fulfilment of the Commissioner’s functions.

The new Commissioner was elected in April 2012 and announced a very ambitious programme of change and reforms, based on the wide consultations with the Human Rights CSOs. The key priorities included cooperation with CSOs as well as ensuring transparency and openness of the Commissioner’s operation. The Advisory Board and Expert Councils were set up, comprised of Human Rights protectors, CSOs and media representatives.

Amongst the declared priority issues of the new Human Rights Commissioner are:
- National Preventive Mechanism for protection of persons deprived of their liberty against torture and other cruel, inhuman or degrading treatment or punishment
- Protection of the socio-economic and humanitarian rights
- Anti-discrimination policy, gender equality and rights of children
- Freedom of expression and protection of the personal data.

The current international context surrounding the Ukrainian NHRI is also favourable for catalysing transformative change. The Commissioner should pay specific attention to strengthening cooperation with CSO community.

Some key changes have been already implemented, in particular clear working priorities have been developed and publicly announced; a Consultative Council for CSOs to the OO has been created; to support Ukraine’s international human rights commitments in the area of torture prevention, the Parliament Commissioner has been entrusted with the National Preventive Mechanism in line with the requirements of the Optional Protocol to the UN Convention against Torture and Other Cruel, Inhuman and Degrading Treatment or Punishment (OPCAT) ratified in 2006. A comprehensive review of the structure and functional responsibilities of the institution is underway and is expected to be completed by the beginning of 2013. To support the positive trends of the transformative change of the OO and to strengthen its critical capacities UNDP supported the newly created Department on the National Preventive Mechanism.

Responding to the request of the Secretariat of the Parliament Commissioner, in July 2012 UNDP conducted an in-depth capacity assessment to identify critical capacity limitations and constraints faced by the Office of the Commissioner and design a short-term, mid-term and long-term capacity-development response. Development of a strategic plan of the Office alongside with research and monitoring capacity enhancement, improvement of the petitions handling mechanism were among the key recommendations promulgated for the Office of the Commissioner.

Following the recommendations, on 2-3 November 2012 the Office has conducted a Strategic Planning Session for staff to improve their strategic planning skills. Shortly after, a Regional Round Table “Challenges and Opportunities of Human Rights Promotion and Protection in the CIS” was organized to link the Ukrainian National Human Rights Institution to the regional peer network. The Round Table brought together 17 representatives from 8 CIS countries, 5 of which were represented by Ombudspersons. The event was followed by a Training Workshop on “Inclusive Strategic Planning and Developing a Communication Plan for the National Human Rights Institutions (NHRIs)” for the senior management and delegated representatives of the National Human Rights Institutions in the CIS region. This resulted in the development of a draft strategic plan of the OO, which is expected to be presented to the public in December 2012.
1.4 Lessons Learned During CSDP Implementation

The new programme will build upon the achievements of the previous Civil Society Development Programme (2009-2012) funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine. The Action will therefore be underpinned by the following lessons learnt:

1.4.1. – Building the second layer of CSO capacity

UNDP sees capacity development as a necessary precursor for on-going development of CSOs and for their successful operation. The usual UNDP approach to capacity development has three levels:

1. Enabling the institutional environment (including the need for legal and regulatory changes to be more conducive for non-state actors)
2. Organizational development with regards to management, strategy, democratic structures, processes and procedures.
3. Human resource development, including equipping individuals with skills through training.

While the first and the third levels have been sufficiently addressed by CSDP in its duration (the first one was improved through adoption of the new legislation, while the third one was bolstered through numerous trainings to representatives of CSOs Ukraine-wide), the second level remains unattended to. UNDP plans to target this level of capacity building in its interventions under this Programme.

1.4.2. – Targeting mid-size regional CSOs to become regional\textsuperscript{14} champions

Previous experience of CSDP, as well as assessments of the CSO landscape of Ukraine, enable to single out at least three major groups of CSO actors:

The first category includes large nation-wide CSOs which are mostly located in Kyiv or in some of the larger cities of the country. This group is not numerous, but usually has a wide network, several sources of more or less sustainable funding, and enough capacity to fundraise and report on differing donor requirements. Such organizations are mostly linked to the international networks, they are aware of what is going on in their area of concentration, but they may "patronise" small players. These CSOs often tend to dwell in their "comfort zone".

On the other side of the spectrum lie the small more or less organised non-governmental actors – their coverage usually ranges from a small locality (town, village, district or even a single street if it is a community based organization) to, at most, the rayon level. These CSOs referred in this document as grassroots CSOs are usually on constant lookout for possible grants and opportunities for subsistence, which oftentimes leads to donor-driven agendas and modes of operation. In many cases rural areas lack any form of the organized civil society.

Field observations show that both managerial and essential capacities of these organizations are suboptimal, whereas they not only have problems with internal organization of workflow, transparency and accountability to their communities but also are lacking strategic vision, ability to define and follow their mission and be effective in furthering the chosen cause. Finally, when trying to build coalitions or seek assistance from large CSOs, these entities are often left outside the boat as they are seen as too minor for the most established Kyiv-based CSOs to deal with.

Mid-sized capable and active CSO actors located in regional centre cities and few district towns lie in the middle of this spectrum. They are mature enough to be able to lead other smaller CSOs

\textsuperscript{14} In this document the term region mostly refers to several neighbouring administrative entities of Ukraine (oblasts). When the term is used in its other sense of "several countries in geographic proximity", a note shall be made.
and, with the changes in the legislation coming into force regarding territorial boundaries, will be able to challenge some of the larger players. They are also closer to the grassroots, have not lost touch with regional problems and are much more approachable for smaller CSOs than the large entities. Hence, the capacity of these CSOs, when properly developed, will produce a vibrant network of mid-size regional CSO champions who can spearhead initiatives in the areas of democratization and human rights. It is suggested to focus the next project intervention on this group of the organisations which will be referred in the document as “mid-size regional CSOs”.

1.4.3. – Building the potential for coalition-forming is necessary

The Ukrainian CSO community is rather segregated with weak alliance linkages and low propensity to create effective coalitions. CSDP experience, however, proves that ad hoc coalitions may effectively emerge around some urgent development issues (e.g. the adoption of the draft law On Civic Organizations). In 2012 CSDP mobilised CSOs to engage in a situational coalitions around such hot topics as the UN Conference on Sustainable Development Rio+20 and the Universal Period Review. The latter resulted in mobilizing of over 40 CSOs in preparation of Stakeholders’ Report for the November 2012 UPR of Ukraine with 9 coalitional and 3 individual submissions.

1.4.4. – UNDP as a bridge between the CSOs and the government

Experience has shown that important developments are possible if CSOs take a stance of “healthy opportunism” where they do not totally refrain from cooperation with the government in those areas where political preferences and ideology are irrelevant. While such CSOs are very far from embracing the government and its policies wholeheartedly (and actually criticise the ruling elites openly and without any reservations), they get things done through their pragmatic relationship with the current power. Their counterparts who have taken a stance of absolute restraint from working with government bodies of any levels are, instead, putting themselves in voluntary isolation.

UNDP in this problematic setting has often served a successful role of a convenor, where the CSOs preferred to have UNDP engaged in the conversation as a guarantor of unbiased and constructive dialogue. On the other hand, government entities were interested in having UNDP as a partner at the table to encourage CSOs to participate and avoid claims that the civil society was left outside of the decision-making processes.

