

**FINANCING AGREEMENT  
BETWEEN THE GOVERNMENT OF DENMARK (THE DONOR) AND  
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

WHEREAS the Donor hereby agrees to contribute funds to UNDP on a cost-sharing basis (hereinafter referred to as “the Contribution”) for the implementation of “Human Rights for Ukraine” Project (hereinafter referred to as “the Project”), as described in the Project document [Project no. 00096842 and title “Human Rights for Ukraine”], in Ukraine, and submitted to the Donor for information. Donor’s reference no. 2018-37201.

WHEREAS UNDP is prepared to receive and administer the Contribution for the implementation of the Project,

WHEREAS the Government of Ukraine has been duly informed of the Contribution of the Donor to the Project,

WHEREAS UNDP shall designate an Implementing Partner for the implementation of the Project (hereinafter referred to as the “Implementing Partner”),

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

**Article I. The Contribution**

1. (a) The Donor shall, in accordance with the schedule of payments set out below, contribute to UNDP the total amount of 30,000,000 DKK (thirty million Danish Kroner) for the period of 2019-2023 based on the annual approval of the Danish Financial Act of the yearly amount. The Contribution shall be deposited in:

Account Name:	UNDP Contributions Account
Bank Name:	DANSKE BANK (DENMARK)
Account number:	3996034445
Address:	Holmens Kanal 2-12, 1092 Copenhagen K., DENMARK
IBAN/ABA:	DK0830003996034445
SWIFT Code:	DABADKKK

<u>Schedule of payments</u>	<u>Amount</u>
January 2019	13,000,000 DKK
January 2021	7,000,000 DKK
January 2022	6,000,000 DKK
January 2023	4,000,000 DKK

(b) The Donor will inform UNDP when the Contribution is paid via an e-mail message with remittance information to [contributions@undp.org](mailto:contributions@undp.org), providing the following information: Government of Denmark, UNDP country office in Ukraine, “Human Rights for Ukraine” Project, Project no. 00096842, Donor’s reference no. 2018-37201. This information should also be included in the bank remittance advice when funds are remitted to UNDP.

(c) UNDP will within 14 days after the Contribution have been received acknowledge receipt of the Contribution indicating the value in both DKK and USD.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of Project delivery.

4. UNDP shall receive and administer the payment in accordance with the rules, regulations, policies and procedures of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

## **Article II. Utilization of the Contribution**

1. The implementation of the responsibilities of UNDP and of the Implementing Partner pursuant to this Agreement and the Project document shall be dependent on receipt by UNDP of the Contribution in accordance with the schedule of payment as set out in Article I, paragraph 1, above. UNDP shall not start the implementation of the activities prior to receiving the Contribution or the first tranche of the Contribution (whichever is applicable).

2. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to make available to UNDP the additional funds required.

3. If the payments referred to in Article I, paragraph 1, above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2 above is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

4. Any interest income attributable to the Contribution shall be credited to UNDP Account, retained by UNDP and shall be utilized in accordance with established UNDP procedures.

## **Article III. Administration and reporting**

1. Project management and expenditures shall be governed by the rules, regulations, policies and procedures of UNDP and, where applicable, the rules, regulations, policies and procedures of the Implementing Partner.
2. The Project funding from Denmark shall expire on 31 December 2023. UNDP shall provide to the Donor the following reports in accordance with UNDP accounting and reporting procedures.
  - (a) From the country office an annual status report of Project progress for the duration of this Agreement, as well as the latest available approved budget.
  - (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year.
  - (c) From the country office (within six months after the date of completion or termination of this Agreement, a final report summarizing Project activities and impact of activities as well as provisional financial data.
  - (d) From UNDP Bureau of Management/Office of Finance and Administration, on completion of the Project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the Project.
3. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The nature and frequency of this reporting shall be detailed in an annex to this Agreement.

#### **Article IV. Administrative and support services**

1. In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the Contribution shall be charged a fee equal to UNDP's cost recovery in force at the time of the project implementation. The fee covering the GMS costs shall be communicated in writing to Denmark. Furthermore, as long as they are unequivocally linked to the Project, all direct costs of implementation, including the costs of Implementing Partner, will be identified in the Project budget against a relevant budget line and borne by the Project accordingly.
2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for Project costs and for support costs under other sources of financing.

#### **Article V. Evaluation**

All UNDP Programmes and Projects are evaluated in accordance with UNDP Evaluation Policy. UNDP and the Government of Ukraine in consultation with other stakeholders will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating a Project including an evaluation of its Contribution to an outcome which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators.

UNDP shall be responsible for the monitoring and regular review of activities carried out under the Agreement. UNDP will keep the Donor informed on relevant preparation, review and evaluation missions or other activities in relation to the implementation of the Project. UNDP will, where the Parties agree it is appropriate, facilitate the participation of officials or designated representatives of the Donor in any such mission in accordance with UNDP Regulations and Rules. The cost of such participation will be borne by Denmark.

#### **Article VI. Equipment**

Ownership of equipment, supplies and other properties financed from the Contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

#### **Article VII. Auditing**

The Contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the Contribution, such information shall be made available to the Donor by the country office.

#### **Article VIII.**

#### **Fraud, Corruption-related mismanagement and Counter-Terrorism**

1. Both Parties have a zero tolerance approach to fraud and recognize that it is important to take all necessary precautions to avoid corrupt, fraudulent or collusive practices. To this end, UNDP will maintain standards of conduct governing the performance of its staff, including the prohibition of corrupt, fraudulent, or collusive practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the UNDP regulations, rules, procedures and policies. UNDP will advise the Donor immediately of credible allegations of fraud or corruption involving the Contribution and will inform the Donor when an investigation is launched by UNDP, subject always to UNDP regulations, rules and procedures.
2. In the event that any part of the contribution is determined by UNDP to have been lost due to fraud, corruption or any other financial irregularities, such loss will be dealt with in accordance with the applicable financial regulations, rules, policies, procedures and directives of UNDP.
3. If UNDP has been able to recover mismanaged funds under this agreement such amount will be returned to the activity for which the contribution was intended. Where the activity for which the contribution was intended has been concluded or terminated the Parties shall consult to decide whether the amount shall be re-programmed for activities under a subsequent phase of the operation or to any follow-up operation towards the same objective or returned to Denmark on a pro rata basis upon agreement. In respect of such amount that has not been recovered, UNDP shall do its utmost to maintain its effort to recover such funds and continue consultations with Denmark with a view to determining a mutually agreeable solution. The Parties acknowledge and agree that UNDP shall not be obliged to reimburse any amount beyond the recovered amounts.

4. Consistent with United Nations (UN) Security Council Resolutions relating to terrorism, including UNSC Resolution 1373 (2001) and 1267 (1999) and other related resolutions, both Parties are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the policy of Denmark to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNDP undertakes to use all reasonable efforts to ensure that none of the donor funds provided under this Agreement are used to provide support to individuals or entities associated with terrorism.

#### **Article IX. Completion of the Agreement**

1. UNDP shall notify the Donor when all activities relating to the Project have been completed in accordance with the Project document.
2. Notwithstanding the completion of the Project, UNDP shall continue to hold unutilized funds from the Contribution until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.
3. As a rule, upon completion of activities any balance of unspent funds must be returned to the Donor.

#### **Article X. Termination of the Agreement**

1. This Agreement may be terminated by UNDP or by the Donor after consultations between the Donor, UNDP and the programme country Government, and provided that the funds from the Contribution already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project. This Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate this Agreement.
2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized funds until all commitments and liabilities incurred in the implementation of all or the part of the Project have been satisfied and Project activities brought to an orderly conclusion.

#### **Article XI. Notice**

Any notice or correspondence between UNDP and the Donor will be addressed as follows:

- (a) To the Donor: Department for European Neighbourhood, Ministry of Foreign Affairs of Denmark

Address: Asiatic Plads 2, 1448 Copenhagen K  
Email address: [um@um.dk](mailto:um@um.dk)

- (b) Upon receipt of funds, UNDP shall send an electronic receipt to the Donor email address provided below as confirmation that the remitted funds have been received by UNDP indicating the value in both DKK and USD

DocuSign Envelope ID: 860B7580-4708-427C-8674-6472010844BB

Donor email address: [katben@um.dk](mailto:katben@um.dk)

Attention: Kate Fog Bentzen

(c) To UNDP: Blerta Cela

Address: United Nations Development Programme in Ukraine  
1 Klovsky Uzviz  
Kyiv, 01021, Ukraine

Email address: [blerta.cela@undp.org](mailto:blerta.cela@undp.org)

### **Article XII. Amendment of the Agreement**

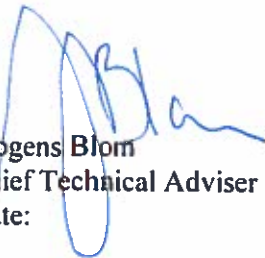
This Agreement may be amended through an exchange of letters between the Donor and UNDP. The letters exchanged to this effect shall become an integral part of this Agreement.

### **Article XIII. Entry Into Force**


This Agreement shall enter into force upon the signature of this Agreement by the parties hereto, on the date of the last signature.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

For the Donor:

  
Mogens Blom  
Chief Technical Adviser  
Date:

For the United Nations Development Programme:

  
Janthomas Hiemstra  
UNDP Country Director  
Date: 2018-Dec-05 | 5:54:40 PM EET

## PROJECT DOCUMENT

**Project Title: Human Rights for Ukraine (HR4U)**

**Project Number:**

**Implementing Partner: UNDP**

**Start Date:** 1 January 2019      **End Date:** 31 December 2023      **PAC Meeting date:**

### **Brief Description**

The effective protection and promotion of human rights is one of the key strategic goals of the Government of Ukraine, is at the centre of numerous international commitments, including the Agenda 2030 for Sustainable Development, and is also a core objective of the UN's partnership with Ukraine for the coming years. The responsibility for ensuring the enjoyment of human rights lies with the state as a whole, and must be included in the exercise of state authority across all branches of government, centrally and locally, and in all sectors. National Human Rights Institutions have a particular role to play and must be complemented by active civic engagement and citizens' awareness. The main goal of this cooperation is to promote human rights and their effective protection with the support of the National Human Rights Institution, i.e. the Human Rights Ombudsperson's Office (hereafter "OO"), covering all Ukraine through its regional network, including remote areas, and to build capacities of civil society organisations (CSOs) focusing on defending human rights, as well as supporting duty-bearers for the prevention of violations and the promotion human rights with a specific focus on context-related issues, in particular protracted economic hardship, large-scale governance reform and the consequences of conflict.

With its current level of support, the OO has been developed as an institution and is now relatively self-sustaining. However, with the expansion of its mandate and the need for decentralizing the institution's services, there is a need to develop the capacities at the regional and local levels. Strengthening the Institution's regional presence will help to ensure outreach to the rural population and address human rights challenges related to decentralization. Effective enjoyment of economic and social rights requires stronger inter-institutional cooperation and pro-active measures across government. Based on past project experience, in many cases the Ombudsperson has to rely on measures taken by other branches of government, in particular local authorities, in order to address citizens' complaints, and to improve services and ensure fair treatment and effective access to justice for all. Thus, close cooperation with duty-bearers and their capacity development are set as project goals. Close cooperation with human rights CSOs and engagement of civil society remains one of the key priorities for the project as one of the factors of ensuring sustainability of results.

It is expected that by 2023, human rights, specifically economic and social rights, will be effectively enjoyed by all in Ukraine, and will be protected by the following human rights institutions and organisations: the OO, CSO partners, and other duty bearers at the national and local levels as relevant, including rural and marginalized areas that are most vulnerable. Furthermore, the duty bearers effectively implement their human rights protection functions targeting conflict-affected women and men and will be equipped with the knowledge and systems to promote human rights at the national level (including by ensuring abiding by international human rights principles) and to ensure the integration of HRBA and gender equality in the national reform agenda.

The project is aimed at increasing the capacity of the OO and promoting human rights initiatives among all national stakeholders, including core duty-bearers in the legislative branch (that is, Parliament, as a secondary partner), the executive branch (e.g. Ministry of Justice, Ministry of

Social Policy, National Agency of Ukraine on Civil Service, other line ministries and agencies), sub-national and local authorities, and civil society organisations.

The project is an integral part of UNDP's democratic governance and reform portfolio that strengthens accountable and responsive public institutions and trust in state-society relations, respect of the rule of law and human rights, and inclusive political processes and social policies, that place emphasis on women, youth and disadvantaged groups. The project will build its support on progress achieved in the previous project "Strengthening capacities of the Office of the Ombudsperson".

UNDP will maintain close cooperation with all UN agencies and other donors and key actors in the sphere of human rights promotion and protection and realisation of SDGs. Namely, in the context of the promotion of gender-based approach and prevention of gender-based violence, UNDP foresees fruitful cooperation with UN Women.

<p>Contributing Outcome (UNDAF/CPD)</p> <p>Outcome 3. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services.</p> <p>UNDP Strategic Plan: Strengthen effective, inclusive and accountable governance. Outcome 2: Accelerate Structural Transformations for Sustainable Development</p>	<b>Total resources required:</b>	USD 4,573,317 DKK 30,000,000		
	<b>Total resources allocated:</b>	USD 4,573,317 (6.559 DKK / 1 USD exchange rate as of 1 December 2018)		
		<b>UNDP TRAC:</b>		
		<b>Donor:</b>	USD 4,573,317	
		<b>Government:</b>	0	
		<b>In-Kind:</b>	0	
		<b>Unfunded:</b>	0	

Agreed by (signatures):

<p>Print Name: Marcus Brand Democratic Governance Advisor, Team Leader</p>	<p>Print Name:</p>	<p>Print Name:</p>
<p>Date:</p>	<p>Date:</p>	<p>Date:</p>



IG

Igor Gutanlyak



## ACRONYMS

CPD	Country Programme Document
CSO	Civil society organisation
DANEP	Danish Neighbourhood Program
DANIDA	Danish International Development Agency
DMFA	Danish Ministry of Foreign Affairs
DV	Domestic Violence
ENNHRI	European Alliance of National Human Rights Institutions
GANHRI	Global Alliance of National Human Rights Institutions
GBV	Gender-based violence
GCA	Government controlled areas
GBA	Gender-based approach
HRBA	Human Rights Based Approach
HRBS	Human Rights Baseline Study, Ukraine 2016
HRMMU	UN Human Rights Monitoring Mission in Ukraine
IATI	the International Aid Transparency Initiative
IDP	Internally displaced person
LSGB	Local self-government body
MTOT	Ministry of temporarily occupied territories and IDPs Ukraine
NGCA	Non-Government controlled areas
NHRI	National Human Rights Institution
NHRS	National Human Rights Strategy
NPM	National Preventive Mechanism
OO	Ukrainian Ombudsperson's Office
PC	Public council
POST	A Programme Oversight and Support Team
SP	Service provider
SSC/TrC	South-South and Triangular Cooperation
TsNAP	Centre for Administrative Services
TRAC	Targets for resource assignments from the core
UNDAF	United Nations Development Assistance Framework
UNSMS	United Nations Security Management System

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## I. Development Challenge

The UNDP Country Programme Document 2018-2022 highlights that UNDP will support Ukraine's ongoing processes of democratization and decentralization by strengthening democratic institutions in the realms of accountability and the rule of law and by promoting institutional and policy reforms that foster inclusive and sustainable human development. UNDP will continue to prioritize its work with the Ombudsperson to strengthen systems, laws and policies that advance the equitable and non-discriminatory realization of human rights, and improve access to justice, especially for vulnerable groups, including those from eastern Ukraine.

The human rights situation in Ukraine remains challenging due to numerous interlinked reasons. Since the 'Revolution of Dignity' in 2014, many reforms were initiated in nearly every sphere including through the implementation of the EU-Ukraine Association Agreement. However, political instability, weak political will, and the need to run reforms in parallel with an ongoing armed conflict in the east has slowed or halted the implementation of such reforms. A number of sectors, in particular law enforcement and the judiciary, remain affected by legacies of entrenched corruption and low levels of public trust. Additionally, despite good policies, implementation of a human rights-based approach and gender mainstreaming within the reforms are often trumped by security needs and other political agendas of the country.

In this realm national human rights institution, the Ombudsperson's Office (OO), proved to be one of the accelerators of human rights reform agenda through implementation of its wide and extensive mandate. Current legislation gives it jurisdiction over every public institution without exception. The OO's mandate covers the actions of any official who performs state functions, including local government officials. The scope of oversight includes the activities of all public servants, officials and authorities, as well as local, self-governmental bodies (hromadas), and the performance of judges with regard to human rights violations. In addition, the OO is the leading oversight institution for all of Ukraine's international human rights commitments, and a core actor throughout the UN Universal Periodic Review.

Within the framework of Ukraine's commitments to European integration, since 2012 the Ombudsman has been entrusted with a number of new mandates, including access to public information, personal data protection, prevention of discrimination, and operation of the National Preventive Mechanism (NPM). In spite of such broad responsibilities, the OO has responded positively to the shocks of the Revolution of Dignity in 2014, and the ensuing armed conflict in the east of Ukraine. For example, an Ombudsperson's representative was appointed in response to every extension of the OO's mandate, appropriate units were established and staffed.

Moreover implementation of the mandates was strengthened with wide engagement and partnership with civil society. In particular NPM and access on public information functions were implemented via Ombudsman Plus model which foresee involvement of civic monitors, establishment of thematic councils. Such model and approach proved to be effective and sustainable despite change of OO leadership in March 2018.

After a few months of transitional period all licenses to NPM monitors were issued, civic activists conducted monitoring on right to know at the local level. Moreover 4 expert councils with wide engagement of CSOs were established on NPM, economic and social rights, access to public information and conflict affected population.

Another example of stable OO-CSO partnership is regional network. Whereas, in 2012 only three sub-national offices were operational, regional representation now covers every oblast in Ukraine with Ombudsman plus model in vast majority (20) of oblasts. The regional presence was formalised in May 2018 when Department on regional representation was created and six Representatives of the Ombudsperson were appointed. Nevertheless, cooperation with civic monitors (regional coordinators) remains at the same level with focus on development of cooperation with local CSOs and monitoring initiative.

## ***1. Human rights challenges in scope of reform agenda***

### ***1.1. Weak political will slows down reform agenda***

Since the Revolution of Dignity, several long-awaited reforms in areas important for human rights were initiated and some progress has been achieved, namely judicial reform,<sup>1</sup> the establishment of anti-corruption agencies,<sup>2</sup> public service, education, health, decentralization and other reforms. At the same time, many of these reforms remain incomplete.

In the framework of the 3<sup>rd</sup> cycle of the Universal Periodic Review (UPR), which Ukraine passed through in November 2017, the members the Human Rights Council assessed the progress achieved by Ukraine for the last 4.5 years. Member States commended Ukraine for the reform work it had started following the Maidan protests on eradicating corruption and welcomed ratification of several international instruments. However, Member States raised concerns regarding attacks on anticorruption and human rights activists and stressed the necessity of accelerating the process of ratification of the Istanbul Convention, especially given the human rights situation in the temporarily occupied territories and the challenges of Gender Based Violence (GBV) in regard to the conflict.

The UPR process also confirmed that one of the most important tools developed for the promotion of the human rights agenda in recent years has been the National Human Rights Strategy (adopted in 2015), with the relevant Action Plan. This comprehensive document provides a five-year roadmap to address both decades-old, systemic human rights issues and conflict-related challenges in 24 strategic areas that span the whole spectrum of human rights. The elaboration of the Strategy is the result of collaborative efforts and is an important step towards a paradigm shift in the relations between the government and its citizens based on the recognition of the supremacy of human rights. The Action Plan developed based on the Strategy demonstrated the willingness and readiness of the Government of Ukraine to further promote human rights based on an inclusive and participatory process involving a large and diverse array of representatives of Ukrainian society.

Building on its momentum, in 2016 the OO and CSOs partners established a monitoring platform providing constant assessment of the progress achieved. However, two years of monitoring have shown that the level of practical implementation of the NHRS Action Plan remains very low. In 2016, implementation of the Action Plan did not exceed 21%, whilst in 2017 only 24% of the activities envisaged in the Action Plan have been implemented (out of 417 activities planned for 2017, 100 were fully implemented, 112 partially implemented, 37 are ongoing, and 168 were not implemented). According to the Ombudsperson, one reason for the ineffective implementation of the Action Plan is the lack of understanding of its importance amid public authorities.

Under such conditions, it is important to strengthen the capacities of all those actors that can serve as advocates and accelerators for changes that improve the human rights situation. This will be done in close cooperation with relevant national authorities (the OO as parliamentary human rights control instrument and Parliament itself, Government, local authorities) and will depend on the continued commitment to reforms.