II. STRATEGY

The overall aim for this programme is a strengthened civil society with strong actors able to promote human rights, advance democracy and ensure legal aid. The programme will support human rights actors to promote and defend human rights in Ukraine, ensure strengthening CSOs capacities and foster participatory implementation of the new Law on Public Associations and Law on Free Legal Aid as well as advocacy for wider and results-driven Government-CSO dialogue.

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

The project will ensure gender mainstreaming in all its components, providing opportunities for equal participation of men and women in capacity building, advocacy and grant activities. Policy recommendations developed with the support of the project will reflect gender perspectives and grantees will be required to submit gender sensitive project proposals. Gender inequalities will be also tackled in a targeted way through support to the monitoring of Ukraine’s CEDAW obligation, especially in light of 2014 CEDAW reporting of Ukraine as well as support to the strategic litigation cases, including gender discrimination.
The project will be implemented through three main components:

1. Strengthening CSOs as guardians of democracy and good governance
2. Supporting human rights actors to promote and defend human rights in Ukraine
3. Fostering participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue

The substance of each of the components is elaborated below.

The Programme is a 4-year initiative which is to be implemented from 1 January 2013 until 31 December 2016, and presupposes the following elements:

- **Inception phase** of 3 months (January through March 2013) for recruitment of necessary core personnel, organization of adequate working space for the team, making initial working arrangements with the partners
- **Core programmatic implementation** (April 2013 through September 2016) for completion of all the tasks envisaged in the Programme Document.
- **Extensive mid-term review** (end of 2014) to align the course of the Programme with emerged developments and to actively seek avenues for better performance through analysis of lessons learned
- **Impact assessment** (September 2016) to analyze the results of the Programme, distil its experience and assess the lasting change that it facilitated.
- **Closure**

Component 1. Strengthening CSOs capacities as democracy and good governance guardians

The pool of mid-size regional CSOs has mostly been untapped by most technical assistance. This group of CSOs has "regional significance" i.e. is known and referred to by the population of several oblasts. Usually these organizations have had some experience with foreign donor funding and, therefore, know some of the procedures – such as proper budgeting and reporting, and have significantly more experience in coalition-building, advocacy and outreach than their local counterparts. At the same time, these actors have not yet entered their "comfort zone". These are the CSOs which are not big enough to feel secure and uncompetitive and sometimes too large to learn, yet not too small to follow their mission and have the absorption capacity to introduce better ways of doing things.

Gradual shift to the regional level in terms of building capacities of the CSOs can be justified by several considerations.

**Firstly**, as mentioned before, the mid-size regional CSOs which are oftentimes ambitious, hungry for knowledge and are able to take on the roles of regional champions, have oftentimes fallen through the cracks. They feel grown out of grassroots activities; they are able to lead smaller followers and are often doing that already. On the other hand, these mid-sized actors often do not have strong managerial or expert capacity. The mid-size regional CSOs are therefore seen as the most fertile soil for increasing their capacities.

**Secondly**, the shift to the regional level in terms of building capacities of the mid-size regional CSOs would bring them closer to their grassroots counterparts. Instead of having the channel of communication with Kyiv, grassroots community-based organisations are likely to appreciate better understanding of the regional situation by the mid-size regional CSOs. Communication with mid-size regional CSOs may not only be easier; the grassroots organisations may find their regional hubs more approachable and supportive in terms of building coalitions and advocating for a cause of regional importance.

**Thirdly**, through outreach to the regional mid-size CSOs the Project **Potential emergence**
building regional networks that span the whole country (up to 6 regional hubs covering approximately 4 oblasts per one regional hub) and are, ultimately, to grow into a potent national-scale network of good governance (participation, accountability, transparency) and legal aid CSOs. This meta-network of regional centers of excellence can provide vibrant inputs into both advocacy and capacity-building work.

During the Programme lifecycle UNDP will:

- In the first 6 months of project duration select, on a competitive basis, 6 CSOs with an established track record of achievement and influence in good governance and legal aid in various regions of Ukraine to ensure maximum coverage of the country’s regions as well as topic balance. Institutional support will be provided to the selected CSOs to become regional capacity-building hubs for the smaller NGOs in the area. It will be channelled through institutional support grants. In order to understand the specific needs of the selected organizations and to see which areas are in need of more capacity development interventions, a comprehensive needs assessment will be conducted, and a capacity-building programme will be designed and tailored for each of the grantee. Funding proposals should not exceed 50% of the organisation’s annual overall budget with a grant ceiling set at a maximum of USD 100,000 depending on the needs and absorption capacity of each successful applicant. Institutional support will be offered for a maximum of two years and guided by framework agreements between the UNDP Ukraine and the Grant Partner.

Based upon monitoring and evaluation of results achieved the regional capacity building hubs will be recommended for re-granting financing. In this respect, the 6 organizations should be nurtured as future leaders of CSO coalitions, as networking champions and, in many respects, role models for their smaller counterparts. From 2015 they will start functioning in their dual role. They will, firstly, play the role of an organized expert center, which is closer to the local CSOs and is, therefore, seen as more user friendly. Secondly, the 6 capacity development hubs will function as re-granters for the smaller CSOs. The re-granting mechanism will be used to enhance the coalition- and alliance building at the regional level.

- At the same time, while the mid-size regional CSOs are being strengthened to become capacity building hubs at the regional level, there is a need to sustain CSOs initiatives in two crucial areas of democratization and legal aid provision at the regional level. UNDP therefore plans to continue the re-granting arrangements as tested by CSDP through 1 or 2 competitively selected national re-granting organizations in two thematic areas: (1) good governance (participation, transparency, accountability) and (2) legal aid provision.

The pool of smaller civil society organizations is to be extended to include and engage those without demonstrated record of donor support, provided that they meet eligibility criteria. The organizations will increase their capacities by implementing projects, participating in the trainings and networks events. One full cycle of granting is envisaged in these initial 18 months.
Component 2. Supporting human rights actors to promote and defend human rights in Ukraine

In the framework of this component two types of actors are to be supported. On one hand, it is the human rights CSOs whose capacities will be developed along the line of the approach described in the Component 1. On the other hand, a separate capacity development exercise will be pursued with the Office of the Ombudsperson (OO).

2.1 Developing capacities of the human rights CSOs

In order to ensure capacity building of the human rights CSOs one established national re-granting organization will be selected and will start providing small human rights CSOs with mini-grants on a competitive basis to support (a) monitoring of international commitments taken by the Government of Ukraine in the area of human rights and (b) strategic litigation cases. During the project implementation period UN human rights bodies will review Ukraine’s implementation of the international commitments under the following treaty bodies: Committee on the Elimination of Racial Discrimination (CERD), Convention on the Elimination of Discrimination against Women (CEDAW), International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Convention against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment (CAT), Committee on the Rights of Persons with Disabilities (CRPD). The Project will support CSOs monitoring efforts focused on these commitments as well as on the implementation of the UPR 2nd cycle recommendations.

In parallel, three nascent mid-size regional CSOs will receive capacity development support in order to become regional hubs as coalition-builders and regional re-granters.
2.2. Developing capacities of the Ombudsperson Institution (OI)

The goal of engagement with the OO is to (a) increase the general organizational capacity of this institution in terms of monitoring and addressing human rights violations, (b) strengthen cooperation between the OO and the civil society, (c) production and submission of monitoring report to UN and EU monitoring mechanisms and (d) foster access to and linkages with international human rights networks.

Hence, it is proposed that UNDP engages in the following actions in the programmatic time-span: Provide support in implementation of the strategic capacity-development plan for 2013-2017, namely:

- Effective human rights monitoring and response to human rights violations
- Improved and more productive ways of cooperation with the civil society in particular in the area of:
  - ensuring external monitoring of the OO by the civil society institutes;
  - enhancing capacities of the Commissioner’s advisory bodies and expert councils.
- Quality reporting on international commitments of Ukraine to international and regional human rights mechanisms
- Expert support to the development of the Strategic Development Plan of Ukraine in the area of HR;
- Elaboration of annual Action Plan.

While the capacities of the OO are built, UNDP, in close consultations with the OHCHR and international experts (DIHR is proposed as the main focal point), will provide on-going advisory and technical support to preparation and production of alternative reports to the international and regional human rights mechanisms. This assistance may also be used as a "learning by doing" tool.

Finally, UNDP will foster better access of the OO to its counterparts in the regional (neighbouring countries) and wider international settings. Closer integration of the national OO within such multilateral human rights networks is seen as an important pre-requisite for strengthening reputation of the OO both at the national and international levels (through peer support) and for sharing smart practices and international lessons learned.)
Component 3. Fostering participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue

Two major tracks are envisaged in this area:
- operationalization of the Law on Public Associations
- advocacy for wider and results-driven Government-CSO dialogue

3.1. Operationalizing the Law on Public Associations, raising awareness and monitoring the implementation

The operationalization of the new Law on Public Associations requires changes to more than 20 current laws for harmonization with the new law, development of the bylaws and standard operating procedures, which are expected to be approved within 2013. Moreover, consultations show that grassroots CSOs and even some of the larger oblast-level players are not necessarily aware of the changes that the new Law on Public Associations brings. A round of outreach activities will be, therefore, necessary to raise awareness on the new Law content. It will be necessary to reach out to the grassroots NGOs with "user-friendly" materials that explain the essence of the new Law and lay down roadmaps for its smooth implementation on the ground. Implementation of the above-mentioned activities should engage specialists of the Ministry of Justice, State Registration service and local legal departments.

In order to reach this, UNDP is to undertake a number of actions:

- After completion of the inception phase, UNDP will facilitate participatory discussions with CSOs and their coalitions to elaborate proposals regarding changes to secondary bylaws and standard operating procedures and advocating their visions vis-à-vis government partners.
- As a parallel step, UNDP will train selected CSOs in 27 administrative units of Ukraine with the participation of specialists of the Ministry of Justice, State Registration service and local legal departments. Having received UNDP training, these Reference Points will:
  o provide public awareness raising and consultation services (2013);
  o serve as “eyes and ears” at the grassroots regarding the progress in implementation of the Law; they will accumulate information regarding most persistent problems and challenges as well as other actors’ suggestions for streamlining Law operationalization at the local level (between 2014 and 2015).

- At the end of 2013 – beginning 2014, a comprehensive study regarding the implementation of the new Law and its subsidiary regulations and procedures will be conducted. This study will be based, in part, on the information provided by the Regional Reference Points and on the civil society institutions' polling (registered in 2013).

- Based upon the results of the Project implementation and conclusions of the study, further course of action to advocate for a more enabling legal environment for CSOs will be designed.

3.2. Advocating for wider and results-driven Government-CSO dialogue through regional and national mechanisms

The Strategy for State Policy on Fostering the Development of Civil Society in Ukraine (24 March 2012) is an ambitious document which can serve as a legal foundation, in accordance to which activities in easing up the functioning of the CSOs may be advanced. Importantly, the Strategy provides for the creation of Targeted oblast programmes on fostering the development of civil society.

Transition from interventions at the national level to those of elaborating targeted programmes at the oblast level is seen as bringing more meaning to achievable and realistic progress in fostering the civil society at the grassroots. This approach will allow to take into account the peculiarities of
the situation within a certain oblast, and make the policy tools customized, rather than trying to develop a "one size fits all" solution.

At the same time, devolving to the oblast and regional level does not necessarily mean that all activities need to be abandoned with national-level partners. The Project will maintain its relationship with the Secretariat of the Cabinet of Ministers, inter alia regarding development and implementation of communicative strategy, introduction of change to the procedures of public consultations and more effective use of other Government – CSO dialogue platforms: public councils and independent public expertise. It will — in parallel — engage in expert and technical support of the work of the Coordination Council at the Administration of the President of Ukraine to seek avenues for meaningful engagement, as appropriate.

In order to reach it, UNDP is to undertake a number of actions:

- From the beginning of its inception phase, the Programme will gather information and start consultations regarding the targeted oblast programmes to be participatory elaborated in selected oblasts.

- The Programme will provide support to elaboration of the regional programmes on civil society development, with a special focus on ensuring state funding, as well as engagement other funding sources for implementation of these programmes.

- The next stage includes the monitoring and evaluation of the programmes as they become operational. Common practice in Ukraine is for the Programmes to be adopted for 4 to 5 year terms, therefore the UNDP will foster on-going monitoring of the oblast programmes' performance (also, in part, with the help of Regional Reference Point system which was described earlier) and will support the mid-term evaluation process of these programmes conducted by CSOs (to be done in 2015).

- UNDP will continue its cooperation with the Secretariat of the Cabinet of Ministers of Ukraine regarding the improvements in Government-CSO dialogue platforms: public consultations, public councils and public expertise of the executive governmental bodies.

- The Programme will support development of Government Communication Strategy, in particular implementation of the interactive communication services based on the international standards.
III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

UNDAF Outcome 3 – Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery

CPD Outcome # 3: Improved access to and utilization of quality health, education and social services

CPAP Expected Output: Capacity of national and local authorities and CSOs to promote human rights, access to justice and rule of law and to increase transparency and accountability developed

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator: # of CSOs projects in the area of human rights, support to vulnerable groups and citizen participation supported

Baseline: 60 CSOs projects supported to-date

Target: 2012 - at least 50 CSOs projects, 2013-2016 – TBD

Indicator: World Bank Government Effectiveness Index

Baseline: 25 percentile

Target: Increase of at least 5 percentile by 2016

Indicator: Existence of a legal framework for more effective, accountable and responsive public institutions

Baseline: Current legislative framework needs improvement

Target: Legal framework to enable more effective, accountable and responsive public institutions in place

UNDP CPD FOCUS AREA II – Governance and local development

Partnership Strategy: The project will foster the partnerships on local, regional, national and international levels. At the local level the project will foster cooperation of local NGOs from the same oblast; at regional level – between local NGOs from several neighbouring oblasts; at national level – will advocate for wider and results-driven Government-CSO dialogue through regional and national mechanisms. At international level, access to the regional and international human rights networks (e.g. European Group of National Human Rights Institutions) will be facilitated.