### ***1.2. Lack of transparency of public institutions***

Among the challenges of post-Soviet legacies is the existence of a closed and corrupt bureaucratic system which requires systematic and transformative change and consistent reforms (in the spheres of the judiciary, social care, education, anticorruption and others). Notwithstanding huge steps forward in implementation of EU-Ukraine Association Agreement and other measures

<sup>1</sup> Relaunched Supreme Court, the abolition of district courts and the beginning of work for administrative courts, selection of judges without the participation of the president, parliament or political parties

<sup>2</sup> National Anti-Corruption Bureau in 2015, and National Agency on Corruption Prevention in 2016

aimed at transparency and good governance, corruption remains challenging and slows down reform implementation, especially at the local level.

In this regard, the ‘Revolution of Dignity’ brought about significant changes in the direction of transparency and governmental accountability; the public sector benefited from increased transparency and accountability through e-governance reforms, including e-procurement, Open Data, and e-services, and the Open Government Initiative. All of this occurred in parallel with systemic changes in access to public information (an OO mandate since 2012), reduced opportunities for corruption and the establishment of conditions for raising public trust in state bodies by providing civic activists with effective preventive instruments. While implementing its mandate on the right to access public information, the OO is at the same time strengthened by the CSOs and anti-corruption activists monitoring network, with a unique methodology and a set of tools for monitoring and identifying violations and incidents of corruption or abuse of power. This can have a positive effect on the prevention of corruption, promoting awareness and increasing accessibility to public information.

### ***1.3. Consequences of the ongoing decentralization reform: economic and social rights are insufficiently reflected in the process***

Decentralization has been a top priority on Ukraine’s political agenda since 2014 due to the public demand for the devolution of power and resources to local communities. Although significant progress has been achieved in this area since the launch of the reform, in particular through the creation of more than 700 Amalgamated Territorial Communities and significant shifts in terms of fiscal decentralisation, the process of implementation has remained partial and piecemeal. Despite advancements resulting from decentralization and international development cooperation, the process of transferring fiscal and administrative responsibilities to (in some cases previously, non-existent) institutions in the regions and rural areas has caused general disruptions and delays, and led to inadequate protection of human rights. Due to the very nature of the decentralization / amalgamation process, ensuring social and economic rights is more challenging in rural Ukraine, specifically in the areas of healthcare, education, social protection, and labour rights protection. This combined with a protracted economic crisis in many parts of the country, the general malaise of the conflict and the displacement/migration of people from the east has overloaded an already fragile social infrastructure, particularly in rural areas where general public service provision is scarce or non-existent.

According to the 2016 and 2017 Ombudsperson annual reports, the decentralization reform was initiated without relevant determination of financial needs and possibilities of local budgets to provide adequate social guarantees, which negatively affected the enjoyment of human rights, particularly in the sphere of housing, health care, education, other social benefits for vulnerable groups.

One of the key goals of decentralization is to ensure financing for services at the local level through empowering local governments. However, the results of the OO monitoring established that the decentralization reform has not yet brought about tangible positive changes and had even caused negative effects on the human rights situation, particularly of the most vulnerable groups of the population that are highly dependent on social benefits and public services. The absence of clear legal guidelines spelling out the mandates and responsibilities of newly-established and previously existing territorial communities creates challenges for the newly-elected councils, especially when both types of communities co-exist in the same district.

In this regard, a HRBA approach is urgently needed in terms of the practical implementation of the decentralization reform. It is important to ensure that human rights such as equal access to public services, participation in decision making whilst leaving no-one behind, ensuring transparency and access to public information, are available to all community members. Having

the capacities to protect human rights on the local level is vital for local authorities as well as those engaging with the diverse range of people who make up their hromadas – including children, people with disability, older people, people belonging to national minorities or stateless people etc, dealing with human rights issues on an everyday basis. When performing their functions, local authorities take decisions related to education, housing, health, the environment, law and order, which may enforce or weaken the possibilities of rights-holders to enjoy their rights. Furthermore, local government is always facing the risk of discriminatory practices against perceived outsiders to the local community, such as IDPs.<sup>3</sup>

#### ***1.4. Gender-blindness of reform agenda***

The broader reform agenda carried out in recent years, including the decentralization and local governance reforms, lack a specific gender equality perspective and links to international and national commitments on women's rights. Local authorities often lack knowledge of gender equality and the rights of women. An official alternative report submitted in 2016 by a coalition of partner CSOs to the UN Committee on the Elimination of Discrimination against Women (CEDAW), stressed that no experts on gender equality, gender evaluations or other forms of gender expertise have been included in any of the 17 major reform fields.

The SDG Baseline Report identified that Ukraine follows a tradition of strong stereotyping of gender norms and roles among both women and men, with obsolete views persisting about family responsibilities. Recent public opinion surveys reflect broadly the same values as 10 years ago, demonstrating limited progress in this area. As a result, women perform the bulk of unpaid work; no policies aim to address this unequal distribution of burden. A gender wage gap remains with women's average salaries at under 75% of men's averages. Women's political representation is very low: they account for only 12% of members of Parliament; 14% of deputies in regional and local councils; and 17% of senior decision-making public officials. High premature male mortality, rooted in gender norms and relations, is exacerbated by the gendered impact of conflict with mostly male combatants and women IDPs, increased risks of GBV violence, poverty, discrimination and social exclusion.

Within its mandate of discrimination prevention and in cooperation with CSOs, the OO can respond to this gender gap by proactively monitoring the state of reform activities and advocating for gender equality as a human right. Also, considering the Ombudsperson's independent status and close cooperation with regional CSOs, the OO has the potential to act as a promoter and facilitator of dialogue with local authorities to ensure gender equality and women's empowerment. Furthermore, the OO, along with its CSO partners in the framework of their monitoring and awareness activities, focuses on ensuring that internally displaced women and girls have adequate access to health services, education, social benefits and opportunities to secure justice and durable solutions, as well as sustainable employment opportunities.

## ***2. A continuing and growing trend of violations of social and economic rights***

The economic statistics for 2017 indicate that Ukraine has managed to overcome the toughest phase of the economic crisis. In nine months of 2017, the Ukrainian economy recorded a growth rate of around 2.3%.<sup>4</sup> This is due to the reforms launched in the first months following the 'Revolution of Dignity' and of the implementation of the restructuring programme with the support of international lenders, mainly the International Monetary Fund (IMF) and the EU. Due to inefficiencies and out-dated methodologies, the employment and social benefit systems in Ukraine have been chronically underperforming and have only recently adopted more reform-oriented approaches. Current social assistance neither alleviates acute 'targeted' needs, nor

<sup>3</sup> A/HRC/30/49, Role of local government in the promotion and protection of human rights – Final report of the Human Rights Council Advisory Committee

<sup>4</sup> [Government report 2017](#) (available in Ukrainian)



generates an enabling environment for sustainable work and living conditions. More than half (56.7%) of Ukrainians live below the poverty line and nearly 40% of households rely on social payments.<sup>5</sup> Much of the social housing stock is outdated and aging infrastructure is dilapidated, which disproportionately affects the poorer segments of the population.

These economic and social problems are as well documented by the NHRI. Analysis of the OO annual reports proves that economic and social rights violations remain pressing: in 2015,<sup>6</sup> the number of petitions to the OO related to such rights doubled compared to 2014, in 2016, this number increased to 41% (5,633 claims)<sup>7</sup> and, in 2017, the Ombudsperson received about 6,700 complaints.<sup>8</sup> Almost all applicants expressed dissatisfaction with all levels of government regarding protection of their rights. Inaction and/or indifference of government officials towards women and men – in some cases concerning matters of life and death or grave need, such as loss of housing, obtaining critical medicines, or funds necessary for basic survival/nutrition of young children and family members – were especially noted.

Moreover, armed conflict and economic decline has led to a serious fall in living standards, especially in the eastern regions of Ukraine and rural areas where population is the most vulnerable, as well as to large-scale displacements, labour migration, low birth rate and rural depopulation, leaving local communities struggling to cope economically and socially. Although basic healthcare and education remain nominally free and available to all income groups in Ukraine in accordance with the Constitution, a third of poor households are unable to access health care due to the out-of-pocket expenses on medicines and pharmaceutical products. Furthermore, the quality of services in rural areas remains inadequate<sup>9</sup>, despite the announcement of a number of government initiatives in this area (e.g. ‘tele-medicine’).

Another pressing point is a gender-imbalance in income opportunities resulting in increased vulnerability and poverty risks for women affected by the conflict. According to the findings of nationwide representative survey on IDP rights,<sup>10</sup> IDP women are in a more economically vulnerable state than men, are often financially dependent on men or other family members, are more likely to be caregivers to children, less likely to be employed in the labour market or to have established their own business, and are significantly more impacted by a lack of finances in comparison to IDP men, compelling them to save more.

The broadly-felt perception of deteriorating wellbeing poses serious risks to social cohesion by undermining the “social contract”, and the level of trust of the population in government – both of which are essential for a sustainable future. Communities need to be motivated and empowered to participate in social and economic life, and to see a visible benefit from the state through the effective provision of services and public goods.

### ***3. Implications of the continued armed conflict in Eastern Ukraine on human rights***

#### **3.1. Ongoing conflict as an “open door” for human rights violations**

Over 4 million people – either displaced or living in proximity to the ‘contact line’ – have been directly affected by the conflict. Millions of Ukrainians live in areas beyond government control

<sup>5</sup> UN Country Team submission to the 2017 Universal Periodic Review of Ukraine

<sup>6</sup> [https://issuu.com/undpukraine/docs/2015\\_annual\\_report\\_of\\_ombudsperson](https://issuu.com/undpukraine/docs/2015_annual_report_of_ombudsperson).

<sup>7</sup> [OO 2016 annual report](#) (available in Ukrainian)

<sup>8</sup> Page 14 of the [OO 2017 annual report](#) (available in Ukrainian)

<sup>9</sup> Sustainable Development Goals: Ukraine, 2017 National Baseline Report, Ministry of Economic Development and Trade of Ukraine, 2017.

<sup>10</sup> Ukraine’s Oleksandr Yaremchenko Institute for Social Research conducted the survey between 24 September 2017 and 24 October 2017 in 24 regions of Ukraine and Kyiv. There were 2,002 respondents in total. Standard deviations at 95% confidence level and ratio of variation from 0.1: 0.9 to 0.5: 0.5 constitute 1.34-2.24 per cent. Data collection method: individual by interview - infographic

and are exposed to frequent human rights violations without much effective remedy. People living close to the 'contact line' experience numerous clashes/shelling every day. Hundreds of settlements along the 'contact line' have become contaminated with mines and explosive ordnance. Conflict has also contributed to the rising prevalence of disability, HIV, and physical and mental ill health.

The overall challenges of transition in Ukraine described above are further aggravated by the ongoing conflict in eastern Ukraine. HRMMU recorded 81 civilian casualties in eastern Ukraine (19 deaths and 62 injuries) between 16 February and 15 May 2018, a 9 per cent increase compared with the previous reporting period. The leading causes of casualties were mines, explosive remnants of war, booby traps and improvised explosive devices, followed by shelling and fire from small arms and light weapons. HRMMU continued to document cases of summary executions, enforced disappearances, arbitrary detention, torture and ill-treatment, and conflict-related sexual violence. The most vulnerable groups have been the millions of people who have left their homes seeking protection and security.<sup>11</sup> According to official data, a total of 1,509,340 internally displaced persons (IDPs) (1,233,540 families) were registered in Ukraine in June 2018.<sup>12</sup> The actual figure is believed to be over 2 million. The persistence of an outdated civil registration system along the lines of the Soviet 'propyska'-system results in disadvantages for the mobility of Ukrainians, that at times exacerbates the vulnerability to human rights violations. Over the longer term, there is a need to find durable solutions for the IDPs and others who are currently recipients of humanitarian assistance, and the need to strengthen governmental and civic capacity in this regard is paramount to relieve the humanitarian case load.

The conflict-triggered large-scale displacement and labour migration,<sup>13</sup> combined with low fertility rates and rural depopulation, left many communities struggling to cope economically and socially. The conflict affects all Ukrainians with a continued drain on growth. The disruption of trade and exports has further slowed economic growth, contributing to a 'disabling environment' that allows continued violations of human rights. At the same time eastern regions of Ukraine face multiple problems like economic hardship and the challenges of decentralisation reform. Their human rights challenges are rooted in specific conflict-related violations. Such challenges are often compounded by a lack of awareness and knowledge of how to apply human rights-based approaches, in particular by local authorities. The OO monitors the human rights situation in eastern Ukraine through monitoring visits, its regional network and CSOs partners, visits to provide legal assistance, and the identification of deficiencies in the work of local authorities to prevent violations. Through these efforts, the OO has identified systemic problems associated with violations of human rights, including the problem of striking a balance between human rights and security considerations.

At the same time, 2017 saw the first steps in the adoption of strategic documents related to the conflict, namely the Law on the Necessary Conditions to Ensure a Peaceful Settlement in Certain Areas of the Regions of Donetsk and Luhansk; the Strategy on Integration of IDPs and on Durable Solutions for IDPs until 2020.<sup>14</sup>

On 18 January 2018, Ukraine's parliament adopted the law "On Certain Aspects of State Policy on Securing State Sovereignty over the Temporarily Occupied Territories of Donetsk and Luhansk Oblasts". The primary aims of this law are: to declare that the non-government controlled territories of Donetsk and Luhansk regions are "temporarily occupied territories

<sup>11</sup> HRMMU [Report on the human rights situation in Ukraine 16 February to 15 May 2018](#)

<sup>12</sup> Official data of the Ministry of Social Policy, <https://www.msp.gov.ua/news/15370.html>

<sup>13</sup> Some 450,000 people have sought asylum in Russia, see UNHCR, Ukraine Situation, 31 January 2018, <http://unhcr.org.ua/attachments/article/1299/2018UNHCRUKRAINEOperationalUpdateFINALEN.pdf>

<sup>14</sup> The Strategy covers: protection of property rights, including the right to housing, restitution of lost or damaged property, and access to pensions; social and economic rights of IDPs, including employment, education and access to medical services; and support for host communities. The strategic areas proposed largely focus on small-scale activities, rather than strategic goals



(TOT);” to identify the legal framework for security and defense activities in the east; and to lay down basic principles of human rights protection for the conflict-affected population.<sup>15</sup> The law gives military and law-enforcement agencies special functions in security zones that may have implications for the human rights protection of civilians residing in areas close to the hostilities. Constant monitoring of the human rights situation in the TOT is required by the law.

At the same time, no practical instrument for such monitoring exists except CSO monitoring, and the law does not give any answers on the mechanism of the restoration of rights, remedies on losses connected with the conflict and many other related issues. Addressing these challenges obviously requires the development of adequate solutions which include a whole range of interventions; from strengthening monitoring capacities of the key national human rights actors, knowledge of duty bearers to maintain a balance security needs and human rights, and mediation skills of CSOs.

### ***3.2. Gender-Based Violence***

The armed conflict in Eastern Ukraine, with its high concentration of military and armed groups and weak law enforcement, has increased the risk of gender-based violence (GBV) along the contact line. The deterioration of the economic situation, particularly in conflict-affected regions, combined with the destruction of community ties caused by the conflict and displacement, have compelled some people to use harmful survival strategies and coping mechanisms that may increase the risk of sexual violence and trafficking.

HRMMU identified that deprivation of liberty posed the highest risk of sexual violence to an individual, and also cases of sexual abuse against civilians, mainly women, at the entry-exit checkpoints along the transport corridors across the contact line run by the Government forces, as well as the checkpoints run by armed groups.<sup>16</sup>

IDP women are more vulnerable and experience violence more often. In accordance with the last MAPS Mission report, while 15.2% of IDP women reported having experienced a case of violence during the conflict, only 5.3% of the local women did. Injuries and psychological disorders are more prevalent and intense among IDP survivors, compared to local women.

In its Report on Conflict-Related Sexual Violence in Ukraine (14 March 2014 to 31 January 2017) HRMMU identified the following issues: prevailing impunity for human rights violations including SGBV due to the fact that the conflict is ongoing and that a part of Ukraine’s territory remains under the control of armed groups, with no oversight by any State authority; national legislation and legal practice regarding the prosecution of SGBV is limited and is not fully in line with international standards and practice; there is a lack of support available for victims; and that it is critical to revise national legislation and ensure a robust law enforcement and an independent judiciary, willing and able to prosecute war crimes, crimes against humanity, gross human rights violations and abuses, including sexual violence, in domestic courts.<sup>17</sup>

In this regard, the Ombudsperson’s mandate can be used for dealing with victims’ personal applications, and OO’s wide sub-national network and close partnership with CSOs ensures women’s and girls’ access to the NHRI and legal services. At the same time, the Ombudsperson and CSOs are able to provide systematic information (training, reports, recommendations) on human rights, in particular on women’s rights, to all law enforcement officials, judges, and the military in particular in order to effectively guarantee respect for human rights in conflict and

<sup>15</sup> The law identifies the Russian Federation as the “aggressor state” and as the occupying power with all the pertinent references to international law, including international humanitarian law.

<sup>16</sup> [A/HRC/34/CRP.4 Report of the Office of the United Nations High Commissioner for Human Rights Conflict Related Sexual Violence in Ukraine \(14 March 2014 to 31 January 2017\)](#)

<sup>17</sup> Ibid

post-conflict situations. Also, the Ombudsperson and CSOs play an important role in advocating for or initiating appropriate legislative amendments.

The project foresees strengthening cooperation with UN Women to respond to reports of SGBV by promoting awareness of human rights, increasing the capacity of duty-bearers and legal institutions in fighting SGBV in Eastern Ukraine.

### ***3.3. 'Othering,' intolerance and 'justification' of war crimes by citizens and public officials***

While the precise effects of the conflict on human rights abuses are still being recorded, the human rights climate in Ukraine remains unbalanced and often trumped by security needs. According to the HRBS, 44.5% of judges, 36.5% of police officers and 43.9% of the general population believe that war crimes can be justified for the sake of security. The study highlighted torture of presumed enemies or terrorists are perceived as acceptable by the population and the authorities. Further, the study highlighted that 49.5% of the population believe that restricting the human rights of those with different political views – particularly on conflict-related issues – is acceptable. The conflict is a catalyst for continued fractionalization of regional, cultural, linguistic and religious differences in Ukrainian society. It is critical to conduct nationwide dialogues on these issues with a focus on social and human rights agenda. Close interlinkages with UNDP's tolerance campaign are envisaged in this regard.

### ***3.4. Social cohesion***

The conflict has also led to significantly deteriorated levels of social cohesion, trust in state institutions and cooperation throughout the country, which were already eroded from years of divergent and politically charged narratives about history, language, and patriotism. In many ways, the conflict and resulting displacement from Donetsk and Luhansk oblasts into other oblasts of Ukraine has magnified the country's pre-conflict fragility

Social cohesion, which refers to the quality of relationships between groups in society and between people and institutions, and to a sense of social belonging is relatively low across Ukraine. The level of social cohesion in the conflict-affected regions of Ukraine is monitored on a continuous basis through the USE (UN Social Cohesion and Reconciliation Index – SCORE) for eastern Ukraine. A survey conducted by UNDP in 2018 in the GCA of Donetsk and Luhansk oblasts as well as in Zhytomyr oblast (Security and justice in Ukraine - Perspectives from Communities in Three Oblasts) indicates that the main causes of insecurity in conflict-affected areas have evolved and are now more related to people's livelihoods than to violent crimes.

In combination with lack of trust to the public institutions and ongoing decentralisation process the role of local authorities, especially in the eastern oblasts, in providing accessible and high-quality services, including primary legal aid becomes crucial (taking advantage of the increasing network of stationary and mobile TsNAPs). The OO and CSOs also have an important complementary role to play in this regard taking advantages of UNDP Recovery and Peacebuilding Programme (RPP), which has been active and present in eastern Ukraine for the past decade focusing on community development, civil society development, and environmental protection.

## ***4. Poor human rights awareness and legal culture, low trust in authorities***

According to the results of NHRS, knowledge and awareness of human rights at the national level in Ukraine is sporadic, leaving significant numbers of Ukrainians uninformed, misguided, or cynically disenfranchised. Furthermore, the study finds that one in four civil servants believes that the state grants rights to citizens as a gift. These results call for a foundational review of the

system for training civil servants in human rights and changes in perceptions of the role of civil servants in ensuring the protection and enjoyment of human rights.

Furthermore, the OO recognized the need to enhance formal human rights education and to raise public awareness on human rights and the legal ways of protecting them. Strengthening awareness among rights-holders also comes into focus. All this can be achieved through various systematic activities in partnership with international organizations, civil society and human rights defenders.

Moreover, according to the HRBS, only 41% of Ukrainians have ever tried to mitigate, advocate, or 'stand up' for their rights when violated; there is low trust in public human rights protection mechanisms (according to respondents, the three most effective means of human rights protection were contacting the mass media (27.8%), the European Court of Human Rights (19.3%), and family members or friends who can help (16.3%); 8.5% of respondents were sure that 'no remedies are available' to protect their human rights.

Like many post-Soviet countries, Ukraine's inability to implement aspects of numerous European and international human rights agreements has led to public criticism. The ability to communicate key messages as a government institution and have them 'stick' with the population is of critical importance for women and men to demand that these rights are protected. While the OO has made steady gains on service provision output, specifically in the east, dedicated national efforts to inform and provide services are needed. However, such efforts need to be concentrated, likely from the bottom up with an emboldened service infrastructure to provide effective results.

This means groups who are vulnerable and at risk because of the conflict – such as IDPs, the elderly, women, and young people – are also key potential agents of change. Therefore, increasing awareness on services provided by OO, the Free Legal Aid system, CSOs, other human rights protection mechanisms, and human rights in general can play a crucial role and be a push-factor for improvement and increasing civic literacy and citizens' readiness to protect their rights.

Low tolerance is a consequence of general poor nationwide awareness of the specifics of human rights, the Ukrainian legislation which protects them, and those who act for advocacy and arbitration on their behalf. While CSOs have successfully advocated for human rights in *urban areas*, CSOs and community organizations in *rural areas* lack the technical capacity to properly define and advocate for human rights. The OO, which works with CSOs via the OO regional network, has noted a specific lack of awareness and professionalism among many rural, non-state actors who are trying to arbitrate and advocate for women and men who deem that their rights have been violated.

In this regard, cooperation with local civil society can provide a lot of benefits to the OO. Moreover, the new UNDP-implemented, DMFA-funded Civil Society for Enhanced Democracy and Human Rights in Ukraine (CSDR) project, launched in April 2017, will support further application of the human-rights based approach by the regional CSOs and their engagement in monitoring the progress of implementation of reforms at the subnational level. Thus, the capacity of local CSOs will be increased, providing OO with strong and locally visible and trusted partners. During 2019, efforts will also be coordinated closely with the UNDP Tolerance Campaign, implemented through a number of Tolerance Envoys across the country.

According to NHRS results, most Ukrainians obtain information about human rights from media channels. Three out of four people in Ukraine say they find this information on television, and 57% of respondents also acknowledge that television shapes their views on human rights. Thus, cooperation and work with journalists to introduce HRBA in their work, to increase human rights awareness among the journalist community has taken on critical importance.

## II. Strategy

**The project strategy is aligned with the priorities of the Strategic Framework for the Danish Neighbourhood Programme 2017-2021, the Government of Ukraine – United Nations Partnership Framework 2018–2022, and the UNDP Country Programme Document 2018 – 2022.**

The engagement will contribute to: the implementation of Agenda 2030 in particular related to Sustainable Development Goal (SDG) 16 (peace and strong institutions), SDG 10 (reduced inequalities) and SDG 5 (gender equality). The UNDP Country Programme Document 2018-2022 highlights that UNDP will support Ukraine's ongoing processes of democratization and decentralization by strengthening democratic institutions in the realms of accountability and the rule of law and by promoting institutional and policy reforms that foster inclusive and sustainable human development. UNDP will continue to prioritize its work with relevant national partners as well as with the Ombudsperson to strengthen systems, laws and policies that advance the equitable and non-discriminatory realization of human rights, and improve access to justice, especially for vulnerable groups, including that from eastern Ukraine.

Support of the human rights organisations in Ukraine in the frame of the Project will be a continuation of the current Danish Neighbourhood Programme (DANEP) providing technical assistance to Ukrainian institutions, such as the Ombudsperson and human rights defending CSOs, which are both independent and able to provide tangible 'outputs' to women and men. The Project's interventions will be grouped under the following key areas reflecting the human rights development challenge:

- Support for the promotion of social and economic rights at the local level, including in rural areas, and mitigating the negative effects of the decentralization process and other reforms;
- Enhancing capacities for the protection, sensitization and prevention of human rights violations related to the conflict in eastern Ukraine and the ongoing crisis;
- Increasing human rights awareness among the population and the human rights culture of duty-bearers, including the promotion of the human rights agenda through international fora.

## HRBA

The Project strategy is rooted in the HRBA principles (non-discrimination, participation and inclusion, transparency and accountability) and all Project activities originate from them. According to the DANIDA Mid-Term Review of Thematic programme for the Danish Programme on Good Governance and Human Rights in Ukraine 2015-2018, the following recommendations will be addressed:

- With clear use of the UN Paris Principles as the main strategic framework, UNDP should support the OO in strengthening its capacity to carry out public awareness, communication and human rights education interventions and make sure that collaboration with civil society is instrumental in increasing the credibility of the OO;
- The support to the OO should be more explicitly rooted in HRBA principles; in particular regarding transparency and accountability, as this would further strengthen institutional capacities. The projects could benefit from a more explicit and systematic use of HRBA principles and gender mainstreaming tools.

- HRBA principles will be promoted among duty bearers through training programs at the national and local levels. Specific focus on implementation of the National Human Rights Strategy and its action plan will contribute to this goal as well.

## Lessons learned

The Project's strategy builds on the experience and the lessons learned from support already provided to Ukraine by the DMFA through UNDP, namely the Democratization, Human Rights and Civil Society Development Programme (DHRP) in Ukraine; the Strengthening Capacities of the Ombudsperson's Office of Ukraine Project and other UNDP projects promoting human rights initiatives. Interlinkages and close alignment will also be ensured with the new Danish contribution to UNDP's Recovery and Peacebuilding Programme, implemented in Donetsk and Luhansk regions through an area-based programme. The following lessons learned are taken into account for this engagement to be strategically relevant, addressing key needs and human rights challenges in Ukraine:

- The evaluation of the DHRP reconfirmed that the Government and CSOs in Ukraine can form viable, dynamic and successful partnerships when the Government authorizes mechanisms and creates political "space" for cooperation with civil society. This is perhaps best exemplified by the successful expansion of the OO to the regional level. Moreover, a more detailed, region-specific "institutional and context" analysis to inform regional-based programming and support the decentralization process going forward has benefited all stakeholders.
- The results of the ongoing OO project showcased great potential and further need for enhancing and strengthening the OO's regional presence under the 'Ombudsman Plus'-model from the perspective of (1) physical and at-distance accessibility of the institution,<sup>18</sup> (2) cooperation with local civil society, including as liaison points with the community, that instils more trust and willingness to share, (3) enhancing effectiveness of the institution as a whole through locally gathered data, that are crucial in the context of conflict-related violations, gender inequalities and vulnerabilities, (4) raising awareness and trust on the institution among Ukrainian population.<sup>19</sup>
- Many of the complaints received by the Ombudsperson relate to social and economic rights, discrimination, access to information or malfunctions of government. To address them, the Ombudsperson relies on measures taken by other duty-bearers, in particular local authorities, to improve services and ensure fair treatment and effective access to justice for all. Nevertheless, while the Ombudsperson's own role as a watchdog and accelerator for restoring human rights is crucial, at the same time sustainable changes can be achieved only if the recommendations lay down a foundation for the relevant changes. In this regard, strengthening capacities of the duty bearers especially at the local level, and an integration of HRBA and good administration principles into their work are the key preconditions for the sustainable human rights changes.
- The electoral process of the new Ombudsperson in early 2018 took place in a context of political bargaining and controversial legislative changes, and raised questions about its transparency and impartiality and the involvement of civil society therein. The controversy jeopardized the past accomplishments of the OO due to speculations on this topic and risked undermining the credibility of the institution in general. This case demonstrated the risk

<sup>18</sup> Overall, the OO Regional Network in 2017 provided more than **5,236 consultations** (3,337 in offices and 1,899 in the field), compared to 4,194 consultations in 2016; monitored **884 court trials**, compared to 761 in 2016; conducted **308 NPM visits**, compared to 274 in 2016.

<sup>19</sup> According to HRBS in 2016, public awareness about the Ombudsperson increased more than twice (from 20% in 2012, to 48% in 2016).



associated with the identification of the whole institution with one person and the need to better manage the replacement of the head of the office. In this regard, approaches based on the thematic areas rather than institutions proved to be effective. Moreover, close cooperation with a wide range of stakeholders in the relevant sphere, increasing their knowledge and capacities, ensure sustainability of results and promotes ownership over them not only by the beneficiary but a wide range of actors.

- Since the beginning of the conflict in the east of Ukraine, the OO has systematically promoted NHRIs' role in conflict and post-conflict settings. Specifically, the Kyiv Declaration on the Role of National Human Rights Institutions in Conflict and Post-Conflict Situations was adopted in October 2015. The OO initiated hands-on implementation of the provisions of the Declaration, achieved agreement on relocation of prisoners from the non-Government controlled areas (NGCAs), fostered cooperation with her counterpart in the Russian Federation, and prioritized regular monitoring visits to areas near the 'contact line' to provide services and consultations to Ukrainian women and men living in NGCAs. As a result, a recent survey demonstrated an increased level of trust in the institution and its effectiveness.<sup>20</sup>

### ***Evidence and data***

The formulation of planned Project activities and approaches is based on evidence from external sources ([UN Monitoring Mission reports](#), [assessment of the OO by the EU Twinning Project](#),<sup>21</sup> reporting in the framework of [CEDAW](#) and [UPR](#) etc.) as well as internal ones related to the implementation of the previous project (2015-2018), This includes the results of the Human Rights Baseline Study, reports on the Monitoring of Access to Public Information, findings of the study on Monitoring of IDP Rights, and an assessment of the OO's regional network. An evidence-based approach is used in designing the Project as a whole and in formulating the baseline of *the Resources Framework*. This is called for, on one hand, to provide an impartial and objective assessment of the human rights situation in Ukraine and identify systemic problems, and on the other hand to assess the effectiveness of the intervention, the sustainability of the results achieved and in order to provide for flexibility and redesigning as required.

### ***Key features of project design***

- Allow for an effective expansion of the work of the Ombudsperson beyond Kyiv, enhance human rights advocacy potential of CSOs and ensure the strengthening of capacities of the local authorities to effectively provide services, especially those related to economic and social rights;
- Complement and strengthen the voice of rights-holders in the ongoing reform and decentralisation process, which Denmark supports through the EU U-LEAD programme, and which can provide a strong basis for enhanced focus on social and economic rights;
- Provide specific attention to conflict-affected areas and the needs of IDPs in line with Danish priorities and complement the planned Danish support within UNDP's area-based Recovery and Peacebuilding programme and to counter GBV in the East through UN Women;

<sup>20</sup> According to HRBS in 2016, 21% of the population in Donetsk and Luhansk regions believes that an application to the OO is an effective instrument of human rights protection (second after contacting the media, and the only State institution to appear among the top five most effective).

<sup>21</sup> Ombudsman Twinning Project supported by the EU ENI Programme aims at strengthening the effectiveness of the OO by improving the legislation in the field of the human rights protection and activities of the Ombudsman in compliance with the international and European best practices

- Focus on the integration of HRBA and GBA into the reform agenda through OO-CSOs raising awareness and human rights accountability of the duty-bearers at all the levels: from the Parliament, Government to local authorities;
- Pay specific attention to the human rights and protection needs of women;
- Follow the successful track record of UNDP-Denmark partnership in providing effective capacity development assistance to the Ombudsperson's Office and closely work with UNDP sister projects with a human rights component as a part of UNDP Democratic Governance portfolio and others as relevant.

### ***Theory of Change*** (please refer to Annex 1 for visualisation)

To address the development challenges described above, considering evidence and lessons learned, the Project will seek to address the following notable challenges pertaining to the human rights situation in Ukraine:

- Rights of vulnerable groups (girls and women, elderly people, people with disabilities and minorities, rural population) are continuously affected by the ongoing conflict in the East, with significant economic implications nationwide.
- There is low political will to promote human rights and implement relevant international standards. Security and economic priorities tend to be prioritized over human rights challenges.
- The ongoing reforms do not sufficiently integrate HRBA, including gender equality and non-discrimination. At the same time, the implications of the ongoing decentralization reform on the human rights situation are yet to be observed and recorded.
- Knowledge of human rights and awareness about the role the national human rights institution remains low among the general population and duty-bearers.
- There is no reliable and disaggregated (by gender, age and types of vulnerabilities) data on vulnerable men and women, boys and girls. Additionally, accurate information on human rights violations is unavailable, especially in relation to conflict-related and social-economic rights;
- Ukraine continues to lack a vision and a strategy on the regulatory frameworks for the post-conflict environment, including provisions for transitional justice.

Addressing the abovementioned problems and taking into account the current context, the following assumptions underpin the Theory of Change:

***If*** the key agents of human rights changes in Ukraine, namely the OO and its CSO partners are: **a)** empowered and equipped with the knowledge and systems to apply a physical and /or digital territorially-decentralized approach to rendering human rights protection services (i.e. through its sub-national representatives), constantly monitor and analyse data (disaggregated by gender, age, vulnerability etc.); **b)** work to promote knowledge of human rights the rights-holders and relevant duty-bearers, increasing the accountability of the latter; **c)** engage with all the relevant actors to ensure that gender equality and human rights are fully incorporated into the ongoing reform and crisis response agenda, **d)** grow political will and commitment to upholding human rights through systematic advocacy and reference to international standards; ***then*** human rights of all persons (including girls and women, elderly people, conflict-affected population and other vulnerable groups) are better protected and safeguarded, ***because*** implications of the reforms (such as the socio-economic aspects of the decentralization reform) and ongoing conflict are duly considered, and responded to in a timely and targeted manner and rights-holders feel knowledgeable and empowered to claim their rights with the duty-bearers.

### III. Results and Partnerships

#### Expected Results

The Project's overall goal is to promote human rights through strengthening capacities of the national actors effectively promote, protect and observe human rights and integrate HRBA into the national and local policies all over Ukraine including conflict area.

The key intended outcome of the Project:

**By 2023, men and women, girls and boys enjoy improved protection and promotion of their rights, especially economic and social rights in the context of decentralization, in all regions of Ukraine, including vulnerable rural and conflict-affected areas**

The Project's interventions are organised under 6 key outputs:

**Output 1:** Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas

Intervention of the Ombudsman support project (2015-2018) clearly indicated benefits from the OO regional expansion for the national human rights institution and the overall human rights protection system. Thus the OO regional network requires further strengthening and enhanced cooperation with civil society to cover remote and rural areas and establish good working cooperation with local communities. To be relevant to the "trusted brand" the OO, its regional network and relevant CSO partners, need improved, secure and accessible channels of reaching to the rural population, especially the most vulnerable groups (women, children, minorities etc.) to collect first-hand data and provide individual assistance.

#### *Suggested solutions and activities*

- Geographical expansion and professional strengthening of the OO regional network, civic activists and monitors through establishment of communities of local monitors/experts/human rights defenders, who are able to provide the OO, its regional offices, and other stakeholders with regular monitoring data and analysis of the situation at the local level, covering rayon and hromada level;
- Equipping the OO and its regional network with appropriate operational capacities including a digital information management system to communicate safely, effectively and efficiently with both constituents and regional offices, possibly including feedback mechanisms to rapidly assess the effectiveness of the assistance provided;
- Establishment of a system of regular citizens' field consultations through the OO regional network and CSOs partners, including remote consultations, particularly in areas with high concentrations of persons affected by the conflict, GBV victims, including a formalized mechanism to reach out to people in NGCAs. Development of a 'packaged' mechanism and recommendations (the "What to do if..."-guide) for rights-holders to address conflict-related violations, including GBV, and prevent them.

**Output 2:** The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities

Objective 'mapping' of human rights risks and challenges across the country and identification of human rights gaps in the decentralization process require a 1) systemic methodology, 2)



network of monitors to effectively monitor all areas, collect gender and vulnerability disaggregated data and properly manage, store, maintain and analyse this information. Moreover, human rights monitoring system should be enabled that it can be ‘tailored’ to specific target groups (i.e. IDPs, perpetrators, survivors, etc.) while simultaneously continuing national monitoring. Reaching the conflict-affected population requires special approaches and safe and confidential channels. As a part of strengthening monitoring capacities the OO and its regional partners should be strengthened to work with GBV issues and a wide platform for cooperation in the area of combating gender-based violence in eastern Ukraine should be established with participation of leading actors in this field, including UN Women.

*Suggested solutions and activities*

- Development of human rights monitoring methodologies/toolkits, with a focus on economic and social rights within the framework of the ongoing decentralisation and local governance reforms, identifying the specific needs of vulnerable groups (women, children, minorities, IDPs etc.), that will assist in the establishment of a system for the regular collection of disaggregated data on human rights risks, challenges and violations, using information technology and innovations to cover as many residents of remote and rural areas as possible;
- Strengthening the analytical capacities of the OO, its regional network, civic monitors and CSOs partners to develop evidence-based products (recommendations, reports, package solutions, briefs, guidelines, and other analytical materials) and promote them at the local level.
- Development/adaptation of a monitoring tool to identify conflict-related human rights violations including GBV and gather impartial and independent data on conflict-related problems, drawing from resources already available within the humanitarian community;

**Output 3.** The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights

Human rights awareness and possible means and mechanisms of protection among the population, should be promoted, in particular amid vulnerable, marginalised groups and youth as well as conflict-related IDPs. Due to low levels of tolerance towards certain groups in society, communication messages should be focused on problems to increase tolerance and human rights awareness, including on past violations, among the population.

*Suggested solutions and activities*

- Strengthening communication capacities of the OO, CSOs partners and enhancing the institution with reliable data to develop evidence-based advocacy and awareness campaign;
- Focus on raising awareness of human rights and fostering the human rights agenda among the population on both national and regional levels;
- Foster close cooperation with journalists to incorporate HRBA in their professional practices, mainstreaming values of diversity and tolerance;

**Output 4:** The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine

National human rights actors, namely the OO, CSOs and media require relevant data and knowledge to proactively apply international best practices in the area of human rights and

tolerance promotion, and instruments of international influence to promote human rights approaches and reforms in Ukraine. Advocacy within the framework of international instruments will also be developed as an effective tool for the OO's and CSOs' to raise awareness on human rights issues in Ukraine and to promote human rights initiatives and foster the human rights agenda;

*Suggested solutions and activities*

- Focus on building external awareness by engaging the international community, including multilateral organizations, international CSOs, and bilateral partners to disseminate information on human rights challenges and violations and successes in a creative, participatory manner; providing the international community with impartial and objective data, such as through alternative and shadow reporting on Ukraine's compliance with international human rights obligations;
- On the other hand support to advocacy at the national level aimed on implementation of international commitments will be an important element of promoting human rights agenda.

**Output 5** Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced

The limited OO mandate and CSO capacities require the establishment of close working contacts with local authorities, raising their awareness on human rights and accountability. Support for the integration of HRBA and GBA principles in public administration is crucially needed in order to implement human rights recommendations; actions aimed at minimizing the negative impact of decentralization on economic and social rights and improving the provision of services to women and men, minorities and other social groups.

Low political will to implement human-rights-related reforms and uphold international human rights standards clearly indicate the necessity of close cooperation between key actors of change (the OO and CSOs) with Parliament and the Government in order to build human rights awareness and culture among government officials and elected representatives.

*Suggested solutions and activities*

- Enhancing human rights capacity of key actors at local levels who are responsible for implementation of the regional and local development policy and delivery of local administrative services, through incorporation of HRBA approaches in their practices.
- Support an effective role of Parliament, relevant committees and line ministries through guidance/recommendations for HRBA in the legislative and peace-building process, based on best international practices, as well as promotion among duty-bearers especially, at the local level of principles on balance of security and human rights;
- Raising awareness and developing training programs for duty-bearers, supporting the implementation of training programmes on national and local levels and ensuring transparency and openness of duty-bearers through monitoring initiatives and advocacy.

**Output 6:** The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened

The balance of security needs and human rights require strengthening the human rights awareness of duty-bearers in order to prepare for appropriate reflection of human rights concerns for the post-conflict environment, including principles for transitional justice and clear frames for human rights commitments' derogations. Low levels of trust in institutions and

service providers among the population, in combination with high intolerance and justification of military action, lead to social tensions.

*Suggested solutions:*

- Development of training packages and conducting workshops for human rights disputes mediators, local authorities and service providers (in the East) on conflict and post-conflict settlement and other related human rights challenges.
- The OO's and relevant CSOs partners' professional capacities should be built and the institution should be trained on international best practices to develop adequate measures/ guidance/ recommendations for a peace-building process based on human rights approaches and to provide recommendations address the human rights needs of the Ukrainian population affected by the conflict, including Ukrainian population at Non-Government Controlled Areas (NGCAs), beyond humanitarian action;
- Appropriate measures are required for raising awareness and mediation, not only in the East of Ukraine but across all of its territory to address social cohesion issue.