Project title and ID (ATLAS Award ID): Democratization and Human Rights Programme in Ukraine

<table>
<thead>
<tr>
<th>INTENDED OUTPUTS</th>
<th>OUTPUT TARGETS FOR (YEARS)</th>
<th>INDICATIVE ACTIVITIES</th>
<th>RESPONSIBLE PARTIES</th>
<th>INPUTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicator 1:</td>
<td>Output – Capacities of CSOs and HR actors’ strengthened to promote democracy, defend human rights and to foster participatory and results-driven Government-CSO dialogue</td>
<td></td>
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<td>-------------</td>
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<tr>
<td>Indicator 1:</td>
<td>- # of mid-size regional CSOs serving as capacity-building hubs in the area of HR and good governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Baseline 1:</td>
<td>Currently mid-size regional CSOs have limited institutional capacity to assist their communities in the areas of human rights and good governance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Target 1    | 2013 - 0  
                      2014 - 0  
                      2015 - 6  
                      2016 - 9 |

| Indicator 2: | - # successfully implemented CSO projects |
| Baseline 2: | Currently local CSOs have limited institutional capacity to assist their communities in the areas of human rights and good governance |
| Target 2    | 2013 - 40  
                      2014 - 80  
                      2015 - 140  
                      2016 - 200 |

| Indicator 3: | - # of individuals benefited from CSOs projects |
| Baseline 3: | n/a |

| Indicator 4: | - level of public awareness on the OO mandate |
| Baseline 4: | 12% population knows about the OO existence |

| Indicator 5: | - intensity and quality of OO-civil cooperation |

<table>
<thead>
<tr>
<th>Activity A (activity 1.1 and 2.1 in the AWP)</th>
<th>Activity A (activity 1.1 and 2.1 in the AWP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (first 18 months)</td>
<td>Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (first 18 months)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Select on a competitive basis 9 mid-size regional CSOs working in the HR and democratisation area</td>
<td>- Select on a competitive basis 9 mid-size regional CSOs working in the HR and democratisation area</td>
</tr>
<tr>
<td>- Conduct a comprehensive needs assessment for the selected CSOs</td>
<td>- Conduct a comprehensive needs assessment for the selected CSOs</td>
</tr>
<tr>
<td>- Design and implement a capacity building programme for the selected CSOs (incl. re-granting)</td>
<td>- Design and implement a capacity building programme for the selected CSOs (incl. re-granting)</td>
</tr>
<tr>
<td>- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova.</td>
<td>- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity B (activity 1.2 and 2.2 in the AWP)</th>
<th>Activity B (activity 1.2 and 2.2 in the AWP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure grants scheme to support mid-size regional CSOs projects in four thematic areas (implemented through regional re-granters/expert hubs):</td>
<td>Ensure grants scheme to support mid-size regional CSOs projects in four thematic areas (implemented through regional re-granters/expert hubs):</td>
</tr>
<tr>
<td>- Good governance</td>
<td>- Good governance</td>
</tr>
<tr>
<td>- Primary legal aid provision</td>
<td>- Primary legal aid provision</td>
</tr>
<tr>
<td>- Support to the monitoring of international commitments taken by the Government of Ukraine in the area of HR</td>
<td>- Support to the monitoring of international commitments taken by the Government of Ukraine in the area of HR</td>
</tr>
<tr>
<td>- Support to strategic litigation efforts</td>
<td>- Support to strategic litigation efforts</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Actions:</th>
<th>Actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Select 1-2 national re-granting organizations</td>
<td>- Select 1-2 national re-granting organizations</td>
</tr>
<tr>
<td>- Monitor mini-projects implementation</td>
<td>- Monitor mini-projects implementation</td>
</tr>
<tr>
<td>- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova.</td>
<td>- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNDP and the project team, partner CSOs</th>
<th>$ 1,760,000 (DMFA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 800,000 (DMFA)</td>
<td>$ 800,000 (DMFA)</td>
</tr>
</tbody>
</table>
**Baseline 5:** cooperation and communication of the OO with the human rights CSOs has been initiated and is actively being developed

**Indicator 6:**
- monitoring of the implementation of the new legislation conducted by the civil society (yes/no)
**Baseline 6:** n/a

**Indicator 7:**
- # of oblast programmes on CSOs development elaborated with CSO inputs and monitored by the CSOs
**Baseline 7:**
2012 – 10

**Indicator 8:**
- proposed changes to procedures on civic hearings, civic councils and civic expertise incorporated (yes/no)
**Baseline 8:**
To be defined

**Indicator 9:**
- Government Communication strategy developed
**Baseline 9:**
Lack of efficient Communication strategy between the Government and

<table>
<thead>
<tr>
<th>Target 5</th>
<th>Activity C (activity 1.3 and 2.3 in the AWP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The cooperation between OO and civil society is strengthened and result-oriented (measured by # of joint initiatives)</td>
<td>Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova</td>
</tr>
<tr>
<td><strong>Target 6:</strong></td>
<td><strong>Activity D (activity 2.4 in the AWP)</strong></td>
</tr>
<tr>
<td>2014 - Yes</td>
<td>Support the implementation of the Capacity Development plan to strengthen OO capacities to monitor human rights situation and cooperate effectively with civil society</td>
</tr>
<tr>
<td><strong>Target 7:</strong></td>
<td><strong>Activity D</strong> (activity 2.4 in the AWP)</td>
</tr>
<tr>
<td>2013 - 25 oblast programmes elaborated</td>
<td>Support the implementation of the Capacity Development plan to strengthen OO capacities to monitor human rights situation and cooperate effectively with civil society</td>
</tr>
<tr>
<td>2014 - 10 programmes monitored</td>
<td><strong>Actions:</strong></td>
</tr>
<tr>
<td>2015 - 10 programmes monitored</td>
<td>- Design and support the implementation of the strategic capacity-development plan for the OO</td>
</tr>
<tr>
<td>2016 - 25 programmes monitored</td>
<td>- Facilitate access of the OO to the regional and international human rights networks (e.g. European Group of National Human Rights Institutions)</td>
</tr>
<tr>
<td><strong>Target 8:</strong></td>
<td>- provide regular expert support to the development of the CEDAW report</td>
</tr>
<tr>
<td>An adopted package of documents (laws, regulations, SOPs, guidelines) that guide the implementation of CSO-government dialogue suggested to the relevant government partners.</td>
<td>- based on the international experience develop and pilot gender monitoring mechanism</td>
</tr>
<tr>
<td><strong>Target 9:</strong></td>
<td><strong>Activity E (activity 3.1 in the AWP)</strong></td>
</tr>
<tr>
<td>Government Communication strategy developed</td>
<td>Support development and advocacy of implementation procedures of the Law on Public Associations</td>
</tr>
<tr>
<td><strong>Activity E (activity 3.1 in the AWP)</strong></td>
<td><strong>Activity E (activity 3.1 in the AWP)</strong></td>
</tr>
<tr>
<td></td>
<td>Support development and advocacy of implementation procedures of the Law on Public Associations</td>
</tr>
<tr>
<td>$150,000</td>
<td>$ 362,000</td>
</tr>
<tr>
<td>(DMFA)</td>
<td>(DMFA, UNDP)</td>
</tr>
</tbody>
</table>

$140,000
(DMFA)
<table>
<thead>
<tr>
<th><strong>Indicator 10:</strong></th>
<th><strong>Target 10:</strong></th>
<th><strong>Actions:</strong></th>
</tr>
</thead>
</table>
| Development, adjustment and implementation of the instruments of cooperation with the civil society through the governmental web-site, support and implementation of the interactive communicative services based on the international standards. | Instruments of cooperation between the Government and civil society are developed and implemented, namely implementation of the interactive communicative services based on the international standards. | - Conduct training for selected CSOs in 27 administrative units of Ukraine to become Regional Reference Points for the other local CSOs and citizen groups regarding the new Law and its tangent regulations and procedures.  
- Conduct a comprehensive study regarding the implementation of the new Law, its subsidiary regulations and procedures. |

**Baseline 10:** Lack of strong initiative for efficient cooperation between the Government and civil society

**Activity F (activity 3.2 in the AWP)**
Support elaboration and monitoring of targeted programmes on fostering the development of civil society with CSO inputs

**Actions:**
- Gather information and conduct consultations regarding targeted oblast programmes to be participatory elaborated in selected oblasts
- Support the elaboration of regional programmes on civil society development with active engagement of CSOs
- Conduct monitoring and evaluation of the programmes
- Elaborate best practices and lessons learnt