## Resources Required to Achieve the Expected Results

### *Partnerships*

One of the key beneficiaries of the Project, the OO, is traditionally supported by a number of other donors:

- EU Twinning Project [“Implementation of the best European practices with the aim of strengthening the institutional capacity of the Apparatus of the Ukrainian Parliament Commissioner for Human Rights to protect human rights and freedoms \(Apparatus\)”](#) (2017-2018), aimed on strengthening of capacity of the OO through enhancement of the legislation in the sphere of human rights protection and activities.
- [USAID Human rights project, implemented by the Ukrainian Helsinki Human Rights Union \(UHHRU\)](#), the project seeks to empower human rights activists as they monitor and report on human rights violations in Ukraine; to provide strategic litigation in human rights cases; to raise human rights awareness among citizens; and to strengthen the Chernihiv Educational Human Rights House.
- [International Renaissance Foundation](#) supports increasing the capacity of civil society activists to monitor and prevent torture and mistreatment in places of detention, developing the network of NPM monitors, strengthening the NPM system in general.
- [OSCE Project Coordinator in Ukraine](#) supports a number of NPM-related measures, including providing training courses and developing handbooks for the monitors, supporting monitoring visits and research on the issue.
- To regularly assess draft laws, the [ODIHR](#) in cooperation with OO developed a methodology (checklist) to assess the human rights compatibility of draft legislation in Ukraine. Its main purpose is to make the review process more consistent, comprehensive and uniformly structured.
- Council of Europe in the framework of the Project [“Strengthening Freedom of the Media and Establishing a Public Broadcasting System in Ukraine”](#) traditionally supports OO in the sphere of access to public information and personal data protection. Another CoE Project [«Strengthening the Human Rights Protection of Internally Displaced Persons in Ukraine»](#) provides support to enhance capacity of relevant authorities, civil servants, legal professionals, NGOs and other stakeholders to effectively protect the rights of IDPs, including through better coordination, with a focus on vulnerable groups.

Additionally, UNDP will maintain close cooperation with all UN agencies regarding the promotion of human rights, access to justice and the SDGs. To ensure a gender-based approach and prevention of gender-based violence, UNDP seeks to closely cooperate with UN Women on supporting national, regional and local law enforcement bodies in addressing gender inequalities and women's human rights violations through implementation of the decentralization and law enforcement reforms, including in the East. UNDP will integrate the results of UN Women's gender analysis and research on the needs of women and men in the context of the reforms. This will allow to comprehensively map the human rights concerns related to decentralization and other relevant reforms. Generated recommendations will enable the OO and CSO partners to have more evidence for advocacy efforts within the antidiscrimination mandate. Establishing synergies between the women's empowerment initiatives implemented by UN Women in Donetsk and Luhansk regions and the enhanced communities of local monitors/experts/human rights defenders partnering with regional OO offices will contribute to an increased cooperation between women facing discrimination, this will strengthen the monitoring of gender throughout the decentralization process in the east. UNDP will actively cooperate with OHCHR and its UN Human Rights Monitoring Mission in the framework of the UN human rights protection mechanism, including the promotion of implementation of UPR and UN treaty body recommendations.

The Project is being implemented as a part of the UNDP's Democratic Governance portfolio and will work closely with other UNDP projects such as CSDR, Mainstreaming Policies and Services for People with Disabilities in Ukraine, as well as the Recovery and Peacebuilding Programme, the Health Sector Reform Programme and other project that have strong human rights component.

In this regard, a coordinated and integrated approach to human rights initiatives is essential to avoid overlaps between different development actors and donor interventions and ensures a consistency with national policies.

### Resources required:

*Core project team (ToRs are enclosed, please refer to Annex 2):*

- **Human Rights Team Lead/Project Coordinator, SB5, (HRTL)** will be responsible for achieving the outputs and, hence, objectives of the project, and ensuring the co-operation and support from the project partners, as well as for managing the implementation of the project. This includes personnel, subcontracts, training, equipment, administrative support and financial reporting, and keeping UNDP aware of all relevant factors that could have an impact on the project implementation.

The HRTL ensures timely preparation of a project work plan, procurement and staffing plans, and other related documents for timely commencement of the project activities. S/he develops a detailed project implementation plan, coordinates and supervises the work of project experts and consultants, as well as assuming direct responsibility for managing the project budget.

- **Human Rights Specialist SB4, (HRS)** will be an experienced national expert in the field of human rights with particular emphasis on analytical and capacity-building expertise to build a system of better reception / processing / interpretation of human rights-related data under all components with special attention to issues of evidence-based policy inputs production. The HRS will be responsible for all capacity development and educational areas of project implementation including government and non-governmental partners, assisting the team

with quality assessment of the products delivered with the project support in the aspect of learning and training.

- **Knowledge Management and Communication Specialist, SB4, (KMCS)** shall be responsible for the overall outreach of information/public relations/communication activities of the project, facilitating the innovations-related project work, as well as due progress reporting. The KMCS will further assist in rolling-out and proper monitoring of the OO Communication Strategy, delivery of human rights messages within and between the OO, duty-bearer institutions and partner CSOs.
- **Regional Network Officer, SB3<sup>22</sup>, (RNO)** shall be responsible for the support, coordination and strengthening of the capacity of the OO and civic monitors regional coordinators' network, while establishing and maintaining dialogue with local government officials, local CSOs and communities. The RNO shall facilitate the interaction between the OO and the regional network through implementation of the projects activities.
- **Project Associate, SB3**, will be responsible for the smooth administrative management and implementation of the project activities in close collaboration with both the project team and the UNDP Country Office. The Project Associate will demonstrate skills in financial, procurement and human resources management and in operational delivery, including the management and support to grants agreements and different contractual arrangements, organizational details for expert consultancies, high level meetings, and training events.
- **Driver-Clerk/Clerk, SB2, (PD/C)** will be responsible for timely and safe driving of project employees, consultants, project guests, project visitors, UNDP staff in the project official vehicles at the authorization from the project management and perform tasks related to the daily maintenance of the project vehicle in a timely manner. Furthermore, the PD/C will provide operational support to project activities.

***Resources required: shared service – direct project costs***

The Project's smooth functioning will be assured through the support of the UNDP specialized shared service team, including coordination (through portfolio manager, 15% staff time), quality assurance (programme analyst – governance, 20% staff time), M&E (programme M&E associate, 25% staff time), procurement services (procurement associate, 30% staff time), financial management services (30% staff time) and human resources services (human resources associate, 25% staff time).

***Purchases, equipment and facilities***

Office space will be rented in accordance with applicable UN security standards enabling project beneficiaries to regularly and easily attend meetings, activities, and training at the project offices. Care will be taken to ensure value for money of the rented space, which will include office space as well as meeting/training room for up to 20 persons. The meeting rooms at the UN House to be provided on a pro bono basis.

The majority of equipment will be transferred from the Ombudsperson's Office project in order to avoid significant investment in office equipment and furniture. Any new equipment, computers and office furniture will be purchased within UNDP guidelines. In addition, a vehicle will be transferred from one of the Danish funded projects.

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<sup>22</sup> This post will be announced if and when necessary (only after its piloting in IC modality and thorough needs analysis), but not earlier than the beginning of the second year of the project authorization. The TOR will be developed after authorization of the position.



## Risks and Assumptions *(for the full risk log please refer to Annex 3)*

The **main risks** that can threaten the achievement of results through the chosen strategy are; 1) political risks, which will increase due to the 2019 Presidential and to the Parliamentary elections; as well as the local elections planned for 2020; 2) organisational risks due to new leadership of the OO; 3) financial risk influencing mostly regional coverage of the OO; and 4) strategic risks caused by low human rights awareness among rights-holders and duty-bearers, absence of practices to incorporate HRBA and GBA into the national and local policies, reforms.

**Mitigation of these risks** will be based on UNDP's previous experience and on lessons learned during the previous project and includes:

- Human rights awareness raising among right holders and duty bearers as one of the key conditions of realising the necessity of the transformational changes;
- Cooperation with a wide range of partners that is crucial to the Project's adaptability;
- Support and increasing capacities of local human rights CSOs that can act as key advocates of the reforms and closest partners of the OO;
- Development of human rights monitoring tools that can be used by different stakeholders;
- International advocacy will be used to grow international support of human rights reforms in Ukraine.

Successful implementation of the Project is based on **the assumptions** that:

*i. Human rights (including social and economic rights, and those affected by the conflict) will be more effectively promoted and protected if:*

- ✓ there is regular systematic collection and analysis of data (gender-disaggregated) through rigorous methodologies
- ✓ there is a closer territorial and / or virtual representation of the OO based on close cooperation with local CSOs and partnership with local authorities that ensures accessibility and effectiveness of human rights protection mechanisms
- ✓ political will is sustained and strengthened through implementation of international human rights standards and human rights advocacy
- ✓ national human rights advocates (the OO and CSOs) and providers of human rights-based services (authorities) have relevant knowledge to promote and apply HRBA and good governance principles into administrative practice and policies;
- ✓ the Human-Rights Based Approach (including issues related to gender equality and non-discrimination) is applied in the design and implementation of key reforms, including decentralization that, in turn, have a direct impact on social and economic rights. The Project will be working with duty bearers, the OO and CSOs to more effectively reach out to rights-holders; and rights holders (especially women, elderly people, rural population and other vulnerable groups) will be equipped to defend their rights due to improved human rights awareness and education, which is one of the key principles of HRBA.

*ii. Human rights in the conflict- and post-conflict context will be more effectively promoted and protected if the tools applied for human rights protection are relevant and / or adapted to the specific context and security needs are met with adequate respect for human rights.?*

## Stakeholder Engagement

The Project's strategy emphasizes the importance of engaging a broader circle of stakeholders for sustainability of the results and successful project delivery. Early engagement of key stakeholders will also mitigate potential risks.

- The Project will actively involve duty-bearers on the national level (Ministry of Justice, Ministry of Social Policies, Ministry of Interior, Ministry of Regional Development, National Agency of Ukraine for Civil Service, and others) to help build their knowledge and capacities in the area of human rights.
- One of the key stakeholders for the project remains to civil society, in particular civil society organizations with a human rights focus. The project will continue to actively engage and empower CSO and human rights activists, as they monitor and report on human rights violations in Ukraine. The project will cooperate with CSOs to promote and raise public awareness on human rights through joint communication activities.
- Based on the results of the Human Rights Baseline Study, common citizens rely on media as one of the major sources of information about human rights. Considering this, the project will closely work with professors of journalism in Ukrainian universities to scale up and deepen the integration of human rights-based approaches and human rights related subjects in their curricula.
- The situation with the Ombudsperson's election clearly demonstrated the need to build human rights awareness and promote a commitment to human rights and the rule of law and related international commitments among the Members of the Parliament to minimize and eventually eliminate speculations and political bargaining around NHRI.
- The project outputs and planned activities are also designed to address the needs of the conflict-affected population to exercise their rights. The Project will also focus on international advocacy and work with conflict-affected men and women and IDPs and other vulnerable groups.
- Remote rural communities continue to be one of the most vulnerable and unreached groups in terms of demanding and exercising their rights. The project will target such communities by supporting the OO regional network and its CSOs partners. At the same time, the Project will also promote the rights of some of the other most vulnerable and discriminated groups, including people with disabilities, people in detention, and other vulnerable groups.

All project activities are designed to actively engage stakeholders on different levels. Project stakeholders and involved groups will be informed about the progress and results throughout various channels such as project public events (conferences, roundtables, press-conferences, etc), UNDP social media channels, and through media (press-conferences, interviews, blog posts, etc).

### **South-South and Triangular Cooperation (SSC/TrC)**

Participation of the OO in the work of Global Alliance of National Human Rights Institutions (GANHRI) as well as the European equivalent, ENNHRI, opens the door to widening cooperation with other NHRIs in the region and all over the world. These fora were already used by the OO to present and elaborate upon the Kyiv Declaration on the role of NHRIs in conflict and post-conflict environments that had been adopted in the fall of 2015. Such cooperation enables the OO to exchange experience and best practices with other NHRIs from the countries which experienced conflict and post-conflict situations (Moldova, Armenia, Georgia, Colombia, Western Balkans etc.). Moreover, the neutrality of GANHRI can be used to establish working and effective communication with NHRI of the Russian Federation that is crucial from the perspective of human rights monitoring at the NGCAs of eastern Ukraine and Crimea. Such cooperation has already proved effective in the processes of prisoners' relocation from NGCAs in 2016 - 2018, monitoring rights of detainees in Crimea in 2017 visits and participation in the Minsk peacebuilding process etc.

## **Knowledge management**

With a specific focus on building capacities of key stakeholders and ensuring sustainability of results, the Project has a comprehensive knowledge management concept. The concept foresees targeting key stakeholders (focusing on women) through various training activities using a variety of channels and platforms, including online tools. The training programmes are designed with a special emphasis on the needs of target groups and cover topics related to the OO mandate, HRBA and monitoring tools for Human Rights Strategy implementation.

Specific training on HRBA will be developed and provided for the duty-bearers to promote HRBA at the state institutions. The project will also provide training on human rights journalism and journalistic ethics for professors of journalism to continue the initiative which was launched in the previous project phase.

The training materials, including online courses, will be available for the wider public on a knowledge management platform. The online training will allow to scale-up the results of these activities and to engage wider circles of human rights activists, duty-bearers, civil society etc.

In the course of the project, there will be two assessments (in 2020 and in 2023) in the form of progress studies on human rights, as an essential mechanism for promoting human rights. The results of the studies will be integrated into the strategy of the OO and into the National Human Rights Strategy.

In order to achieve this, the project will contribute to:

- Development of monitoring tools providing the OO and its regional network with monitoring methodologies/tools for human rights adherence, with a focus on economic and social rights within the framework of the ongoing decentralisation, identifying specific needs of vulnerable groups (women, children, minorities, IDPs etc.), thus helping to establish a system for regular collection of disaggregated data on human rights challenges and violations by the OO regional network in the regions, using information technology and innovations to cover as many residents of remote and rural areas as possible;
- Monitoring tool to identify conflict-related human rights violations including GBV and gather impartial and independent data on conflict-related human rights challenges beyond the scope of humanitarian assistance
- Monitoring tool to identify DV and GBV
- The results of the monitoring studies will be included in the Ombudsperson's shadow report to UN treaty bodies and UPR.

## **Communication and visibility**

The Project's outreach activities entail a large number of communication and visibility activities. The overall objective for the Communication Plan is to raise awareness about project activities among all target audiences, building up strong awareness about human rights in general and about existing mechanisms to stand up for human rights in Ukraine. The communication plan outlines specific actions focused on communicating project objectives, activities, and outcomes, ensuring proper donor's visibility. The specific focus on regional presence of the NHRI will help to raise awareness about institutions accessibility on local level, in particular in some far distant rural communities of Ukraine.

The strategy has a strong focus on communicating the outcomes and the impact of cooperation with the civil society, and duty-bearers as the key actors for building up democracy in the country. The project also foresees the impact of the decentralization reform and the conflict in the East



of Ukraine on human rights situation, which will be properly communicated to raise awareness about existing issues with a specific focus on suggested solutions/results achieved.

The Communication Strategy sets as its **specific objectives**:

- To raise public awareness on the OO activities on national and regional levels, specifically on the OO regional network, and its accessibility on local level, in far-distant communities;
- To impart knowledge on the human rights advocating organizations and their work in Ukraine;
- To raise the level of interest among Ukrainians to various aspects and issues of human rights, specifically the human rights in the context of the ongoing large scale reforms, on the rights of vulnerable groups, IDPs, and human rights in conflict situation;
- To recarve public perception of human rights based on the results of the monitoring (Human Rights Progress Study and others performed in terms of the project), in particular, to enhance level of tolerance.

**Target audiences:** Civil society, human rights defenders, representatives of vulnerable groups, IDPs, local/national/international media representatives, international organizations, duty-bearers.

#### **Specific communication activities:**

The project foresees a large scale communication activities, including written materials (press-releases, news, blog posts, Op-eds, success stories based on solution journalism principles), visual materials (videos, infographics, post cards, high quality photos, photo stories, presentations), internal communication materials (briefings, newsletters, one-pagers, fact sheets), communication events (press conferences, round tables, presentations, festivals, forums). Whilst ensuring adherence to UNDP communication and visibility guidelines, the Project will warrant full compliance to the Donors' own guidelines.

Being a part of the UNDP Democratic Governance Portfolio, the project will benefit from the existing communications channels, Knowledge Management networks and platforms, developed and maintained by the portfolio.

Since the project has a strong focus on local level, building up the OO presence in the regions to ensure human rights access in the far distant communities, the communication activities of the project will have a specific focus on local level, and will ensure project coverage in local media.

The knowledge dissemination strategy is outlined below:

<b>Knowledge product</b>	<b>Dissemination frequency</b>	<b>Means of dissemination</b>	<b>Target recipients</b>
Fact sheets on Project's key results	Semi-annually	- Project dedicated web pages on UNDP website, Facebook	Public at large, Donors, Human Rights Defenders, Civil Society
Success stories (on regional network)	Quarterly	- Project dedicated web pages on UNDP website,	Public at large, Donors

activities and outcomes, on civil society actions to stand up for human rights, on duty-bearers and integration of HRBA principles)		Facebook, Twitter; Blog platforms	Members of territorial units
		- Paper version to be handed out at Project's events	Events' participants
Results of monitoring activities	Based on the results of the monitoring and sociological studies	- Project dedicated web pages on UNDP website, Facebook	Public at large, Donors, Members of territorial units
		- Paper and online versions will be disseminated at the presentations/press conferences, events	Events' participants
Training and workshops materials	Ongoing basis	To be stored (for downloads purposes) on the Project dedicated web pages on UNDP website	Public at large, Donors, Human Rights Defenders, Civil Society

To outreach the target audience and to cover project activities effectively, the project will use proper **communication channels** such as social media (Facebook, Twitter, Instagram, YouTube), blog platforms (Medium, Exposure), media outlets (national / regional / local).

### Sustainability and Scaling Up

All project activities are designed around the principle of sustainability aimed at building capacities of the duty-bearers and the National Human Rights Institution with a specific focus on its regional network and enhancing civil society's role in promoting human rights on international, national and local levels. Given the focus on building a strong civil society centred on human rights, it is anticipated that effective cooperation with civil activists will result in sustained societal demand for effective human rights protection.

The partnership that has already been established with duty-bearers, the National Human Rights Institution, and human rights CSOs will lead to sustainable results if it is owned and consistently supported by the different stakeholders.

The training courses and the online platform with open access to training materials will help to engage wider target groups and to scale up promotion of human rights. Specific Training of Trainers programmes for journalists on human rights, journalistic ethics with a focus on human rights, and HRBA will help to reach future journalists. Collaboration will also be pursued with the education sector, in particular schools and universities. Knowledge received by professors of journalism will be further integrated into specific human rights courses at journalistic faculties at national and regional universities.

The project activities will be integrated into other UNDP projects to ensure sustainability and scaling up of the results. Working together within the UNDP Democratic Governance Portfolio

and other UNDP Programmes, such as Recovery and Peacebuilding, will help enhance project outcomes and good resource management.

Monitoring findings will be used to assess the level of implementation of National Human Rights Strategy and included into the development of the new strategy (starting from 2021).

The Project will cover all regions of Ukraine through the OO regional network and the network of regional civil activists/monitors.

## **IV. Project Management**

### **Cost Efficiency and Effectiveness**

The Project is developed based on previous experience and lessons learned from the preceding projects (DHRP and Strengthening Capacities of the Ombudsperson Office projects). Previous experience and lessons learned are incorporated into the strategy and theory of change of this Project. The Project's interventions provide extended options for scaling up and the sustainability of project results, with the possibility of other additional development partners joining as additional contributors at a later stage. The project is a part of the UNDP Democratic Governance portfolio and will use the benefits current strong working relationships between projects, donors, and CSOs. Some of the project activities will be implemented in collaboration with existing civil society regional hubs and community-based centres that have been institutionalized across Ukraine as a result of the EU-funded CBA project. This will also help to avoid duplication of activities and overlapping of other projects and organizations, building strong synergy with sister projects.

The project will benefit from UNDP's strong institutional structure. UNDP's financial, operations, and procurement systems will benefit project cost efficiency and effectiveness. The project will work closely with the UNDP's Istanbul Regional Hub, allowing to mobilize support from experts within various areas, e.g. human rights, civil society mobilization etc. Project staff will be based in Kyiv.

### **Project Management**

The EUN office of the MFA in Copenhagen will have the overall formal responsibility from the Danish Government's side and UNDP will refer and report on all issues to the EUN. The parties have agreed to the following management arrangement with the aim of ensuring adequate dialogue and timely decisions regarding this development engagement:

- For the ongoing implementation of the programme, including monitoring of progress against the established indicators, UNDP will apply its own monitoring framework as outlined in its documentation for the Development Engagement.
- A direct management role by the Danish Embassy in Kyiv is not planned, although the Embassy will continue to monitor the overall political situation and will maintain contacts with the implementing partner. This will include participation in relevant donor coordination fora to the extent possible with the support from the Embassy of Denmark in Kyiv.
- The implementing partner will take full responsibility for programme implementation as specified in the project documents, the grant agreement with the Danish MFA, and the development engagement documents. These documents spell out the requirements for narrative and financial reporting as well as audit. Programme implementation will be managed in accordance with Danida's Aid Management Guidelines based on the UNDP management guidelines.

- Programme implementation and the emerging results will be discussed regularly with the Danish MFA at semi-annual Board meetings.
- UNDP will provide constant monitoring of programme implementation and will be in regular contact with national counterparts as well as other actors working in the engagement area in Ukraine. They will participate in local coordination mechanisms. These are regarded as important compliments to the routine dialogue that will be held with stakeholders.

### **Audit arrangements**

The Project is subject to standard UNDP audit arrangements. Being a subsidiary organ of the UN General Assembly and fully a part of the United Nations, UNDP enjoys a special status deriving from the UN Charter, the general legal framework of the UN, including the privileges and immunities enjoyed by the organization pursuant to the Convention on the Privileges and Immunities of the UN adopted by the General Assembly in 1946. In accordance with this status, audits of UNDP are guided by the ‘single audit’ principle. Under that principle, any review by any external authority, including any governmental authority, is precluded under regulation 7.6 of the Financial Regulations and Rules of the United Nations, which provides that “the Board of Auditors shall be completely independent and solely responsible for the conduct of audit.” This principle was reaffirmed by the General Assembly in its resolution 59/272: “The General Assembly [...] 11. Reaffirms the role of the Board of Auditors and the Joint Inspection Unit as external oversight bodies, and, in this regard, affirms that any external review, audit, inspection, monitoring, evaluation or investigation of the Office can be undertaken only by such bodies or those mandated to do so by the General Assembly”.

### **Financial management**

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

## Results Framework<sup>23</sup>

**Intended Outcome as states in the UNDAF/Country Programme Results and Resource Framework:** Outcome 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services

**Output indicators as states in the Country Programme Results and Resources Framework, including baseline and targets:**

Indicator 1.2.2: Share of 2017 UPR recommendations implemented (Baseline [2017]:0%, Target [2022]: pending recommendations of UPR 2017)

Indicator 1.2.3: Number of cases addressed by the Ombudsperson (per 10,000 population) (Baseline [2016]: 5.3, Target [2022]: 8)

**Applicable Output(s) from the UNDP Strategic Plan: Output 1.2.** National institutions, system, laws and policies advance the equitable realization of human rights, especially among vulnerable groups

EXPECTED OUTCOME	OUTCOME INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	2022	2023	
By 2023, men and women, girls and boys enjoy improved protection and promotion of their rights, especially economic and social rights in the context of decentralization, in all regions of Ukraine, including vulnerable rural and conflict-affected areas	1 Perception of adherence to economic and social rights by women and men on a scale of (1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 – very good)	Human Rights Progress Study	General 2.2; Rural areas – 2.1	2018	2.4 2.4	2.4 2.4	2.6 2.6	2.6 2.6	3 3	Representative national survey (funded by project)  <b>Minimal risk</b>
	2. Number of human rights defenders, who believe that human rights situation is improved	Human Rights Progress Study	11.7%	2016	14%	n/a%	16%	n/a	20%	Representative national survey (funded by project)  <b>Minimal risk</b>
	3. Share of conflict and post-conflict related policy recommendations of 2017 UPR (out of 34 recommendations) / CEDAW (out of 11), translated into concrete national policies or strategies	Official records (Ministries public website, decrees, orders)	UPR 0; CEDAW 0	2017	UPR – 5 CEDAW – 1	UPR – 9 CEDAW – 2	UPR – 13 CEDAW – 4	UPR – 16 CEDAW – 6	UPR – 17 CEDAW – 6	Annual Desk Review by UNDP  <b>Minimal risk</b>

<sup>23</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

	4. Share of Ukraine's population that believes the OO/local authorities are an effective mechanism for human rights protection	Human Rights Progress Study	<b>OO:</b> General 5,6%; rural 4,4: male 5,9%; female 5,3%;  <b>Local Authorities:</b> General 5,3%; Rural 5,1%; Male 4,5%; Female 5,9%	2018	<b>OO:</b> General 5,6%; Rural 4,4%; Male 5,9%; Female 5,3%;  <b>Local Authorities;</b> General 5,3%; Rural 5,1%; Male 4,5%; Female 5,9%	<b>OO:</b> General 7,5%; Rural 5,5%; Male 7%; Female 7%;  <b>Local Authorities;</b> General 7%; Rural 6,5%; Male 7%; Female 8,5%	<b>OO:</b> General 7,5%; Rural 5,5%; Male 7%; Female 7%;  <b>Local Authorities;</b> General 7%; Rural 6,5%; Male 7%; Female 8,5%	<b>OO:</b> General 10%; Rural 8%; Male 10%; Female 10%;  <b>Local Authorities;</b> General 9%; Rural 9%; Male 9%; Female 10%	<b>OO:</b> General 10%; Rural 8%; Male 10%; Female 10%;  <b>Local Authorities;</b> General 9%; Rural 9%; Male 9%; Female 10%	<b>Representative national survey (funded project)</b>  <b>Minimal risk</b>
	5. Share of regions covered by the OO regional offices staffs with civil servants and financed from the State budget	OO website, State Budget for the OO	12 Oblasts with special representation for Donbas and Crimea	2018	20 with special representation for Donbas and Crimea	24 with special representation for Donbas and Crimea	24 with special representation for Donbas and Crimea	24 with special representation for Donbas and Crimea	24 with special representation for Donbas and Crimea	Annual Desk Review by UNDP  <b>Minimal risk</b>
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	2022	2023	
Output 1  Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas	1.1 Number of oblasts where the OO offices developed and follow the "Ombudsman Plus" model through which civil servants cooperate with civic activists/monitors	OO organizational chart, OO website	20	2018	22	24	24	24	24	<i>Data collection based on Project records and open site</i> <b>Minimal risks</b>
	1.2 Number of administrative districts covered by the OO and human rights monitors regional networks through field visits and reception of claimants conducted in rural areas	OO official reports, CSO reports	n/a	2018	tbd at the first year of the Project	tbd	tbd	tbd	tbd	<i>Data collection based on Project's, OO's and CSOs' records</i> <b>Minimal risks</b>

	<b>1.3</b> Number of women and men in reached by the field visits regarding human rights concerns	OO official reports, CSO reports	1,899	2017	2100	2,500	2,800	3,100	3,500	<i>Request for OO official record</i> <b>Minimal risks</b>
	<b>1.4</b> An electronic system for the OO regional network is developed and operational	System generated reports on the work of the network	no	2018	no	yes	yes	yes	yes	<i>Request for OO official records</i> <b>Minimal risks</b>
<b>Output 2</b>  The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities	<b>2.1</b> Number of OO staff, including regional and civic monitors, with relevant M&E knowledge and capacities able to collect disaggregated data to monitor challenges of human rights	Follow-up training surveys	n/a	2017	tbd at the first year of the Project	tbd	tbd	tbd	tbd	<i>Pre-post training survey</i> <b>Minimal risks</b>
	<b>2.2</b> Number of oblasts that are yearly monitored by the OO and CSO's partners	OO/CSO's annual reports	no	2018	(N/A: methodology to be developed)	2	11	15	20	<i>Official data request to OO</i> <b>Minimal risks</b>
<b>Output 3</b>  The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights	<b>3.1</b> The availability of a strategic document on communication for human rights for OO	OO website	no	2018	no	no	yes	yes	yes	<i>Data collection based on Project records and open site</i> <b>Minimal risks</b>
	<b>3.2</b> Number of national and regional campaigns raising awareness on human rights by CSOs in collaboration with partners and with active engagement of the OO, covering at least 30% of all regions	OO, CSOs records	1	2018	1 (cumulative)	2 (cumulative)	3 (cumulative)	4 (cumulative)	5 (cumulative)	<i>Data collection based on OO's and CSOs' records</i> <b>Minimal risks</b>



	<b>3.3</b> Number of journalism students passing courses in HRBA or programmes in which HRBA is integrated	Universities' official records	n/a	2018	tbd At the first year of the Project	tbd	tbd	tbd	tbd	<i>Desk review</i>  <b>Risks:</b> <i>absence of practice to gather statistical information</i>  <b>Mitigation:</b> <i>Project will develop relevant cooperation with the leading Kyiv Journalism Institute and professors of the relevant universities, who passed Journalists' Academy</i>
<b>Output 4</b>  The OO and CSO partners are enhanced for proactive use of knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine	<b>4.1</b> Share of OO recommendations included in final recommendations for UPR, CEDAW and other international treaties	Final recommendations of UN treaty bodies		2017	at least 25%	30%	at least 25%	at least 25%	at least 25%	<i>Desk review of UN treaty bodies sites</i>  <b>Minimal risks</b>
	<b>4.2.</b> Number of OO/CSO advocacy campaigns or submissions to duty bearers aimed at facilitating implementation of international obligations/recommendations of UN treaty bodies	OO, CSO reports	0	2018	1	2	3	4	5	<i>Desk review of reports</i>  <b>Minimal risks</b>
<b>Output 5</b>  Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced	<b>5.1</b> Extent to which a System of incorporation of HRBA into study programmes/ regular courses for duty-bearers on HRBA is developed and integrated (Scale 0-4: 1-the system is developed, 2 – the systems piloted, 3 – the system is partially integrated, 4 – the system is fully integrated)	Project's records	no	2018	0	1	2	3	4	<i>Data collection based on Project records</i>  <b>Minimal risks</b>



	5.2 OO annual report addresses economic and social rights challenges of the decentralization process and provides recommendations to duty bearers, local authorities, and communities on how to uphold human rights principles	OO annual reports	n/a	2018	no	no	yes	yes	yes	<i>Data collection based on Project records</i> <b>Minimal risks</b>
<b>Output 6</b>  The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened	6.1. OO annual report includes recommendations on legal aspects and problems of post-conflict regulations developed based on the principles of security and human rights	OO annual reports	n/a	2018	no	no	yes	yes	yes	<i>Data collection based on Project records</i> <b>Minimal risks</b>
	6.2. Number of men and women in the field equipped with knowledge and skills on mediation of human right challenges in conflict and post-conflict areas	OO, CSOs and Project's records	n/a	2018	tbd after development of the training	tbd	tbd	tbd	tbd	<i>Data collection based on Project's, OO's and CSOs' records</i> <b>Minimal risks</b>
	6.3. Number of duty-bearers equipped with knowledge and skills on how to address security needs while upholding human rights principles	CSOs and Project's records	n/a	2018	tbd after development of the training	tbd	tbd	tbd	tbd	<i>Data collection based on Project's, OO's and CSOs' records</i> <b>Minimal risks</b>

## V. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	<ul style="list-style-type: none"> <li>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs</li> <li>2 progress surveys (Human Rights progress Study) will be carried out (1 interim and 1 final). For baseline 2018 survey are used</li> </ul>	<p>At least annually</p> <p>In 2020 and 2023</p>	<p>Slower than expected progress will be addressed by project management.</p> <p>The results of the surveys will be used to provide data for project's monitoring and evaluation</p>
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Project Report</b>	A detailed progress narrative report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output and outcome levels, changes in the national context, priorities for the next reporting period and success stories. The semi-annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Semi-annually, submitted during a month after reporting period	Performance data, risks, challenges, lessons learned and quality will be discussed by the project board and used to make course corrections.
<b>Final Report</b>	A detailed narrative report will be presented to the donor, consisting of data showing the results achieved against pre-defined project targets at the	During 6 months after project closure	Performance data, risks, challenges, lessons learned and quality will be

	output and outcome levels, changes in the national context, and success stories.		discussed by the project board and used to make course corrections.
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned, risks and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Semi-annually, after submission of the progress report	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.
<b>Final Project Review (Project Board)</b>	A detailed final narrative report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved in result of the Project implementation at the output and outcome levels, changes in the national context, success stories.	At least a month prior the Project closure	Performance of final data, risks, challenges, lessons learned and quality will be discussed by the final project board.

#### Evaluation Plan<sup>24</sup>

Evaluation Title	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Stakeholders	Evaluation	Cost and Source of Funding
Final Evaluation	<b>Output 2.2.3</b> Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups	<b>Outcome 1</b> By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services	October 2023			30,000

<sup>24</sup> Optional, if needed

## VI. Multi-Year Work Plan <sup>2526</sup> (Full Multi-Year Work Plan enclosed as Annex 4)

USD

EXPECTED OUTPUTS	PLANNED BUDGET					
	Y1	Y2	Y3	Y4	Y5	total
<b>Output 1:</b> Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas	168,500	276,003	176,000	176,000	176,000	<b>972,503</b>
<b>Output 2:</b> The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities	113,000	128,000	128,000	108,000	108,000	<b>585,000</b>
<b>Output 3:</b> The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights	171,300	193,300	116,300	115,587	172,865	<b>769,352</b>
<b>Output 4:</b> The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine	75,625	75,625	75,625	75,625	75,625	<b>378,125</b>
<b>Output 5:</b> Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced	132,000	147,000	182,000	135,000	117,000	<b>713,000</b>
<b>Output 6:</b> The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened	108,060	114,060	114,060	143,560	143,570	<b>623,310</b>
<b>Evaluation</b>	0	0	0	0	30,000	<b>30,000</b>
<b>Staff Management Costs (4%)</b>	31,150	37,360	31,679	30,151	32,922	<b>163,265</b>
<b>General Management Support (8%)</b>	63,971	77,708	65,893	62,714	68,479	<b>338,769</b>
<b>TOTAL</b>	<b>863,606</b>	<b>1,049,055</b>	<b>889,558</b>	<b>846,637</b>	<b>924,461</b>	<b>4,573,317</b>

<sup>25</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>26</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

DKK<sup>27</sup>

EXPECTED OUTPUTS	PLANNED BUDGET					
	Y1	Y2	Y3	Y4	Y5	total
<b>Output 1:</b> Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas	1 105 192	1,810,304	1,156,352	1,156,352	1,155,893	<b>6,384 091</b>
<b>Output 2:</b> The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities	741,167	839,552	839,552	708,372	708,372	<b>3,837,015</b>
<b>Output 3:</b> The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights	1,123,557	1,267,855	762,812	758,135	1,133,822	<b>5,046,180</b>
<b>Output 4:</b> The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine	496,554	496,554	496,554	496,554	496,554	<b>2,480 122</b>
<b>Output 5:</b> Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced	865,788	964,173	1,193,738	885,465	767,403	<b>4,676,567</b>
<b>Output 6:</b> The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened	708,372	747,626	747,626	941,217	941,217	<b>4,086,257</b>
<b>Evaluation</b>	0	0	0	0	196,980	<b>196,980</b>
<b>Staff Management Costs (4%)</b>	204,315	245,041	207,785	197,760	215,938	<b>1,070,839</b>
<b>General Management Support (8%)</b>	419,585	509,685	432,193	411,340	449,151	<b>2, 221,954</b>
<b>TOTAL</b>	<b>5,664,000</b>	<b>6,880,360</b>	<b>5,836,182</b>	<b>5,554,664</b>	<b>6,064,799</b>	<b>30,000,006</b>

<sup>27</sup> UN exchange rate as of 1 December 2018: 1 USD = 6.559 DKK

## VII. Governance and Management Arrangements

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 (PB) for the use of resources.

The project will be implemented under the umbrella of UNDP Democratic Governance Programme with overall supervision of DG Portfolio Manager (Programme Manager). Quality assurance of the project will be provided by Programme Analyst (Governance). Project monitoring and evaluation as well as communications will be provided within DG Programme implementation.

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

The project will receive overall guidance and strategic direction from the Project Board (Board). The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Board decisions should be made in accordance to standards<sup>28</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the Danish MFA, as the funding authority (for the TOR of the Board please refer to Annex 5).

The Board contains three sets of stakeholders, including:

- Project implementing agency - representing the project implementer to chair the group (UNDP Ukraine);
- Funding agency - representing the interests of the donor agency (Danish MFA);
- Beneficiary representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries (the OO and main CSO's partners).

Other stakeholders may have an opportunity to partake in Board meetings as agreed between Board members.

The Board will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The agenda of the Board as well as all the supporting documents will be prepared by the Project and distributed to the members at least one week before the Board meeting.

Closing meeting of the Board will be held at least one month prior to project closure.

A Programme Oversight and Support Team (POST) is in place, headed by the UNDP Deputy Country Director. The team is composed of the Programme Analyst playing the Quality Assurance role, the Programme Financial Analyst and the Portfolio Manager.

Once the annual work plan has been approved by the project board, the implementation of the work plan is overseen and supported by a POST who meets at least once per month to:

- Ensure that the work plan is implemented, and targets are being met,

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<sup>28</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

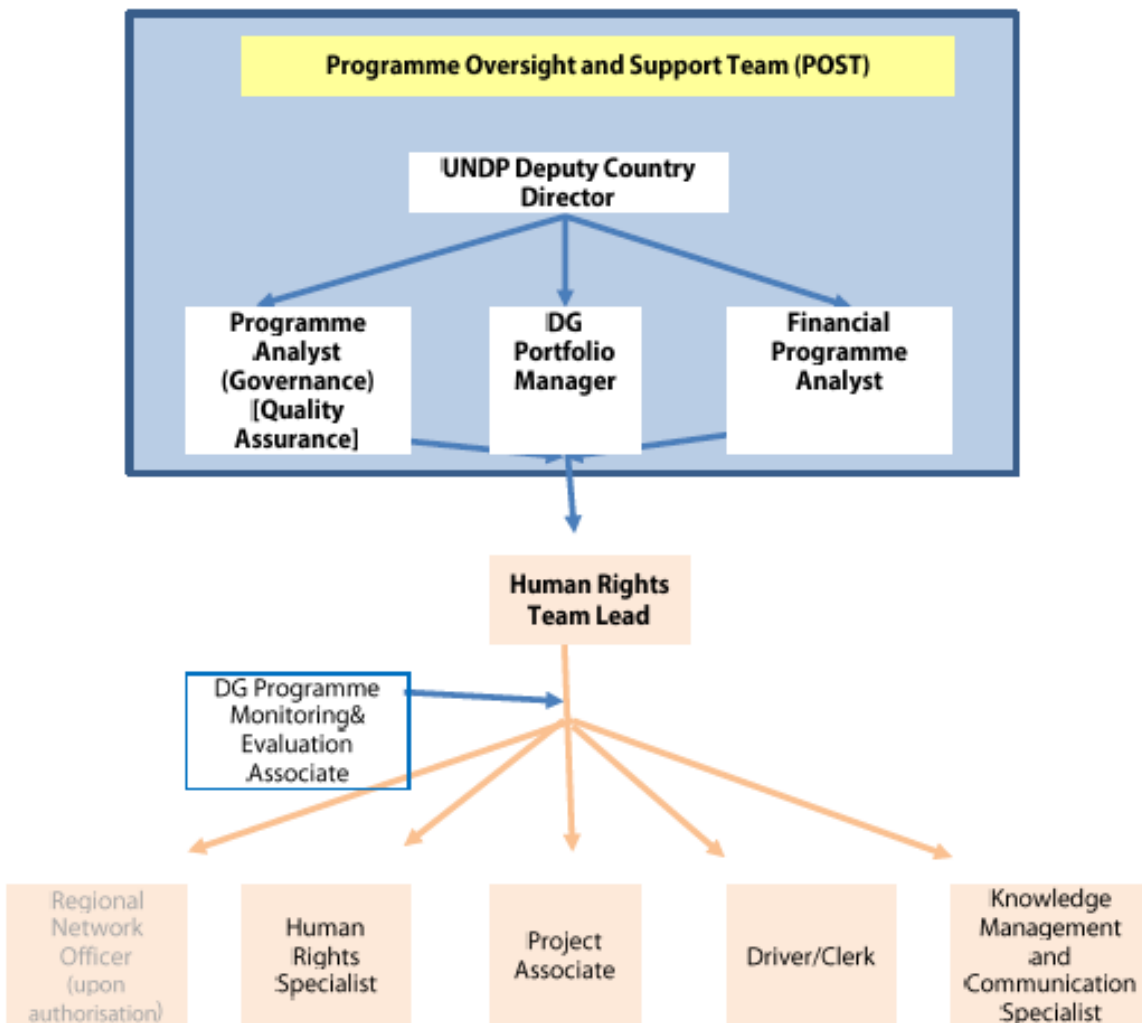


- Provide any troubleshooting support (programmatic and operational) as required,
- Consider any work plan exceptions and
- Escalate unresolvable bottlenecks to UNDP Management.

Collaborative arrangements with Recovery and Peacebuilding Programme. The HR4U will provide specific attention to conflict-affected areas and the needs of conflict affected population. In this regard close coordination with Recovery and Peacebuilding Programme (RPP) is foreseen in order to capitalize on synergies and enable coherence within the overarching UNDP-DMFA initiative (the work on ensuring human rights with focus on conflict affected men and women in the east of Ukraine. Such coordination will be implemented via regular meetings and exchange of information on planned initiatives, approaches and achieved results to ensure effective knowledge sharing and contribution to policy development mechanisms. Moreover, HR4U will use benefits from presence of RPP in the east and already established partnership to promote HRBA principles.