**Activity G (activity 3.3 in the AWP)**
Advocate for wider and results-driven Government-CSO dialogue
- Conduct consultations with relevant counterparts (Secretariat of the Cabinet of Ministers, Coordination Council) regional participatory discussions regarding improved mechanisms of Government-CSO cooperation at national and local level
- Provide targeted small grants to think tanks/expert groups to shape CSO proposals into promotable and defendable pieces of draft

<table>
<thead>
<tr>
<th><strong>Amount</strong></th>
<th><strong>(DMFA)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 238,000</td>
<td></td>
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<tr>
<td>$ 200,000</td>
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</tbody>
</table>
## IV. Annual Work Plan

**Year: 2013-2016**

<table>
<thead>
<tr>
<th>Expected Outputs</th>
<th>Planned Activities</th>
<th>Timeframe</th>
<th>Responsible Party</th>
<th>Source of Funding</th>
<th>Planned Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>And baseline associated indicators and annual targets</td>
<td>List activity results and associated actions</td>
<td>Y Y Y Y</td>
<td>UNDP Partner CSOs</td>
<td>DMFA</td>
<td><strong>Description</strong></td>
</tr>
</tbody>
</table>
| Output - Capacities of CSOs and HR actors' strengthened to promote democracy, defend human rights and to foster participatory and results-driven Government-CSO dialogue | Activity 1.1. Institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (first 18 months) | - Select 6 CSOs that will function as capacity building and knowledge hubs in the area of good governance and legal aid and provide institutional support to them (first 3-18 months)  
- Conduct a comprehensive needs assessment for the selected CSOs  
- Design and implement a capacity building programme for the selected CSOs (incl. re-granting) | DMFA | 71600 Travel  
72100 Contractual Services Companies  
72600 Grants  
74500 Miscellaneous Expenses  
75100 Facilities & Administration | 150 000 | 150 000 | 370 000 | 370 000 | 1 040 000 |
| Component 1: Strengthening CSOs capacities as democracy guardians | Activity 1.2. Grants scheme to support CSOs projects in two thematic areas (implemented through 2 re-grantees):  
a) Select 1-2 national re-granting organizations (implementation partners or IPs) and conclude agreements with them (3-6 months)  
b) Monitor the grants implementation process | DMFA | 72100 Contractual Services Companies  
72300 Fuel  
75100 Facilities & Administration | 250 000 | 250 000 | 0 | 0 | 500 000 |
| | Activity 1.3 Networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova | DMFA | 71600 Travel  
74200 Audio Visual & Printing Prod Cost  
75700 Trainings and Conferences  
75100 Facilities & Administration | 15 000 | 20 000 | 20 000 | 20 000 | 75 000 |

<p>| Subtotal | 1 615 000 |</p>
<table>
<thead>
<tr>
<th>Activity 2.1. Institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (first 18 months)</th>
<th>UNDP Partner CSOs</th>
<th>DMFA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select 3 CSOs that will function as capacity building and knowledge hubs in the area of human rights and provide institutional support to them (3-18 months).</td>
<td>71600 Travel 72100 Contractual Services-Companies 72600 Grants 74500 Miscellaneous Expenses 75700 Trainings and Conferences 75100 Facilities &amp; Administration</td>
<td>135 000 135 000 225 000 225 000 720 000</td>
</tr>
<tr>
<td>Conduct a comprehensive needs assessment for the selected CSOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and implement a capacity building programme for the selected CSOs (incl. re-granting)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova.</td>
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<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.2. Grants scheme to support to CSOs projects in two thematic area: monitoring of Ukraine’s international commitment strategic litigation cases</th>
<th>UNDP Partner CSOs</th>
<th>DMFA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select 1 national re-granting organization (implementation partners or IPs) and conclude agreements with them.</td>
<td>72100 Contractual Services-Companies 72300 Fuel 75100 Facilities &amp; Administration</td>
<td>150 000 150 000 0 0 300 000</td>
</tr>
<tr>
<td>Monitor the grants implementation process</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.3. Networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova</th>
<th>UNDP</th>
<th>DMFA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold annual conference for CSOs partners to exchange experiences and strengthen regional and national CSO networks.</td>
<td>71600 Travel 74620 Audio Visual &amp; Printing Prod Cost 75700 Trainings and Conferences 75100 Facilities &amp; Administration</td>
<td>15 000 20 000 20 000 20 000 75 000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2.4. Support to the implementation of the capacity development (CD) plan to strengthen OCS capacities (a) to monitor and report on the human rights situation, (b) to address efficiently human right violations, (c) cooperate effectively with civil society on educational, awareness-raising and advocacy activities</th>
<th>UNDP Ombuds Office</th>
<th>DMFA UNDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>71300 Local Consultants 73108 Rental services 71200 International Consultants 71600 Travel 72100 Contractual</td>
<td>117 000 115 000 65 000 65 000 362 000</td>
<td></td>
</tr>
<tr>
<td>Component 3 - Fostering participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue</td>
<td></td>
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<tr>
<td>---------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Activity 3.1. Support advocacy and monitoring of implementation of the Law on Public Associations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>a)</strong> Conduct training for selected CSOs in 27 administrative units of Ukraine to become Regional Reference Points for the other local CSOs and citizen groups regarding the new Law and its tangible regulations and procedures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>b)</strong> Conduct the comprehensive study regarding the implementation of the Law and elaborate proposals for further activities regarding the Law and its implementation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>c)</strong> Conduct competition and provide small grants to expert groups or think tanks for finalization of CSO proposals into promotable and defendable pieces of draft legislation or regulation.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 3.2. Support elaboration and monitoring of targeted programmes on fostering the development of civil society with CSO inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNDP CSOs</strong></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>50 000</strong></td>
</tr>
<tr>
<td><strong>77 000</strong></td>
</tr>
<tr>
<td>Activity 3.3. Advocate for wider and results-driven Government-CSO dialogue</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>- Conduct consultations with relevant counterparts (Secretariat of the Cabinet of Ministers, Coordination Council) regional participatory discussions regarding improved mechanisms of Government-CSO cooperation at national and local level</td>
</tr>
<tr>
<td>UNDP</td>
</tr>
<tr>
<td>50 000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 4.1 Effective Project management</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Recruit the required project personnel</td>
</tr>
<tr>
<td>b) Conduct management review and assessment of the project implementation.</td>
</tr>
<tr>
<td>c) Provide expertise and operational support for project activities.</td>
</tr>
<tr>
<td>d) Audit services for the project.</td>
</tr>
<tr>
<td>UNDP</td>
</tr>
<tr>
<td>135 000</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
</tr>
</tbody>
</table>

**GRAND TOTAL**

| 1 144 000 | 1 152 000 | 937 000 | 90 000 | **4 140 000** |

General Management Services (GMS) 7% is included in total amount: $261 028.04
V. MANAGEMENT ARRANGEMENTS

This project will be implemented under UNDP Country Programme Action Plan 2012-2016 in a Direct Execution Modality. UNDP shall be responsible for the overall management of the project, primarily with regard to the responsibility for the achievement of the outputs (results), impact and objectives. Similarly, UNDP will be accountable to the project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

The PB is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Coordinator, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Coordinator. This group is consulted by the Project Coordinator for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

This group contains three roles:

- Executive (role represented by UNDP);
- Senior Supplier (role represented by the Danish Ministry of Foreign Affairs) that provides guidance regarding the technical feasibility of the project, and use of programme resources;
- Senior Beneficiary (role represented by the Secretariat of the Cabinet of Ministers, Office of the Parliament Commissioner on Human Rights) that ensures the realization of project benefits from the perspective of project beneficiaries (CSOs selected on the competitive basis as per UNDP rules and procedures).