**Project Organisation Structure**

Project Board (Governance Mechanism)		
Beneficiaries (OO, Parliament, Ministry of Justice, Ministry of Social Policy, National Agency of Ukraine on Civil Service and other line ministries and agencies, CSOs)	Executive [UNDP Ukraine]	Senior Supplier (Danish Ministry of Foreign Affairs)



## VIII. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ukraine and UNDP, signed on 18 June 1993. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## IX. Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>29</sup> [UNDP funds received pursuant to the Project Document]<sup>30</sup> 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/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody,

<sup>29</sup> To be used where UNDP is the Implementing Partner

<sup>30</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. *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;*
  - ii. *assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.*
- b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
  - f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## **X. Annexes**

**Annex 1** – Theory of Change

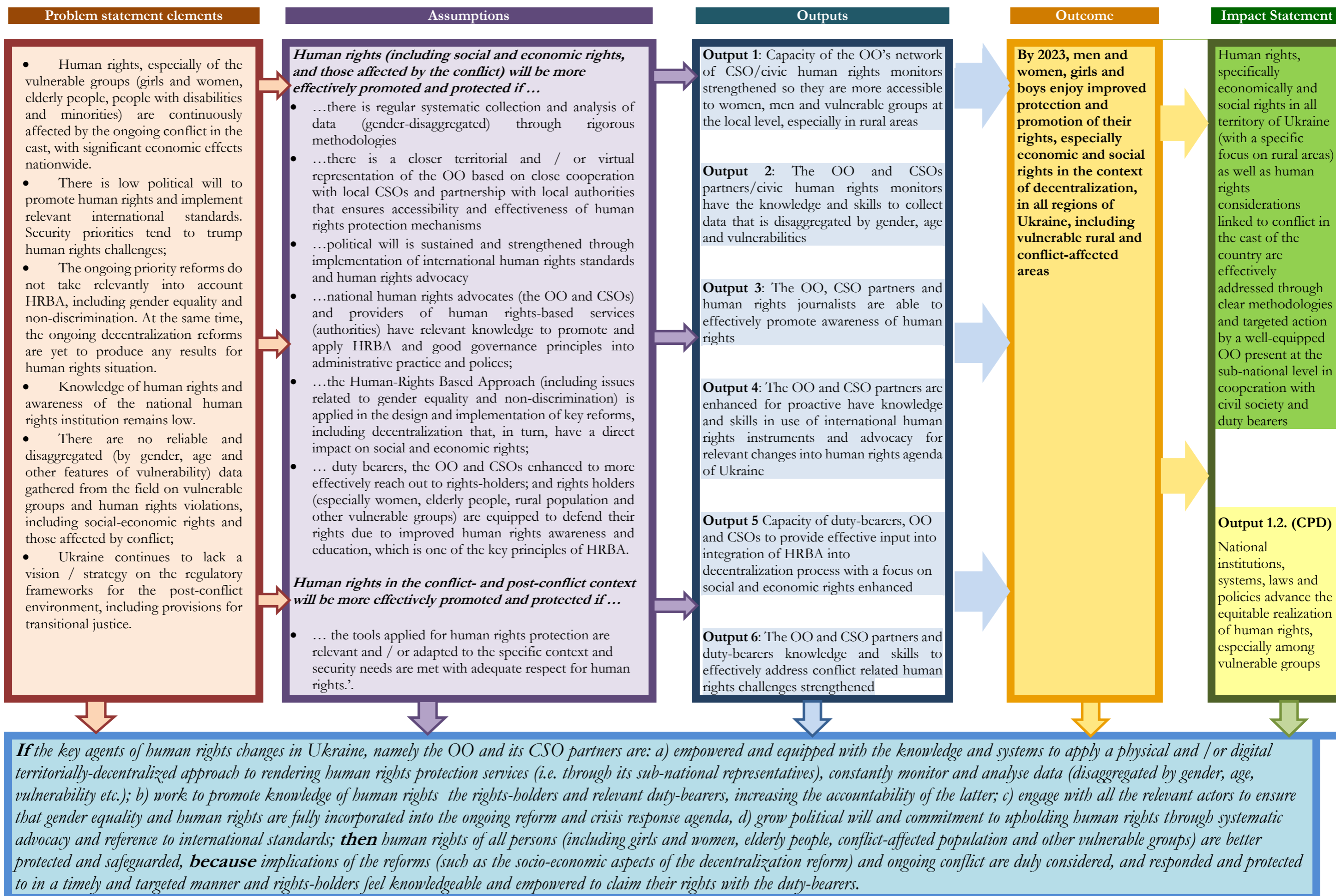
**Annex 2** – TORs of key management positions

**Annex 3** – Risk Analysis.

**Annex 4** – Multi-Year Budget

**Annex 5** – Project Board Terms of Reference

## ANNEX 1. Theory of Change





## ANNEX 2. TORs of key management positions

### Project Coordinator/Human Rights Team Lead, TOR

<b>Project Title:</b>	Human Rights for Ukraine (HR4U)
<b>Post Title:</b>	Project Coordinator/Human Rights Team Lead
<b>Post Level:</b>	SB-5/min
<b>Duration of the service:</b>	12 months with possible extension
<b>Duty Station:</b>	Kyiv, Ukraine
<b>Full time</b>	Full time
<b>Supervisor:</b>	Democratic Governance Advisor/Portfolio Manager

#### I. Background Information on the Project:

The effective exercise of human rights and access to justice for all are key elements of sustainable human development. To ensure this, policies must be based on human rights to guarantee that ‘no one is left behind’, institutions must be capable and willing to protect and safeguard human rights, and attitudes in society must embody tolerance and non-discrimination. UNDP supports the Parliamentary Ombudsman, as the National Human Rights Institution, to carry out its mandate effectively, including at the regional and local levels. UNDP also supports the active role of civil society in promoting and protecting human rights. While working within the frameworks of international human rights law and its mechanisms such as the Universal Periodic Review, special procedures, and treaty-based bodies we also support the implementation of the National Human Rights Strategy and its Action Plan. The promotion of Universal Design principles and the full inclusion of people with disabilities and other low mobility groups is an important component of our human rights work.

The project is aimed at increasing the potential of the Ukrainian Ombudsperson Office (thereafter OO) and promoting human rights initiatives among all national stakeholders, including core duty-bearers in the legislative branch (Parliament – as a secondary partner), core duty-bearers in the executive branch (Ministry of Internal Affairs, Ministry of Justice, Ministry of Social Policy, Ministry of Health, Ministry of Education, National Agency of Ukraine on Civil Service, State Agencies and Services, and others as required), sub-national government bodies and branches of national duty-bearers, as well as civil society. The project is an integral part of UNDP’s democratic governance portfolio. It provides technical assistance to the Ukrainian National Human Rights Institution that is both independent and able to provide tangible ‘outputs’ to women and men. This Project is funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative that will run from 2019 and till the end of 2023.

In this context, the United Nations Development Programme is recruiting a Project Coordinator/Human Rights Team Lead with relevant experience and track record.

The Project Coordinator is responsible for the coordination and implementation of the Human Rights for Ukraine project under the Democratic Governance portfolio and serves as the human rights focal point for the programme as a whole.

#### II. Duties and Responsibilities

Under the direct supervision of the Democratic Governance Advisor/Portfolio Manager, the Human Rights Team Lead will be responsible for the following key tasks:

- Ensure overall operational management of the project “Human Rights for Ukraine” (HR4U) and delivery of results in accordance with the project document and work plans and other joint agreements between the Government and UNDP;

- Ensure timely preparation, update and implementation of annual and detailed implementation work plans for HR4U, and other related documents for timely commencement and implementation of the project activities;
- Build capacity of and ties with the key partners and stakeholders at the national and regional levels. Establish and maintain dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the project's mission;
- Provide substantive input to the project activities, ultimate in-project quality assurance for achieving the overall project outputs, ensure timely implementation of project activities, including reporting on progress vis-à-vis planned activities and expected outputs;
- Set up and manage the project office, including staff facilities and services, as per the project work plan;
- Coordinate and supervise the work of HR4U team members, experts and consultants, including the preparation of the terms of reference, facilitation of recruitment, engagement of national experts and subcontractors, forward planning of project activities and budget expenditures, activity scheduling, monitoring of work/results and reporting;
- 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 Mid-Term and Annual Project Report (APR) for the consideration of the UNDP management;
- Assume direct responsibility for managing the project budget in compliance with the project's business processes with UNDP Ukraine Standard Operating Procedures, ensuring that:
  - *project funds are made available when needed, and are disbursed properly;*
  - *accounting records and supporting documents are kept;*
  - *required financial reports are prepared;*
  - *financial operations are transparent; and the project is ready to stand up to audit at any time;*
- Assure correct personnel management and procurement of goods/services;
- Coordinate among stakeholders as well as among various structures of governmental institutions on behalf of UNDP in the subject area;
- Keep close cooperation with the UNDP CO on different issues regarding project implementation process, and coordinate closely with other programme components, in particular the human rights and rule of law related aspects of the Recovery and Peacebuilding Programme, which is implemented through an area-based modality in conflict-affected regions;
- Represent the project as well as UNDP on human rights-related issues as a whole during public events, PR and media activities, ensure the proper communication of project results through UNDP communication channels and in accordance with a coherent programmatic approach;
- 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 and of UNDP's human rights work more broadly;
- Ensure coordination of the HR4U activities and UNDP's human rights work with other stakeholders at national level. Ensure close coordination with OHCHR and its Human Rights Monitoring Mission in Ukraine, and pursue the development of cross-programme linkages with other relevant UN projects and programmes and other stakeholders' human rights related work for mutually reinforcing impact;
- Provide technical advisory support to UNDP in engagement with Government of Ukraine, line Ministries and other relevant governmental institutions to support the capacity development and

implementation of HR4U initiatives. Act as the specialized focal point of UNDP assistance in the subject area of human rights;

- Ensure coordination with relevant working groups and ensure that information on the HR4U activities is shared in an effective and coherent manner;
- Facilitate the collection, analysis and interpretation of data in the field of HR4U implementation in the target regions and on human rights in Ukraine in general. Ensure availability of an up-to-date information on all critical issues related to HR4U;
- Prepare updates to UNDP with situation analysis (political, social, and economic) in the field of human rights and related subjects, when required;
- Ensure that the Atlas Project Management module is updated on a regular basis;
- Ensure compliance with UNDP project management policies and procedures;
- Perform other duties as requested.

### **III. Measurable outputs of the work assignment:**

- Full and appropriate implementation of the project “Human Rights for HR4U” in line with UNDP Financial Operational Policies and Procedures and UNDP SOP;
- 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.

### **IV. Performance Indicators for evaluation of results:**

- Relevant outputs of the project annual work plan are fully and timely implemented;
- Funds delivery for HR4U project is reached 100%;
- HR4U operational requirements are carried out in strict accordance with UNDP rules and procedures.

### **V. Competencies expected of the individual:**

- 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;
- Ability to handle politically sensitive issues and establish partnership with government authorities and CSO's and within UNDP;
- Sound judgment and maturity to foster a positive work environment;
- Familiarity with national legislation on recovery issues;
- Demonstrated strong coordination and facilitation skills;

#### *(a) Corporate Competencies:*

- Leadership;
- People Management;
- Communication;
- Delivery;
- Innovation
- Demonstrating/safeguarding ethics and integrity;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

#### *(b) Functional Competencies:*

- Knowledge Management and Learning;
- Development and Operational Effectiveness;
- Management and Leadership;
- Conflict Management;
- Result orientation;
- Teamwork;
- Self –management and emotional intelligence;

(c) Results-Based Project Development and Management:

- Assesses programme financial performance to identify success factors and incorporates best practices into programme work;
- Researches linkages across programme activities to identify critical points of integration.

(d) Promoting Organizational Learning and Knowledge Sharing:

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things;
- Documents and analyses innovative strategies and new approaches.

(e) Client Orientation:

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion;
- Organizes and prioritizes work schedule to meet client needs and deadlines.

(f) Innovation and Marketing New Approaches:

- Generates new ideas and proposes new, more effective ways of doing things;
- Documents and analyses innovative strategies/best practices/new approaches.

(g) Global Leadership and Advocacy for UNDP's Goals

- Performed analysis of political situations and scenarios, and contributes to the formulation of institutional responses
- Uses the opportunity to bring forward and disseminate materials for global advocacy work and adapts it for use at country level

## **VI. Minimum qualifications and experience:**

- Master's degree (or equivalent) in political or social sciences, international relations, development studies, public administration or related field;
- Minimum 10 years of proven experience in component/project/programme coordination, policy development and analysis, managing teams or project component;
- Experience in delivering capacity development, advisory and advocacy services to the Government in the relevant fields;
- Experience and knowledge in Development Effectiveness and cooperation, gender equality and its related issues would be an asset;
- Knowledge of civil society context and human rights situation in Ukraine;
- Experience of working with relevant stakeholders from the governmental and non-governmental institutions involved into civil society, democratisation and human rights issues at the national and sub-national levels;
- Experience in the usage of computers and office software packages (MS Word, Excel) and advance knowledge of spreadsheet and database packages, experience in handling od web-based management systems;
- Familiarity with UNDP project management procedures and experience with ATLAS is an asset;

- Fluency in English, Ukrainian and Russian is required (both spoken and written).

Prepared by:

Approved by:

Democratic Governance Advisor/  
Portfolio Manager

Deputy Country Director (Programme)

## Human Rights Specialist TOR

<b>Project Title:</b>	Human Rights for Ukraine (HR4U)
<b>Post Title:</b>	Human Rights Specialist
<b>Post Level:</b>	SB-4
<b>Duration of the service:</b>	12 months with possible extension
<b>Duty Station:</b>	Kyiv, Ukraine
<b>Full time</b>	Full time
<b>Supervisor:</b>	Project Coordinator/Human Rights Team Lead

### **I. Background Information on the Project:**

Project “Human Rights for Ukraine 2019–2023” funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative which runs from 1 January 2019 until 31 December 2023. It works to strengthen capacities of the national human rights organizations at national and local levels to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine while mobilizing national authorities and human rights defenders to improve the overall human rights record of the country.

The project is aimed at increasing the potential of the Ukrainian Ombudsperson Office (thereafter OO) and promoting human right initiatives among all national stakeholders, including core duty-bearer in the Legislative branch (Parliament – as a secondary partner), core duty-bearers in the Executive branch (Ministry of Justice, Ministry of Internal Affairs, Ministry of Social Policy, National Agency of Ukraine on Civil Service, State Agencies and Services etc.), sub-national authorities, civil society. The project is an integral part of UNDP’s democratic governance portfolio which provides technical assistance to the national institutions aimed on strengthening their capacities to promote HRBA, democratic and transparency principles into their practice. The Project is funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative that will run from 2019 and till the end of 2023.

In this context, United Nations Development Programme is recruiting a Human Rights Specialist with relevant experience and track record.

### **ii. Duties and Responsibilities:**

Under the direct supervision of the Project Coordinator/Human Rights Team Lead the incumbent will:

- Provide analytical and capacity-building expertise to build a system of better reception / processing / interpretation of human rights-related data under all components with special attention to issues of evidence-based policy inputs production, M&E systems, tracking progress and statistics.
- Contribute to the implementation of the project activities related to strengthening OO capacity for fulfilling its mandates, addressing new human rights challenges and contributing to the reform agendas;
- Conduct substantive research and analysis of human rights issues/events and assess their impact on the human rights situation, provide recommendation to the OO related to its mandate implementation and the capacity building;
- Collect and analyse human rights monitoring data and indicators, including gender-specific data and indicators at the sub-national and national level. Write and/or provide expert input into a



variety of reports, communications, briefings, statements, etc. Prepare analytical reports/overviews;

- Facilitating dialogue and collaborative learning with project partners and other stakeholders, including authorities, the OO, international and civil society organizations. Leading the development and delivery of workshops and training activities for stakeholders in order to HRBA promotion and implementation;
- project documents (memos, meeting debriefs, minutes) in the area of human rights;
- Collect and issue updates on activities in the human rights realm (conduct research, make analysis, process of statistical data, draft conclusions and recommendations);
- Liaise with project partners and facilitate communication on programme-related activities including organizing joint thematic learning and networking events on human rights topics;
- Conduct regular mapping and outreach to identify opportunities for new partnership;
- Monitor and report on the developments in human rights trends, activities in human rights by key stakeholders, including state and non-state actors;
- Represent the project at public events;
- Elaborate necessary documentation (concept notes, briefs, fundraising considerations) to operationalize and steer programmatic initiatives and activities;
- Provide HR related inputs into regular reports of the project to the donor;
- Perform other duties as necessary.

### **III. Measurable outputs of the work assignment:**

- Monthly/quarterly/annual/ad hoc debriefs are prepared;
- Donors/partners visits are initiated and facilitated;
- Concept notes, advisory notes, memos, meeting debriefs, topical briefs, and activity plans produced;
- Substantial support to the project activities related to the capacitation of the OO to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine provided;
- Topical news-feed regularly produced and streamlined;
- All assignments performed in a quality and timely manner.

### **IV. Performance Indicators for evaluation of results:**

- Project-related analytical materials are timely prepared and disseminated;
- Programmatic activities in human right area are duly overseen, timely enhanced, and properly reported.

### **V. Skills and competencies expected of the individual:**

- Mature judgment combined with a proactive, energetic approach to problem solving; excellent interpersonal and communication skills;
- Integrity by modelling the UN's values and ethical standards;
- 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.

### **VI. Minimum qualifications and experience**

- Master degree or equivalent in social sciences, law, international relations, political science or related field;
- Minimum 3years of practical work experience in the field of human rights/advocacy/promotion/protection/ monitoring and/or reporting, including collaboration with civil society organizations in professional or volunteer capacity; previous experience with a multilateral or international technical assistance or development organizations would be an asset;
- Experience in elaborating strategic documents and papers and conducting social research;
- Demonstrated awareness of human rights issues as elicited from previous professional experience;
- Experience in the usage of computers and office software packages (MS Word, Excel). Experience in handling of web-based management systems;
- Fluency in English, Ukrainian, and Russian.

Prepared by:

Approved by:

Human Rights Team Lead

Deputy Country Director (Programme)

## **Knowledge Management and Communication Specialist TOR**

<b>Project Title:</b>	Human Rights for You (HR4U)
<b>Post Title:</b>	Knowledge Management and Communication Specialist
<b>Post Level:</b>	SB-4
<b>Duration of the service:</b>	12 months with possible extension
<b>Duty Station:</b>	Kyiv, Ukraine
<b>Full time</b>	Full time
<b>Supervisor:</b>	Project Coordinator/Human Rights Team Lead

### **I. Background Information on the Project:**

Project “Human Rights for Ukraine 2019–2023” funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative which runs from 1 January 2019 until 31 December 2023. It works to strengthen capacities of the national human rights organizations at national and local levels to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine while mobilizing national authorities and human rights defenders to improve the overall human rights record of the country.

The project is aimed at increasing the potential of the Ukrainian Ombudsperson Office (thereafter OO) and promoting human right initiatives among all national stakeholders, including core duty-bearer in the Legislative branch (Parliament – as a secondary partner), core duty-bearers in the Executive branch (Ministry of Justice, Ministry of Internal Affairs, Ministry of Social Policy, National Agency of Ukraine on Civil Service, State Agencies and Services etc.), sub-national authorities, civil society. The project is an integral part of UNDP’s democratic governance portfolio which provides technical assistance to the national institutions aimed on strengthening their capacities to promote HRBA, democratic and transparency principles into their practice. The Project is funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative that will run from 2019 and till the end of 2023.

In this context, United Nations Development Programme is recruiting a Knowledge Management and Communication Specialist with relevant experience and track record.

### **ii. Duties and Responsibilities:**

Under the direct supervision of the Project Coordinator/Human Rights Team Lead and in close cooperation with the UNDP Communication Unit, the incumbent will:

- Contribute to the formulation and implementation of internal and external communications strategies for the HR4U project;
- Promote HR4U project work in the country with special attention on results and impact through media outreach, using new types of media, including social media platforms and communication tools as appropriate;
- Promote, advocate and raise awareness around the project activities, results, flagship initiatives through a variety of communication vehicles, such as roundtable discussions, press conferences, briefing session, interviews, report launches, etc.;
- Ensure communication plans for HR4U project are in place to adequately and positively communicate Programme’s highlights and success stories;
- Coordinate with relevant units and personnel to ensure that the project achievements are communicated to the relevant stakeholders in an effective and timely manner to support strategic positioning of the HR4U project to existing and potential partners;

- Ensure communications tools and products, including briefing notes, booklets, brochures, infographics are effectively planned and developed to reflect UNDP's corporate branding and visibility;
- In coordination with CO communications unit ensure press releases, media advisories, and feature stories for UNDP website and social networks are drafted and publicized in timely manner; provide input and manage social media channels (Facebook, Twitter, Instagram, Flickers);
- Ensure delivery of human rights messages within and between the OO, duty-bearer institutions and partner civil society organizations (CSOs);
- Develop and maintain a system of monitoring and reporting of project activities;
- Establish and maintain close working relationships with the media, including editors and journalists for reaching main donors, partners and general public audiences; organize PR and media activities themed on human rights;
- Liaise with governmental/non-governmental institutions, CSOs, academia and UNDP;
- Administer and develop knowledge management and innovations-related activities of the project;
- Support research, documentation, assessment studies on the project and related policy activities;
- Organize events including donor/partner visits and support field offices in holding such visits;
- Coordinate regional press conferences and media events
- Develop partnerships with various individuals, groups and organizations, whose support is essential to the achievement of communication objectives;
- Submit regular updates on the UNDP Ukraine web-site and to the donor if required;
- Prepare ad hoc information materials about the project;
- Perform other duties as required.

### **iii. 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;
- Comprehensive study on the subsidiary regulations and legislation in the framework of the project is supported.
- Web-site updated regularly;
- All assignments performed in a quality and timely manner.

### **IV. Performance Indicators for evaluation of results:**

- Project related reports are timely prepared and disseminated;
- Information and communication activities are well coordinated, inputs from the all stakeholders considered and activities are implemented.

### **Core Competencies:**

- Communication;
- Delivery;
- Innovation;
- Demonstrate/safeguard ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Encourage and participate in open communication in the team, communicate effectively;

- Create synergies through self-control;
- Manage conflict;

**V. Skills and competencies expected of the individual:**

- Excellent interpersonal skills;
- Strong organizational and time management skills;
- Be proactive, energetic, committed and innovative;
- Excellent writing, n and organization skills;
- Sound knowledge of modern information technologies including websites and social media;
- Excellent team and networking skills.

**VI. Minimum qualifications and experience**

- Master's degree or equivalent in communications, media relations, public relations, international relations, social sciences, journalism or related field;
- Minimum 3years of professional experience in the field of communication, media, journalism, public relations, international relations, monitoring and/or reporting or related field;
- Solid experience in report writing, editing drafting of periodic reporting for international organizations or non-profit organizations in English;
- Knowledge of human rights situation in Ukraine is a strong asset;
- Knowledge and experience in conducting/managing research in social science would be an asset;
- Experience in the usage of computers and office software packages (MS Word, Excel, Adobe Acrobat, PhotoShop). Experience in handling of web-based management systems;
- Fluency in English, Ukrainian and Russian (both written and spoken).

Prepared by:

Approved by:

Human Rights Team Lead

Deputy Country Director (Programme)

## **Project Associate TOR**

<b>Project Title:</b>	Human Rights for Ukraine (HR4U)
<b>Post Title:</b>	Project Associate
<b>Post Level:</b>	SB-3
<b>Duration of the service:</b>	1 year with possible extension
<b>Duty Station:</b>	Kyiv, Ukraine
<b>Full time</b>	Full time
<b>Supervisor:</b>	Project Coordinator/Human Rights Team Lead

### **I. Background Information on the Project:**

Project “Human Rights for Ukraine 2019–2023” funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative which runs from 1 January 2019 until 31 December 2023. It works to strengthen capacities of the national human rights organizations at national and local levels to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine while mobilizing national authorities and human rights defenders to improve the overall human rights record of the country.

The project is aimed at increasing the potential of the Ukrainian Ombudsperson Office (thereafter OO) and promoting human right initiatives among all national stakeholders, including core duty-bearer in the Legislative branch (Parliament – as a secondary partner), core duty-bearers in the Executive branch (Ministry of Justice, Ministry of Internal Affairs, Ministry of Social Policy, National Agency of Ukraine on Civil Service, State Agencies and Services etc.), sub-national authorities, civil society. The project is an integral part of UNDP’s democratic governance portfolio which provides technical assistance to the national institutions aimed on strengthening their capacities to promote HRBA, democratic and transparency principles into their practice. The Project is funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative that will run from 2019 and till the end of 2023.

In this context, United Nations Development Programme is recruiting Project Associate with relevant experience and track record.

Project Associate is responsible for will be responsible for the smooth administrative management and implementation of the project activities in close collaboration with both: the project team and the UNDP Country Office.

### **II. Duties and Responsibilities**

Under the direct supervision of the Project Coordinator/Human Rights Team Lead the Project Associate will be responsible for the following key tasks:

#### **Administrative Assistance**

- Perform administrative support functions to facilitate the implementation of project activities, including personnel matters, attendance records, travel arrangements, facilitating missions, office maintenance, reception/registry, procurement, contracting, communications, inventory;
- Assure smooth operational running of the project by following established operational rules and procedures, including preparation of the supporting documentation for contracts and payments;
- Contribute to the project annual and detailed implementation work plans and reports preparation in timely and quality manner based on the requirements of the UNDP and project donors;
- Facilitate project recruitment and personnel management; Assure due selection process of project experts and consultants is in place through advertisements in mass media, participate in selection



process. Collect the documentation required for the recruitment and contract extension, promotion, separation and other related administrative actions;

- Participate in data collection, analysis and maintenance of projects related data base and files; Keep accurate electronic and paper filing, information and records systems;
- Participate in project activities (meetings, roundtables, conferences, other public activities) preparation, implementation and follow up, take meeting minutes;
- Ensure that travel arrangements and authorizations, mission requests, passport and visa requests and extensions, flight bookings and all other matters related to travel of international and national project staff inside and outside Ukraine are properly and timely authorized and processed;
- Keep accurate electronic and paper filing, correspondence register and filing, information and records systems;
- Keep updated project inventory records and assure that UNDP regulations on the equipment use, storage and proper maintenance are adhered. Assure that the project equipment transfer/disposal is being done under UNDP rules;
- Maintain contacts with the national executing agency on a variety of the project related issues;
- Provide assistance with project documents and correspondence translation and interpretation as needed;
- Management of project stationery and office supplies, distribution of stationary supplies as required, purchase office equipment and furniture when needed;
- Handle project telephone enquiries and correspondence;
- Participate in the trainings for the operations/projects staff on administrative and financial procedures;
- Contribute to the project's knowledge management and learning agenda;
- Assure that due security measures are in place with regard to the project office;
- Assist with the project audit, monitoring, and evaluation;
- Maintain updated networks of project counterparts, contractors, grantees, consultants, suppliers, collects relevant information on best services and expertise providers;
- Contribute to the preparation of the project bulletins, promotion materials and project web-site update;
- Drafts project related correspondence, maintains database of contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc;
- Perform other duties as assigned by the project and/or UNDP management.

**Financial Assistance:**

- Provide day-to-day support to the project financial operations in accordance with UNDP rules and regulations and relevant SOPs;
- Prepare accurate budget revisions;
- Assist in preparation of project budget and maintain necessary budgetary controls and records;
- Prepare requests for direct payment to UNDP CO Finance unit, PO-based and non PO-base vouchers in accordance with the approved project budget;
- Create requisitions in Atlas for the project, register of good receipt in Atlas;
- Ensure timely payment requests and payments to consultants, subcontractors and service providers in accordance with established payment schedules and within the limits of the project budget;
- Prepare requests for financial authorization to UNDP CO in accordance with the approved project budget;
- Prepare accurate financial reports, including monthly and quarterly disbursement reports and financial reports for donors;

- Undertake basic financial analysis (i.e. budget variance) to support project information needs;
- Monitor expenditures and prepare financial reports and forecasts;
- Manage and maintain the Petty Cash in accordance with the established rules and regulations and ensure timely reporting and replenishment of the Account;
- Implement the internal control system which ensures that Purchase orders are duly prepared and dispatched;
- Ensure timely corrective actions on purchase orders with budget check errors, un-posted or unmatched vouchers and other problems;
- Ensure the proper closing of accounts at the end of each financial year and the preparation of all financial reports required in accordance with established UNDP financial rules and regulations;
- Closely liaise with UNDP Ukraine Financial unit, Administrative and HR Units to ensure proper coordination of actions and activities related to finance;
- Assist project management in preparation/revision of Project Implementation Plan.

#### **Procurement Assistance**

- Ensure timely and in accordance with SOPs processes of procurement and delivery of project goods and services;
- Facilitate IC recruitment and management processes; collect the documentation required for the recruitment and contract extension, separation and other related procurement actions.

### **III. Measurable outputs of the work assignment:**

- Full and appropriate use of UNDP Financial Operational Policies and Procedures and UNDP Standard Operating Procedures during implementation of the Project.
- Payments for procurement of goods and services for project prepared accurately and in timely manner;
- 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.

### **IV. Performance Indicators for evaluation of results:**

- Project implementation plan is fully and timely implemented;
- Relevant outputs of the project annual work plan are fully and timely implemented.
- Initiative;
- Partnering and networking.

### **V. 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.

### **VI. Core Competencies:**

- Communication;
- Delivery;
- Innovation;
- Demonstrate/safeguard ethics and integrity;
- Demonstrate corporate knowledge and sound judgment;
- Self-development, initiative-taking;
- Create synergies through self-control;
- Manage conflict;
- Abilities to ensures all necessary precautions to avoid corrupt practices, maintains standards of conduct that govern the performance of the UN staff, including the prohibition of corrupt practices in connection with the award and administration of contracts, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the UNDP Financial Regulations and Rules, and the UNDP Procurement Manual.

**VII. Minimum qualifications and experience:**

- Bachelor’s degree or equivalent in Business Administration, Management, Economics, Finance, Accounting, Social Sciences or other related field;
- At least 3 years of practical experience of working in the field of administration, programme/project support service, finance and/or other related fields;
- Experience in working on similar positions with international organizations/projects will be considered as an advantage;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web based management systems;
- Knowledge of the ATLAS system and/or UNDP SOPs is an advantage;
- Fluency in English, Ukrainian and Russian is required (both spoken and written).

Prepared by:

Approved by:

Human Rights Team Lead

Deputy Country Director (Programme)

**Project Driver/Clerk Associate TOR**

<b>Project Title:</b>	Human Rights for Ukraine (HR4U)
<b>Post Title:</b>	Driver/Clerk
<b>Post Level:</b>	SB 2/3
<b>Duration of the service:</b>	1 year with possible extension
<b>Duty Station:</b>	Kyiv, Ukraine
<b>Full time</b>	Full time
<b>Supervisor:</b>	Project Coordinator/Human Rights Team Lead

**I. Background Information on the Project:**

Project “Human Rights for Ukraine 2019–2023” funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative which runs from 1 January 2019 until 31 December 2023. It works to strengthen capacities of the national human rights organizations at national and local levels to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine while mobilizing national authorities and human rights defenders to improve the overall human rights record of the country.

The project is aimed at increasing the potential of the Ukrainian Ombudsperson Office (thereafter OO) and promoting human right initiatives among all national stakeholders, including core duty-bearer in the Legislative branch (Parliament – as a secondary partner), core duty-bearers in the Executive branch (Ministry of Justice, Ministry of Internal Affairs, Ministry of Social Policy, National Agency of Ukraine on Civil Service, State Agencies and Services etc.), sub-national authorities, civil society. The project is an integral part of UNDP’s democratic governance portfolio which provides technical assistance to the national institutions aimed on strengthening their capacities to promote HRBA, democratic and transparency principles into their practice. The Project is funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative that will run from 2019 and till the end of 2023.

In this context, United Nations Development Programme is recruiting a professional driver with relevant experience and track record.

**II. Duties and Responsibilities:**

Under the direct supervision of Project Coordinator/Human Rights Team Lead, the incumbent will perform the following functions:

- Timely and safe driving of project employees, consultants, project guests, project visitors, UNDP staff in the project official vehicles at the authorization from the project management and UNDSS;
- Performing tasks related to the daily maintenance of the vehicle;
- Maintaining daily vehicle logs (mileage, fuel consumption, travel routs) and submitting logs to the Project Associate on a timely basis;
- Ensuring that repair and maintenance services are done on project vehicle in time and at the authorization from the Project Associate;
- Ensuring that all instructions regulating safe driving behavior and Rules of the Road are in hand and strictly followed;
- Ensuring that the vehicle has valid insurance and first aid kit;

- Driving the project's vehicle for delivery and collection of mails, documents, pouches, equipment and other administrative tasks as required under the project;
- Providing assistance in administrative related tasks;
- Assist in the organization of events and logistical preparation for field trips, visiting missions, etc.
- Assist in reviewing records related to in-country missions and field trips;
- Provide support to Project Associate in evaluation of invoices sent by CDOs during local purchases of tires, technical maintenance services;
- Provide operational support to project activities;
- Loading/unloading of light cargos delivered by the vehicle;  
Provide clerical support to programme activities;
- Performing other duties as required.

### **III. Measurable outputs of the work assignment:**

- Delivery of quality driving service through well maintaining of vehicle and safe driving;

### **IV. Performance Indicators for evaluation of results:**

- Excellent driving skills;
- Relations with colleagues and ability to be an effective team player;
- Initiative and punctuality;
- Communication and listening skills.

### **V. Skills and competencies expected of the individual:**

#### **Innovation**

#### **Delivery**

#### **Communication**

- Technical proficiency in vehicle maintenance;
- Excellent knowledge of the Ukrainian Rules of the Road;
- Proactive, energetic, committed, punctuality;
- Good interpersonal skills and team spirit;
- Ability to drive in difficult /extreme situations.

### **VI. Minimum qualifications and experience**

- Secondary Education;
- Valid Ukrainian driving license categories B and C/C1 (valid for driving both soft skin and armored vehicles up to 5,500 kg) preferable - all);
- At least 3 years of professional driving experience;

- Knowledge of driving rules and regulations and skills in minor vehicle repair;
- Knowledge of protocol and customs issues;
- Safe driving record;
- Fluency in Ukrainian/Russian language.

Prepared by:

Approved by:

Human Rights Team Lead

Deputy Country Director (Programme)



## ANNEX 3. Risk analysis

## OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

Project Title: Human Rights for Ukraine	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Enter a brief description of the risk  <i>(In Atlas, use the Description field.  <b>Note: This field cannot be modified after first data entry)</b></i>	When was the risk first identified  <i>(In Atlas, select date.            Note: date cannot be modified after initial entry)</i>	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information)  <i>(In Atlas, select from list)</i>	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 1 (low) to 5 (high) P =  Enter impact on a scale from 1 (low) to 5 (high) I =  <i>(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</i>	What actions have been taken/will be taken to counter this risk  <i>(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</i>	Who has been appointed to keep an eye on this risk  <i>(in Atlas, use the Management Response box)</i>	Who submitted the risk  <i>(In Atlas, automatically recorded)</i>	When was the status of the risk last checked  <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, increasing, no change  <i>(in Atlas, use the Management Response box)</i>
1	Lack of political will to promote human rights agenda	May 2018	Political Strategic	MPs and politicians have a low level of awareness of human rights, international standards and HRBI; it leads to a failure to understand human rights prioritisation and importance of NHRI independence.  The recent process of Ombudsperson election, which concerned as not transparent enough, is a clear example  P = 4	Focus on work with duty bearers to raise the level of legal culture, human rights awareness, necessity to protect and promote human rights and HRBI	Project team			

				I = 3					
2	Political instability and competition reduce the pace and scope of reforms	May 2018	Political	<p>Political competition and internal frictions between interest groups and factions of influence significantly reduce the pace and scope of reform</p> <p>P = 2 I = 4</p>	<p>Focus on international advocacy and cooperation with international partners to promote human right agenda at the international fora.</p> <p>Strengthening cooperation between OO and CSOs both at national and sub-national level to enhance human rights advocacy in the country.</p>	Project team			
3	Weak of human rights awareness and intolerance to vulnerable groups in society	May 2018	Strategic	<p>Active wide communication needed to ensure proper visibility of the human rights initiatives and meet targets to promote human rights and non-discrimination.</p> <p>P = 4 I = 3</p>	<p>In accordance with the National Baseline Study on Human Rights the key human rights messages and topics will be identified and will be promoted with the help of CSOs.</p> <p>Focus on cooperation with journalist network.</p>	Project team			
4	Highly politicized NHRI position including	May 2018	Political	<p>In assessing the legal framework of Ukraine, it was established that the appointment procedure remains weak on account of the factors such as unfavourable political environment,</p>	<p>Closely monitor political processes in Ukraine vis-à-vis their impact on the project.</p>	Project team			

	Ombudsperson's election process resulted a lack of trust among CSOs			<p>prolonged appointment procedures and, in particular, insufficient involvement of civil society.</p> <p>New Ombudsperson was elected in April 2018, and the politicized the Ombudsperson position causes concern regarding lack of independence, the ability to influence the work of the institution.</p> <p>P = 4 I = 4</p>	<p>Continue working with OO to develop its institutional capacity and lessen its dependency on personality of leadership.</p> <p>The project will focus on initiatives and activities to support the OO mandate implementation through cooperation with the CSOs and increasing capacity building of duty-bearers.</p>				
5	Discrediting of OO expertise / reputational risk	May 2018	Strategic	<p>Discrediting is already being practiced by competing authorities and CSOs within Ukraine. However, the level of legitimacy of institutions with the population and civil society is key to ensuring cooperation and trust from the non-state actors</p> <p>P = 4 I = 3</p>	<p>The project will focus on initiatives and activities to support the OO mandate implementation through cooperation with the CSOs and capacity building of duty-bearers</p>	Project team			
6	The absence of the institutional memory leading to decrease of the level of	May 2018	Organizational Strategic	<p>After the election of the new ombudsman, a significant number of employees were released, especially at the management level. It leads to a loss of understanding of previous achievements and a loss of strategic vision of the institution's development</p>	<p>The project will focus on strengthening capacity of CSOs fulfilling OO mandate, which could provide</p>	Project team			a

	proficiency among the Office staff			P = 4 I = 4	support to NHRI including at the regional level and fill the expert gap, as well as capacity building of duty-bearers				
7	Necessity to relaunch cooperation with other Ukrainian institutions and CSOs	May 2018	Organizational Strategic	A new leadership of the Ombudsperson's Office (elected in April 2018) leads to necessity to establish/relaunch cooperation with relevant national stakeholders as a number of previous relations were lost. New partnership will require a time that might influence the speed of initiatives and relevant engagement  P = 5 I = 2	Dialogue with national authorities and CSOs especially at the local level, as well as international partners, will be enhanced and promoted	Project team			
8	Potential decrease in Government funding to OO which could be reflected in support of regional offices	May 2018	Financial Organizational	OO has received funds for outreach at local level. The economic crisis or political factors may affect the reduction of budget financing. OO has substantial recurrent costs for its sub-national network, which need to be covered to ensure full operation  P = 4 I = 3	Focus on communication and proper visibility of the initiative; ensure close follow-up by development partners. Support development of cooperation between OO and CSOs both at national and sub-national level. OO encouraged to proactively advocate	Project team			

					through diplomatic channels and international mechanisms, emphasizing the importance of fully-fledged representation  Ensure that the regional presence of OO is enhance under its current model combined with civil society partners with proper State funding.				
9	Absence of “feedback system” to monitor the OO institution’s effectiveness	May 2018	Operational Organizational	Inclusive and open strategy development process expected to ensure common vision of OO. Implementation of ‘feedback system’ needed to define OO input at local level and human rights protection within decentralization processes  P = 4 I = 5	Conduct external survey to determine the level of awareness and trust in the OO and sub-national network. These results will not be very accurate, but main tendencies can be identified to assess effectiveness	Project team			
10	Lack of comprehensive and periodic, local based monitoring to determine of	May 2018	Operational Strategic	Determining the impact of decentralization on the human rights situation is complicated and requires at least a year for monitoring. Monitoring results will determine future activities to minimize negative impact of decentralization processes	The monitoring will be conducted in one year of the project implementation. During this time focus on communication,	Project team			

	human rights challenges			P = 5 I = 3	support OO regional network and work with rural population				
11	Lack of support and cooperation with communities and local authorities	May 2018	Strategic	Determining the impact of decentralization on the human rights situation is complicated and requires approval and cooperation from the local community. OO, SCOs will need cooperation with institutions in the regions to e.g. obtain data, provide recommendations etc.  P = 2 I = 4	Focus on communication and proper visibility of the human right initiatives; ensure close follow-up by development partners. Support development of cooperation between authorities, OO and SCOs both at national and sub-national level.	Project team			
12	Continued crisis in the east diverts attention from pressing reform and post-conflict issues	May 2018	Political	Keeping in mind the volatility of the violent crisis in the east, as well as the geopolitical crisis concerning the Autonomous Republic of Crimea, it is no easy to make forecasts about how the situation will evolve. It is evident, though, that any major deterioration in the situation on both fronts could, first of all, mean that other human rights violations would be prioritized to be urgently addressed by the OO and some of the duty-bearers, and shift attention away from the themes covered under the project auspices to other "more urgent" issues. This may especially hold for NPM, and social and economic rights protection against the backdrop of the grave human rights crisis in the	Project communications messages will be shaped in such a manner as to incorporate the importance of human rights work into overall discourse at the time of implementation. Focus on international advocacy, work with conflict-affected populations and IDPs	Project team			