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Manager holds the Project Assurance role for the UNDP Board member.

The Project Coordinator has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Coordinator is responsible for day-to-day management and decision-making for the project. The Project Coordinator’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project implementation will be governed by provisions of the present Project Document, its annexes and UNDP Operations Manual. Governance of the Project will be supported through annual work planning as well as reporting and monitoring the delivery of results and impact on the basis of the results framework. The annual work plans as well as progress reporting will be the responsibility of the project management in close consultation with UNDP.

The work plan will be implemented upon its endorsement UNDP. The endorsed work plan will serve as an authorization to the Project Manager to disburse funds and project implementation. Implementation responsibility will be put on the Project Coordinator in close partnership with the UNDP management.
The project organizational structure will be as follows:

**Overall management**

The management of the Democratization and Human Rights Programme in Ukraine will be carried out by the UNDP Project team in Kyiv.

**The programme stakeholders**

The stakeholders will consist of the UNDP as management organisation, Ukrainian CSOs and human rights organisations including CSO Coordination Council, as well as DMFA, Secretariat of the Cabinet of Ministers of Ukraine, Ministry of Justice of Ukraine and Office of the Ombudsperson in Ukraine.

**Project Board**

A Project Board will consist of representatives of the UNDP in Ukraine, the Danish MFA. It will be chaired by the UNDP. The PB will hold meetings on a semi-annual basis, or more frequently if deemed necessary. It will monitor programme progress; decide on strategic decisions to ensure the continued coherence between implementation and goals and objectives and decide on annual work plans and budgets, revised semi-annual plans and semi-annual budgets, semi-annual requests for funds presented by the UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Programme Board.

**The UNDP project team**

The Project Team will consist of the following local staff:

- Project Coordinator
- CSOs Capacity Building Expert
- Knowledge Management Specialist
VI. Monitoring Framework and Evaluation

The Project will be subject to standard monitoring procedures of UNDP and the DMFA. Project monitoring and evaluation will be based on periodic assessment of progress on delivery of specified project results and towards achievement of project objectives.

UNDP will organise a final evaluation at the end of the project, which will also focus on impact and sustainability of outputs. In addition, the project will be subject to the usual audit arrangements as per UNDP rules and regulations.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Frequency and timing.

Mid-year Project Review. The project deliverables will be monitored on a mid-year basis.

Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. 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.

Responsible parties. The Project Coordinator and responsible UNDP Programme Manager will bear responsibility for the mid-year monitoring.

Method. Monitoring will consist of a comparison of actual implementation/results of activities with the project’s Deliverable Descriptions, which will contain (to the extent possible) measurable indicators of correct/completeness of implementation of deliverables. After comparing “actual information” with “quality criteria,” the Project Coordinator and UNDP Programme Manager will compile a record of their findings, incorporate findings into the project’s annual report, and attach the record of findings as an annex to the annual report.
Mid-Term Review will be organized at end of 2014 to align the course of the Programme with emerged developments and to actively seek avenues for better performance through analysis of lessons learned.

Impact assessment (September 2016) to analyze the results of the Programme, distil its experience and assess the lasting change that it facilitated.

### Quality Management for Project Activity Results

**OUTPUT – Capacities of CSOs and HR actors’ strengthened to promote democracy, defend human rights and to foster participatory and results-driven Government-CSO dialogue**

<table>
<thead>
<tr>
<th>Activity Result 1. (Atlas Activity ID)</th>
<th>Provide institutional support to the selected regional CSOs through individually tailored capacity development programme (first 18 months)</th>
<th>Start Date: April 2013</th>
<th>End Date: December 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Create a strong system of regional capacity-building and expertise hubs 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).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Description**                       | - Select on a competitive basis 9 mid-size regional CSOs  
- Conduct a comprehensive needs assessment for the selected NGOs  
- Design a capacity building programme for the selected NGOs  
- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova. |

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-size regional CSOs launch their activity in the dual role of - coalition-builders and expert hubs; - regional re-granters</td>
<td>UNDP review</td>
<td>End of project</td>
</tr>
</tbody>
</table>

| Activity Result 2. (Atlas Activity ID) | Ensure grants scheme to support CSOs projects in four thematic areas (implemented through regional re-granters/expert hubs):  
- Good governance  
- Primary legal aid provision  
- Support to the monitoring of international commitments taken by the Government of Ukraine in the area of HR  
- Support to strategic litigation efforts | Start Date: April 2013 | End Date: December 2016 |
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Provide small grants to the CSOs and create a network (or several networks and coalitions) of smaller organizations in the region (several oblasts) that have benefited from the re-granting scheme administered by the regional hubs.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Description**                       | - Select 1-2 national re-granting organizations  
- Monitor mini-projects implementation  
- Conduct networking events (seminars and training) for partner CSOs inside the country and with the CSOs in Belarus and Moldova. |

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
</table>
| Small CSOs receive grants for projects in good governance and human rights areas through re-granters | Annual projects reports and through extensive mid-term review | End of 2013  
End of 2014  
End of 2015  
End of 2016 |
| Activity Result 3. (Atlas Activity ID) | Support the implementation of the Capacity Development plan to strengthen OO capacities to monitor human rights situation and cooperate effectively with civil society | Start Date: April 2013  
End Date: December 2016 |
|--------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------|
| **Purpose**                          | Strengthen OO institutional capacity so that it:  
1) has incorporated issued recommendations of the capacity assessment report produced in 2012 by UNDP expert and built its capacity to perform the functions of a National Preventive Mechanism  
3) maintains close, constructive and constant dialogue with the human rights CSOs through established channels  
4) has better capacities for producing high-quality reports on relevant international commitments in the area of human rights, and  
5) has stronger ties to international and regional (several countries) human rights networks |
| **Description**                      | -Design and support the implementation of the strategic capacity-development plan for the OO - Facilitate access of the OO to the regional and international human rights networks (e.g. European Group of National Human Rights Institutions). |
| **Quality Criteria**                 | **Quality Method**  
OO effectively cooperate with civil society organizations and international human rights networks | Feedback from the OO, civil society and UNDP review |
| **Date of Assessment**              | End of project |

| Activity Result 4. (Atlas Activity ID) | Support development and advocacy of implementation procedures of the Law on Public associations | Start Date: April 2013  
End Date: December 2016 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Support the development of the necessary legal infrastructure for the Law to function, (b) raising awareness at the grassroots regarding the changes that the Law entails and the procedures to comply with its provisions, and (c) gathering information from the field regarding possible bottlenecks with the Law implementation</td>
<td></td>
</tr>
</tbody>
</table>
| **Description**                      | -Conduct training for selected CSOs in 27 administrative units of Ukraine to become Regional Reference Points for the other local CSOs and citizen groups regarding the new Law and its tangent regulations and procedures.  
-Conduct a comprehensive study regarding the implementation of the new Law and its subsidiary regulations and procedures. |
| **Quality Criteria**                 | **Quality Method**  
Proposed changes to the implementation procedures of the Law on Public associations | UNDP and expert review |
| **Date of Assessment**              | At the end of 2016 |

| Activity Result 5. (Atlas Activity ID) | Support elaboration and monitoring of targeted programmes on fostering the development of civil society with CSO inputs | Start Date: April 2013  
End Date: December 2016 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose</strong></td>
<td>Assist the CSOs in securing their inputs into the targeted programmes on fostering the development of civil society and the oblast governments in elaborating high-quality action plans, and (b) further good relations with existing strategic partners (Secretariat of the Cabinet of Ministers) while exploring opportunities for more cooperation with emerging actors (Coordination Council, Office of the President)</td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>-Gather information and conduct consultations regarding targeted oblast programmes to be</td>
<td></td>
</tr>
</tbody>
</table>
- Support the elaboration of regional programmes on civil society development with active engagement of CSOs
- Conduct monitoring and evaluation of the programmes
- Elaborate best practices and lessons learnt

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 10 high-quality Targeted Programmes that have proper benchmarking, goals and funding</td>
<td>UNDP review</td>
<td>2016</td>
</tr>
</tbody>
</table>

**Activity Result 6. (Atlas Activity ID)**

- Advocate for wider and results-driven Government-CSO dialogue

**Purpose**

Assist the improvement of Government-CSO dialogue and existing Government-CSO dialogue platforms (public expertise and public councils).

**Description**

- Conduct consultations with relevant counterparts (Secretariat of the Cabinet of Ministers, Coordination Council), regional participatory discussions regarding improved mechanisms of Government-CSO cooperation at national and local levels
- Provide targeted small grants to think tanks/Expert groups to shape CSO proposals into promotable and defendable pieces of draft legislation or regulation

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>An adopted package of documents (laws, regulations, SOPs, guidelines) that guide the implementation CSO-government dialogue</td>
<td>UNDP review</td>
<td>2014, 2015, 2016</td>
</tr>
</tbody>
</table>

**Activity Result 7. (Atlas Activity ID)**

Effective Project management

**Purpose**

To provide management services and advisory support to the project

**Description**

- Recruit the required project personnel
- Conduct management review and assessment of the project implementation.
- Provide expertise and operational support for project activities.
- Audit services for the project.

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Budget Balances Checks, Financial Reports verification, Project Budget Delivery, Regular Project Reports</td>
<td>UNDP review via Project Results Based Management</td>
<td>At the end of each quarter 2013, 2014, 2015, 2016</td>
</tr>
</tbody>
</table>

**VII. LEGAL CONTEXT**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:
a) put in place an appropriate security plan and maintain the security plan, taking into account the
security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the implementing partner’s security, and the full
implementation of the security plan.
UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to
the plan when necessary. Failure to maintain and implement an appropriate security plan as
required hereunder shall be deemed a breach of this agreement.
The implementing partner agrees to undertake all reasonable efforts to ensure that none of the
UNDP funds received pursuant to the Project Document are used to provide support to individuals
or entities associated with terrorism and that the recipients of any amounts provided by UNDP
hereunder do not appear on the list maintained by the Security Council Committee established
pursuant to resolution 1267 (1999). The list can be accessed via
http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in
all sub-contracts or sub-agreements entered into under this Project Document”.

VIII. ANNEXES

Annex 1  Project Document on Risk Analysis (Risk Log)
Annex 2  The List of Terms of Reference of the personnel of Democratization and Human
Rights programme in Ukraine
## Annex 1: Risk Log

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Mitigation response</th>
<th>Owner</th>
<th>Submitted, updated by</th>
<th>Last Update</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Misuse of funds by the CSOs</td>
<td></td>
<td>Operational</td>
<td>I = 4</td>
<td>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</td>
<td>Project Coordinator</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>P = 1</td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Risk averse re-granting where re-granters do not invest in start-up CSOs, while those may be qualified</td>
<td></td>
<td>Operational</td>
<td>I = 2</td>
<td>Inclusion of provisions into the re-granting agreements regarding a certain percentage of start-ups to be funded through the re-granting scheme</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>P = 2</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>Possibility of identified and selected Regional Capacity Building Hubs dropping out after the selection procedure and on the way to achieving full</td>
<td></td>
<td>Operational</td>
<td>I = 5</td>
<td>Introduction of a reserve list with 2 slots for CSOs that commit to be alternates in stand by mode</td>
<td></td>
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<td></td>
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<td></td>
<td>P = 2</td>
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<tr>
<td>4</td>
<td>Risks to transform regional capacity-building hubs into donors, thus distancing them from their vocations and primary mandates</td>
<td>Operational</td>
<td>I = 3</td>
<td>P = 1</td>
<td>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 <em>per se</em></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>Ombudsperson's Office does not deliver on the change agenda, its performance and profile worsens significantly with the human rights community</td>
<td>Political</td>
<td>I = 5</td>
<td>P = 3</td>
<td>Re-channelling of funds allotted to OO development to the re-granting schemes specifically for human rights CSOs and to other activities that support human rights actors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Elections reverse the positive signals for possible way forwards in creating a more enabling environment for CSOs to function and conduct constructive dialogue with the government</td>
<td>Political</td>
<td>I = 5</td>
<td>P = 3</td>
<td>Search for champions of CSO cooperation amongst the newly elected parliamentarians</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Annex 2: Indicative Terms of Reference of the personnel of Democratization and Human Rights programme in Ukraine

Terms of Reference

Project title: Democratization and Human Rights Programme in Ukraine (DHRP)
Post Title: Project Coordinator
Post Level: SB 4
Duration of the service: January 2013 – December 2016
Duty Station: Kyiv, Ukraine
Full time
Supervisor: DG Programme Officer

Background information on the Project:

During the last couple of years Ukraine has been going through profound governance and economic transitions, as thorough and comprehensive reforms were launched with the goal of stabilizing the country.

Against the observed developments, two entry points can serve as effective counterbalances to the volatile situation with democratic governance and human rights in the country. Firstly, the civil society organizations in Ukraine, empowered by the provisions of the newly passed legislation on public associations, can be resilient and effective promoters of democratic values, rights and freedoms and uphold the supremacy of human rights through recently incorporated international mechanisms (such as the Universal Periodic Review). Secondly, the Ombudsperson’s Office that has changed its leadership in spring 2012, is seen as another important actor to safeguard human rights in an effective way. Therefore, strengthening of the civil society actors that address the three abovementioned interconnected themes is seen by UNDP as cornerstone to the work of this programme. The overall aim for this programme is a strengthened democratized civil society with strong actors able to promote human rights and ensure legal aid. The programme will support human rights actors to promote and defend human rights in Ukraine, ensure strengthening CSOs capacities and foster participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue.

Organizational setting

The Project Coordinator (PC), under supervision of the UNDP Programme Officer, will be responsible for achieving the outputs and, hence, objectives of the project, and ensuring the cooperation and support from the project partners.

The PC will be responsible for managing the implementation of the project, which includes personnel, subcontracts, training, equipment, administrative support and financial reporting, and keeping UNDP aware of all relevant factors which could impact on project implementation.

Functions and responsibilities

1. Set up and manage the project office, including staff facilities and services, in accordance with the project work plan;

2. Ensure timely preparation of project work plan, procurement and staffing plans, and other related documents for timely commencement of the project activities.

3. 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.
4. 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.

5. Maintain close liaison with national project partners, ensuring optimum participation and promoting ownership of national authorities in the implementation of the project.

6. 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;

7. Assume direct responsibility for managing the project budget, ensuring that:
   a. project funds are made available when needed, and are disbursed properly;
   b. accounting records and supporting documents are kept;
   c. required financial reports are prepared;
   d. financial operations are transparent and financial procedures/regulations for NEX projects are applied; and
   e. the project is ready to stand up to audit at any time.