				<p>east and south. Some risk, especially if the situation in the east brings about a considerable amount of stories detailing human hardships. In such a situation attention may easily be diverted and the reputation of the implementer may be labelled as dealing with issues that are considered far from crucial.</p> <p>P = 3 I = 2</p>					
13	Lack of political will and to resolve post-conflict issues	May 2018	Political	<p>The Government can express lack of understanding regarding transitional justice and unwillingness to resolve issues related to the post-conflict period.</p> <p>OO and CSOs will need to cooperate with the Government to e.g. obtain data, draft laws for assessment, and participation in the taskforces. Relations between the individual leadership of the duty-bearer institutions and the OO leadership may also play a part in expedited or delayed decisions</p> <p>P = 4 I = 2</p>	Focus on communication and proper visibility of the initiative; ensure close follow-up by development partners. Support development of cooperation between OO and NGOs both at national and sub-national level.	Project team			

## ANNEX 4. Multi-Year Budget

EXPECTED OUTPUTS	PLANNED BUDGET								
	Y1	Y2	Y3	Y4	Y5	Responsible party	Funding Source	Budget Description	Amount, USD
<b>Output 1:</b>	25,000	100,000	0	0	0	UNDP	00095	71300 Local Individual Consultant	125,000
Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas	100,000	100,000	100,000	100,000	100,000	UNDP	00095	72600 Grants	500,000
	35,000	35,000	35,000	35,000	35,000	UNDP	00095	75700 Training, Workshops, Conferences	175,000
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	71600 Travel	25,000
	3,500	3,500	3,500	3,500	3,500	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	17,500
	0	32,500	32,500	32,500	32,500	UNDP	00095	71400 Regional Network Officer, SB3/3	130,000
<b>Gender marker: GEN2</b>	<b>168,500</b>	<b>276,003</b>	<b>176,000</b>	<b>176,000</b>	<b>176,000</b>				<b>972,503</b>
<b>Output 2:</b>	10,000	10,000	10,000	0	0	UNDP	00095	71300 Local Individual Consultant	30,000
The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities	23,500	38,500	38,500	38,500	38,500	UNDP	00095	72600 Grants	177,500
	2,500	2,500	2,500	2,500	2,500	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	12,500
	5,000	35,000	35,000	25,000	25,000	UNDP	00095	75700 Training, Workshops, Conferences	125,000
	33,000	3,000	3,000	3,000	3,000	UNDP	00095	71600 Travel	45,000
	39,000	39,000	39,000	39,000	39,000	UNDP	00095	71400 HR Expert, SB4/2	195,000
<b>Gender marker: GEN2</b>	<b>113,000</b>	<b>128,000</b>	<b>128,000</b>	<b>108,000</b>	<b>108,000</b>				<b>585,000</b>
<b>Output 3:</b>	0	40,000	0	0	30,000	UNDP	00095	72100 Contractual Services - Company	70,000
The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights	20,000	10,000	0	0	0	UNDP	00095	71300 Local Individual Consultant	30,000
	7,300	7,300	7,300	6,587	6,865	UNDP	00095	71600 Travel	35,352
	20,000	0	0	0	0	UNDP	00095	71400 International Consultant	20,000
	45,000	45,000	45,000	45,000	45,000	UNDP	00095	72600 Grants	225,000
	20,000	37,000	18,000	18,000	37,000	UNDP	00095	75700 Training, Workshops, Conferences	130,000
	20,000	15,000	7,000	7,000	15,000	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	64,000
	39,000	39,000	39,000	39,000	39,000	UNDP	00095	71400 Communication Expert, SB4/2	195,000
<b>Gender marker: GEN2</b>	<b>171,300</b>	<b>193,300</b>	<b>116,300</b>	<b>115,587</b>	<b>172,865</b>				<b>769,352</b>
<b>Output 4:</b>	3,000	3,000	3,000	3,000	3,000	UNDP	00095	71300 Local Individual Consultant	15,000
The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine	15,000	15,000	15,000	15,000	15,000	UNDP	00095	71600 Travel	75,000
	19,500	19,500	19,500	19,500	19,500	UNDP	00095	75700 Training, Workshops, Conferences	97,500
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	25,000
	8,125	8,125	8,125	8,125	8,125	UNDP	00095	Programme M&E Associate SB3/3 (25%)	40,625
	25,000	25,000	25,000	25,000	25,000	UNDP	00095	73100 Rent	125,000
<b>Gender marker: GEN2</b>	<b>75,625</b>	<b>75,625</b>	<b>75,625</b>	<b>75,625</b>	<b>75,625</b>				<b>378,125</b>
<b>Output 5:</b>	0	10,000	10,000	10,000	10,000	UNDP	00095	71300 Local Individual Consultant	40,000
Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced	3,000	3,000	30,000	3,000	3,000	UNDP	00095	71600 Travel	42,000
	5,000	20,000	28,000	28,000	10,000	UNDP	00095	75700 Training, Workshops, Conferences	91,000
	40,000	30,000	30,000	30,000	30,000	UNDP	00095	72600 Grants	160,000
	20,000	20,000	10,000	0	0	UNDP	00095	71400 International Consultant	50,000
	5,000	5,000	15,000	5,000	5,000	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	35,000
	32,500	32,500	32,500	32,500	32,500	UNDP	00095	71400 Project Associate, SB3/3	162,500
	26,500	26,500	26,500	26,500	26,500	UNDP	00095	71400 Driver, SB2/5	132,500
<b>Gender marker: GEN2</b>	<b>132,000</b>	<b>147,000</b>	<b>182,000</b>	<b>135,000</b>	<b>117,000</b>				<b>713,000</b>
<b>Output 6:</b>	2,000	5,000	5,000	24,500	24,500	UNDP	00095	75700 Training, Workshops, Conferences	61,000
The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened	5,000	5,000	5,000	5,000	5,000	UNDP	00095	71300 Local Individual Consultant	25,000
	4,060	4,060	4,060	4,060	4,070	UNDP	00095	71600 Travel	20,310
	0	3,000	3,000	3,000	3,000	UNDP	00095	74200 Audio, Visual, Printing & Translation costs	12,000
	0	0	0	10,000	10,000	UNDP	00095	72100 Contractual Services - Company	20,000
	20,000	20,000	20,000	20,000	20,000	UNDP	00095	72600 Grants	100,000
	47,000	47,000	47,000	47,000	47,000	UNDP	00095	71400 Project coordinator, SB5/1	235,000
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	73400 Rental and Maintenance of other Equipment	25,000
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	72200 Equipment and Furniture	25,000
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	72300 Fuel, petroleum and other oils	25,000
	5,000	5,000	5,000	5,000	5,000	UNDP	00095	73400 Maint, Oper of Transport Equip	25,000
	10,000	10,000	10,000	10,000	10,000	UNDP	00095	74500 Miscellaneous	50,000
<b>Gender marker: GEN2</b>	<b>108,060</b>	<b>114,060</b>	<b>114,060</b>	<b>143,560</b>	<b>143,570</b>				<b>623,310</b>
<b>Evaluation</b>	0	0	0	0	30,000	UNDP	00095	71400 International Consultant	30,000
<b>Staff Management Costs (4%)</b>	<b>31,150</b>	<b>37,360</b>	<b>31,679</b>	<b>30,151</b>	<b>32,922</b>	UNDP	00095	64300 Staff Mgmt Costs	<b>163,263</b>
<b>General Management Support (8%)</b>	<b>63,971</b>	<b>77,708</b>	<b>65,893</b>	<b>62,714</b>	<b>68,479</b>	UNDP	00095	75100 Facilities and Administration	<b>338,764</b>
<b>TOTAL</b>	<b>863,606</b>	<b>1,049,055</b>	<b>889,558</b>	<b>846,637</b>	<b>924,461</b>				<b>4,573,317</b>

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EXPECTED OUTPUTS	PLANNED BUDGET									
	Y1	Y2	Y3	Y4	Y5	Responsible party	Funding Source	Budget Description	Amount, DKK	
<b>Output 1:</b>	163,975	655,900	0	0	0	UNDP	00095	71300 Local Individual Consultant	819,875	
Capacity of the OO's network of CSO/civic human rights monitors strengthened so they are more accessible to women, men and vulnerable groups at the local level, especially in rural areas	655,900	655,900	655,900	655,900	655,900	UNDP	00095	72600 Grants	3,279,500	
	229,565	229,565	229,565	229,565	229,565	UNDP	00095	75700 Training, Workshops, Conferences	1,147,825	
	32,795	32,815	32,795	32,795	32,336	UNDP	00095	71600 Travel	163,536	
	22,957	22,957	24,924	24,924	24,924	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	120,686	
	0	213,168	213,168	213,168	213,168	UNDP	00095	71400 Regional Network Officer, SB3/3	852,670	
<b>Gender marker: GEN2</b>	<b>1,105,192</b>	<b>1,810,304</b>	<b>1,156,352</b>	<b>1,156,352</b>	<b>1,155,893</b>				<b>6,384,091</b>	
<b>Output 2:</b>	65,590	65,590	65,590	0	0	UNDP	00095	71300 Local Individual Consultant	196,770	
The OO and CSOs partners/civic human rights monitors have the knowledge and skills to collect data that is disaggregated by gender, age and vulnerabilities	154,137	252,522	252,522	252,522	252,522	UNDP	00095	72600 Grants	1,164,223	
	16,398	16,398	16,398	16,398	16,398	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	81,988	
	32,795	229,565	229,565	163,975	163,975	UNDP	00095	75700 Training, Workshops, Conferences	819,875	
	216,447	19,677	19,677	19,677	19,677	UNDP	00095	71600 Travel	295,155	
	255,801	255,801	255,801	255,801	255,801	UNDP	00095	71400 HR Expert, SB4/2	1,279,005	
<b>Gender marker: GEN2</b>	<b>741,167</b>	<b>839,552</b>	<b>839,552</b>	<b>708,372</b>	<b>708,372</b>				<b>3,837,015</b>	
<b>Output 3:</b>	0	262,360	0	0	196,770	UNDP	00095	72100 Contractual Services - Company	459,130	
The OO, CSO partners and human rights journalists are able to effectively promote awareness of human rights	131,180	65,590	0	0	0	UNDP	00095	71300 Local Individual Consultant	196,770	
	47,881	47,881	47,881	43,204	45,028	UNDP	00095	71600 Travel	231,874	
	131,180	0	0	0	0	UNDP	00095	71400 International Consultant	131,180	
	295,155	295,155	295,155	295,155	295,155	UNDP	00095	72600 Grants	1,475,775	
	131,180	242,683	118,062	118,062	242,683	UNDP	00095	75700 Training, Workshops, Conferences	852,670	
	131,180	98,385	45,913	45,913	98,385	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	419,776	
	255,801	255,801	255,801	255,801	255,801	UNDP	00095	71400 Communication Expert, SB4/2	1,279,005	
<b>Gender marker: GEN2</b>	<b>1,123,557</b>	<b>1,267,855</b>	<b>762,812</b>	<b>758,135</b>	<b>1,133,822</b>				<b>5,046,180</b>	
<b>Output 4:</b>	19,677	19,677	19,677	19,677	19,677	UNDP	00095	71300 Local Individual Consultant	98,385	
The OO and CSO partners are enhanced for proactive have knowledge and skills in use of international human rights instruments and advocacy for relevant changes into human rights agenda of Ukraine	98,385	98,385	98,385	98,385	98,385	UNDP	00095	71600 Travel	491,925	
	127,901	127,901	127,901	127,901	127,901	UNDP	00095	75700 Training, Workshops, Conferences	639,503	
	32,795	32,795	32,795	32,795	32,795	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	163,975	
	53,292	53,292	53,292	53,292	53,292	UNDP	00095	Programme M&E Associate SB3/3 (25%)	266,459	
	163,975	163,975	163,975	163,975	163,975	UNDP	00095	73100 Rent	819,875	
<b>Gender marker: GEN2</b>	<b>496,024</b>	<b>496,024</b>	<b>496,024</b>	<b>496,024</b>	<b>496,024</b>				<b>2,480,122</b>	
<b>Output 5:</b>	0	65,590	65,590	65,590	65,590	UNDP	00095	71300 Local Individual Consultant	262,360	
Capacity of duty-bearers, OO and CSOs to provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights enhanced	19,677	19,677	196,770	19,677	19,677	UNDP	00095	71600 Travel	275,478	
	32,795	131,180	183,652	183,652	65,590	UNDP	00095	75700 Training, Workshops, Conferences	596,869	
	262,360	196,770	196,770	196,770	196,770	UNDP	00095	72600 Grants	1,049,440	
	131,180	131,180	65,590	0	0	UNDP	00095	71400 International Consultant	327,950	
	32,795	32,795	98,385	32,795	32,795	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	229,565	
	213,168	213,168	213,168	213,168	213,168	UNDP	00095	71400 Project Associate, SB3/3	1,065,838	
	173,814	173,814	173,814	173,814	173,814	UNDP	00095	71400 Driver, SB2/5	869,068	
	<b>Gender marker: GEN2</b>	<b>865,788</b>	<b>964,173</b>	<b>1,193,738</b>	<b>885,465</b>	<b>767,403</b>				<b>4,676,567</b>
<b>Output 6:</b>	13,118	32,795	32,795	160,696	160,696	UNDP	00095	75700 Training, Workshops, Conferences	400,099	
The OO and CSO partners and duty-bearers knowledge and skills to effectively address conflict related human rights challenges strengthened	32,795	32,795	32,795	32,795	32,795	UNDP	00095	71300 Local Individual Consultant	163,975	
	26,236	26,236	26,236	26,236	26,236	UNDP	00095	71600 Travel	131,180	
	0	19,677	19,677	19,677	19,677	UNDP	00095	74200 Audio,Visual,Printing&Translation costs	78,708	
	0	0	0	65,590	65,590	UNDP	00095	72100 Contractual Services - Company	131,180	
	131,180	131,180	131,180	131,180	131,180	UNDP	00095	72600 Grants	655,900	
	308,273	308,273	308,273	308,273	308,273	UNDP	00095	71400 Project coordinator, SB5/1	1,541,365	
	32,795	32,795	32,795	32,795	32,795	UNDP	00095	73400 Rental and Maintenance of other Equipment	163,975	
	32,795	32,795	32,795	32,795	32,795	UNDP	00095	72200 Equipment and Furniture	163,975	
	32,795	32,795	32,795	32,795	32,795	UNDP	00095	72300 Fuel, petroleum and other oils	163,975	
	32,795	32,795	32,795	32,795	32,795	UNDP	00095	73400 Maint, Oper of Transport Equip	163,975	
	65,590	65,590	65,590	65,590	65,590	UNDP	00095	74500 Miscellaneous	327,950	
	<b>Gender marker: GEN2</b>	<b>708,372</b>	<b>747,726</b>	<b>747,726</b>	<b>941,217</b>	<b>941,217</b>				<b>4,086,257</b>
	<b>Evaluation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>196,980</b>	UNDP	00095	71400 International Consultant	196,980
<b>Staff Management Costs (4%)</b>	<b>204,315</b>	<b>245,041</b>	<b>207,785</b>	<b>197,760</b>	<b>215,938</b>	UNDP	00095	64300 Staff Mgmt Costs	1,070,839	
<b>General Management Support (8%)</b>	<b>419,585</b>	<b>509,685</b>	<b>432,193</b>	<b>411,340</b>	<b>449,151</b>	UNDP	00095	75100 Facilities and Administration	2,221,954	
<b>TOTAL</b>	<b>5,664,000</b>	<b>6,880,360</b>	<b>5,836,182</b>	<b>5,554,664</b>	<b>6,064,799</b>				<b>30,000,006</b>	

## **ANNEX 5. Project Board Terms of Reference**

### **Terms of Reference Board of the Human Rights for Ukraine Project**

#### **BACKGROUND**

Project “Human Rights for Ukraine 2019–2023” funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine is a 5-year initiative which runs from 1 January 2019 until 31 December 2023. It works to strengthen capacities of the national human rights organizations at national and local levels to contribute to reform agendas in line with human rights standards and respond to human rights challenges in Ukraine while mobilizing national authorities and human rights defenders to improve the overall human rights record of the country.

The main goal of the Project is to promote human rights and their effective protection with the support of the Ombudsperson’s Office covering all Ukraine through its regional network developed under Ombudsman Plus model in cooperation with civic monitors, including remote areas, and to build capacities of the human rights defending CSOs and duty-bearers to prevent human rights violations with a specific focus on context-related issues.

Activities of the Project are organized around seven components, which overall logic is to render support to the national human rights organizations and duty bearers at national and local levels in three distinct areas enabling them to: (1) reach and provide better services to right-holders at the local level; (2) monitor and collect data that is disaggregated by gender, age and vulnerabilities; (3) effectively promote awareness of human rights (4) use effectively and proactively international human rights instruments to foster relevant changes into human rights agenda of Ukraine; (5) provide effective input into integration of HRBA into decentralization process with a focus on social and economic rights; (6) effectively address conflict related human rights; (7) effectively support women and men and vulnerable groups at national and local level.

The precise activities and modalities of this component will be approved by the Project Board.

#### **OVERALL RESPONSIBILITIES OF THE BOARD**

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions. In order to ensure UNDP’s ultimate accountability, Project Board decisions should be made in accordance to standards<sup>1</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a

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<sup>1</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

consensus cannot be reached, final decision shall rest with the Danish MFA, as the funding authority.

## **COMPOSITION AND ORGANIZATION**

The Board contains three sets of stakeholders, including:

- Project implementing agency - representing the project implementer to chair the group (UNDP Ukraine);
- Funding agency - representing the interests of the donor agency (Danish Ministry of Foreign Affairs);
- Beneficiary representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries (the OO and main CSO's partners).

Other stakeholders may have an opportunity to partake in Board meetings as agreed between Board members.

The Project Board will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The agenda of the Project Board as well as all the supporting documents will be prepared by the Project and distributed to the members at least one week before the Project Board meeting.

## **SPECIFIC RESPONSIBILITIES OF THE PROJECT BOARD**

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Provide space for consultation with beneficiary
- Address project issues as raised by the Project Implementer;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Conduct regular meetings to review the Project Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the Project Annual Review Report, make recommendations for the next AWP;
- Review and approve end project report and make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations;
- Assess and decide on project changes through revisions.

### ***Closing a project***

- Assure that all Project deliverables have been produced satisfactorily and notify operational completion of the project;
- Review and approve the Final Project Report, including Lessons learned;

- Make recommendations for follow-on actions;

### **Documentation**

- The project implementer will prepare any documentation relevant to a Board meeting and ensure that it is circulated to Board members at least 10 days prior to a meeting (in exceptional circumstances, this may be reduced to 5 days)
- The project implementer will prepare an agenda and circulate this in advance for comments.

### **Record keeping**

- The project implementer will act as chair and minute keeper of the Board meetings.
- Minutes will be taken and circulated for approval of Board members following each meeting.



## Certificate Of Completion

Envelope Id: D404EA1021D8462393D58EFBDF07AC1C	Status: Completed
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Source Envelope:	
Document Pages: 83	Signatures: 2
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AutoNav: Enabled	Envelope Originator:
Envelopeld Stamping: Enabled	Igor Gutsulyak
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	Kyiv, Kyiv 01021
	igor.gutsulyak@undp.org
	IP Address: 195.177.222.2

## Record Tracking

Status: Original 1/10/2019 11:07:12 AM	Holder: Igor Gutsulyak igor.gutsulyak@undp.org	Location: DocuSign
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## Signer Events

Signer Events	Signature	Timestamp
Igor Gutsulyak igor.gutsulyak@undp.org Programme analyst UNDP Security Level: Email, Account Authentication (None)	  Signature Adoption: Pre-selected Style Using IP Address: 195.177.222.2	Sent: 1/10/2019 11:24:30 AM Viewed: 1/10/2019 11:24:51 AM Signed: 1/10/2019 11:25:09 AM

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Marcus Brand marcus.brand@undp.org Democratic Governance Advisor, Team Leader UNDP UA Security Level: Email, Account Authentication (None)	  Signature Adoption: Uploaded Signature Image Using IP Address: 195.177.222.2	Sent: 1/10/2019 11:34:28 AM Viewed: 1/10/2019 3:03:21 PM Signed: 1/10/2019 3:03:32 PM
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## Agent Delivery Events

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## Intermediary Delivery Events

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Katerina Rybalchenko  
katerina.rybalchenko@undp.org  
UNDP UA  
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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Signing Complete	Security Checked	1/10/2019 3:03:35 PM
Completed	Security Checked	1/10/2019 3:03:35 PM

Payment Events	Status	Timestamps
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