9. Monitor project inventory, attendance records, filling system. Assure correct personnel management and procurement of goods/services.

10. Coordinate project’s objectives and activities with other development partners.

11. Report regularly to and keep the UNDP CO up-to-date on project progress and problems, if any.


13. 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.

14. Ensure that the Atlas Project Management module is updated on a regular basis.

15. Ensure compliance with UNDP project management policies and procedures.

16. Perform other duties as requested.

**Measurable outputs of the work assignment:**
- Full and appropriate implementation of the DHR Programme 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 year 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.

Terms of Reference

Project title: UNDP Democratization and Human Rights Programme in Ukraine
Post Title: Project Associate
Post Level: SB 3
Duration of employment: January 2013 – December 2016
Duty Station: Kyiv, Ukraine
Full time
Supervisor: Project Coordinator

Background Information on the Project:

During the last couple of years Ukraine has been going through profound governance and economic transitions, as thorough and comprehensive reforms were launched with the goal of stabilizing the country.

Against the observed developments, two entry points can serve as effective counterbalances to the volatile situation with democratic governance and human rights in the country. Firstly, the civil society organizations in Ukraine, empowered by the provisions of the newly passed legislation on public associations, can be resilient and effective promoters of democratic values, rights and freedoms and uphold the supremacy of human rights through recently incorporated international mechanisms (such as the Universal Periodic Review). Secondly, the Ombudsperson’s Office that has changed its leadership in spring 2012, is seen as another important actor to safeguard human rights in an effective way. Therefore, strengthening of the civil society actors that address the three
The abovementioned interconnected themes is seen by UNDP as cornerstone to the work of this programme. The overall aim for this programme is a strengthened democratized civil society with strong actors able to promote human rights and ensure legal aid. The programme will support human rights actors to promote and defend human rights in Ukraine, ensure strengthening CSOs capacities and foster participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue.

**Organizational setting**

The Project Associate will provide organizational and logistical support to all activities of the Democratization and Human Rights Programme in Ukraine. The Project Associate provides input in the Project budget planning and prepares payment on contracts and grants through ATLAS. The Project Associate closely collaborates with the UNDP Ukraine Operations Centre on financial, procurement, administration, IT and human resources issues. The incumbent also provides logistical support to experts involved in projects' implementation.

**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 website 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.

**Terms of Reference**

<table>
<thead>
<tr>
<th>Project title:</th>
<th>UNDP Democratization and Human Rights Programme in Ukraine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Title:</td>
<td>Knowledge Management Expert</td>
</tr>
<tr>
<td>Post Level:</td>
<td>SB 4</td>
</tr>
<tr>
<td>Duration of employment:</td>
<td>January 2013 – December 2016</td>
</tr>
<tr>
<td>Duty Station:</td>
<td>Kyiv, Ukraine</td>
</tr>
<tr>
<td>Full time</td>
<td></td>
</tr>
<tr>
<td>Supervisor:</td>
<td>Project Coordinator</td>
</tr>
</tbody>
</table>

**Background Information on the Project:**

During the last couple of years Ukraine has been going through profound governance and economic transitions, as thorough and comprehensive reforms were launched with the goal of stabilizing the country.

Against the observed developments, two entry points can serve as effective counterbalances to the volatile situation with democratic governance and human rights in the country. Firstly, the civil society organizations in Ukraine, empowered by the provisions of the newly passed legislation on public associations, can be resilient and effective promoters of democratic values, rights and freedoms and uphold the supremacy of human rights through recently incorporated international mechanisms (such as the Universal Periodic Review). Secondly, the Ombudsperson’s Office that has changed its leadership in spring 2012, is seen as another important actor to safeguard human rights in an effective way. Therefore, strengthening of the civil society actors that address the three abovementioned interconnected themes is seen by UNDP as cornerstone to the work of this programme. The overall aim for this programme is a strengthened democratized civil society with strong actors able to promote human rights and ensure legal aid. The programme will support human rights actors to promote and defend human rights in Ukraine, ensure strengthening CSOs
capacities and foster participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue.

Organizational setting

Under the direct supervision of project management and in close collaboration with the UNDP Country Office Knowledge Management Expert should be responsible for the overall outreach of communication/information/public relations activities of the UNDP Democratization and Human Rights Programme in Ukraine as well as ensure due reporting and new project proposals preparation.

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 component;
- Support research, documentation, assessment studies on DHR Programme 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 DHR Programme website 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 subsidiary regulations and legislation 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:

- DHR Programme 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 (including Pagemaker, PhotoShop, PowerPoint, etc.);
- 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.

**Terms of Reference**

**Project title:** UNDP Democratization and Human Rights Programme in Ukraine  
**Post Title:** CSO Capacity Building Expert  
**Post Level:** SB 4  
**Duration of employment:** January 2013 – December 2016  
**Duty Station:** Kyiv, Ukraine  
**Full time**  
**Supervisor:** Project Coordinator

**Background Information on the Project:**

During the last couple of years Ukraine has been going through profound governance and economic transitions, as thorough and comprehensive reforms were launched with the goal of stabilizing the country. Against the observed developments, two entry points can serve as effective counterbalances to the volatile situation with democratic governance and human rights in the country. Firstly, the civil society organizations in Ukraine, empowered by the provisions of the newly passed legislation on public associations, can be resilient and effective promoters of democratic values, rights and freedoms and uphold the supremacy of human rights through recently incorporated international mechanisms (such as the Universal Periodic Review). Secondly, the Ombdusperson’s Office that has changed its leadership in spring 2012, is seen as another important actor to safeguard human rights in an effective way. Therefore, strengthening of the civil society actors that address the three abovementioned interconnected themes is seen by UNDP as cornerstone to the work of this programme. The overall aim for this programme is a strengthened democratized civil society with strong actors able to promote human rights and ensure legal aid. The programme will support human rights actors to promote and defend human rights in Ukraine, ensure strengthening CSOs capacities and foster participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue.

**Organizational setting**

Under the direct supervision of project management and in close collaboration with the UNDP Country Office CSO Capacity Building Expert works with other DHRP staff on issues pertaining to the DHRP granting scheme and CSO capacity strengthening component, coordinates the civil society legal framework component of the Programme and contributes to establishing of a wider and results-driven Government-CSO dialogue. CSO Capacity Building Expert maintains regular contacts with the DHRP local and international partners on issues concerning grants, CSO capacity-building activities and legal frameworks. The incumbent also maintains contacts with the DHRP grantees to ensure successful implementation of grant projects and achievement of results. CSO Capacity Building Expert is in regular contact with other donors working in the civil society area, as well as main national and regional civil society stake-holders.
Duties and Responsibilities

- Develop civil society capacity to engage in effective national advocacy campaigns on legal policy issues;
- Contribute to project implementation in line with project document and approved work-plans;
- Manage implementation of the DHRP 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;
- Contribute to the successful implementation of the activities related to fostering participatory implementation of the new Law on Public Associations and advocacy for wider and results-driven Government-CSO dialogue; provide substantive expertise and support to it;
- 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.);
- To liaise between the CSOs community and relevant national stakeholders to streamline operationalization of the Law on Public Associations at the local level.
- 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;
- One full cycle of granting is ensured within initial 18 months of the Programme;
- Grant projects are implemented successfully and proper reports submitted in timely fashion and according to the UNDP DHRP procedures;
- Comprehensive study regarding the implementation of the new Law on Public Associations, its subsidiary regulations and procedures is ensured;
- 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).