

United Nations Development Programme

Country: UKRAINE

Project Document

STRENGTHENING NATIONAL GENDER MACHINERY (NGM)

UNDAF/CPD Outcomes:	Outcome # 9 (s): Government facilitates the participation of women in public, economic and political life
Expected CP Output(s):	Output 7: National capacity for gender equality mainstreaming and domestic violence prevention strengthened
Responsible Party:	UNDP
Implementing Partner:	Ministry of Social Policy

Narrative

The National Gender Machinery (NGM) is a system of bodies, linkages, documents and regulations that are directed at achieving gender-related goals of the country. Although the NGM was supposed to hit the ground running from its inception in 2005 with the adoption of the Gender Equality Law, its initial operations were relatively weak due to the political volatility in Ukraine for the last 5 years.

The current Project will therefore advocate for sustainable operation of NGM as well as provide expert and technical support to the Ministry of Social Policy, with particular attention to adoption and implementation of the State Programme for Ensuring Gender Equality in Ukraine for 2012-2016 and developing capacities of NGM elements responsible for implementation of this Plan (namely, ministerial and regional gender focal points).

Programme Period:	2012
CPAP Programme Component:	Governance and Local Development
Project Title:	Support to Development of the NGM
Atlas Award ID:	
Start date:	1 Jan 2012
End Date:	31 Dec 2012

Estimated annualized budget:	USD 150,000
Total resources required:	USD 150,000
Total allocated resources:	USD 150,000
• Regular:	USD 150,000
• Other:	
Unfunded budget:	_____
In-kind Contributions:	

Agreed by the Ministry of Social Policy:



Ministry of Social Policy

Agreed by UNDP:



22.12.

BACKGROUND

Ukraine has been elaborating and implementing its gender policies since 1995, the date of adoption of the Beijing Platform for Action. To make gender policy systemic and efficient, Ukraine adopted the Law "On Equal Rights and Opportunities for Women and Men" (Gender Equality Law) in 2005. This legal instrument together with international obligations of Ukraine (CEDAW, MDGs for Ukraine, etc.) defines priorities and goals for achieving gender equality in the country. Amongst other provisions, the Law describes the National Gender Machinery (NGM) as a system of bodies, linkages, documents and regulations that are directed at achieving gender-related goals of Ukraine. NGM is supposed to fulfill the tasks of

- gender mainstreaming within governmental activities,
- coordination of gender policies, and
- ensuring the achievement of gender-specific priorities.

Although the NGM was supposed to be operational from its inception, its initial operations were relatively weak. In 2009 the EU-UNDP Equal Opportunities and Women's Rights in Ukraine Programme (EOWR), at the request of the Ministry for Family Youth and Sports of Ukraine (MFYS) elaborated recommendations to enhance the NGM.

The recommendations were produced in 2009 by two expert groups that involved independent national experts, MFYS representatives (middle- to top officials), an international expert and EOWR specialists.

The *first* of the two working groups scrutinized the Law "On Equal Rights and Opportunities for Women and Men in Ukraine" in order to produce its detailed interpretation and guide the concrete state officials, responsible for certain aspects of the NGM functioning, along the lines provided for within this legislative piece.

The *second* group analyzed the best practices from European countries and introduced them into the Ukrainian context, which resulted in suggestions on establishing new bodies within the NGM and elaborating the documents, guiding their functioning. Inter alia, the second group produced draft regulations pertaining to the position of the Gender Advisor to Ministers (national level) and Heads of Oblast State Administrations (regional level). In the course of extensive UNDP-MFYS consultations and close cooperation with relevant officials, trust was built and foundations were laid for the further institutionalization of instruments elaborated as a result of synergies.

The Presidential elections of 2010 brought in a new Cabinet of Ministers, with consequent change in the MFYS leadership as well as much of the top-level executives in this Ministry. This required concerted efforts to rebuild the partnership with the new Ministerial staff and explain to them the intricacies of the NGM (at that stage), as well as fertilize the soil for improvements and alternations.

After consistent advocacy work on UNDP's behalf, MFYS again demonstrated a high level of readiness to coordinate other executive agencies in the process of national gender policy implementation. On 11 June 2010, the Ministry hosted an All-Ukrainian Council on Ensuring Equal Rights and Opportunities for Men and Women in the Ukrainian Society comprising, amongst other participants, Deputy Ministers from all the Ukrainian-level Ministries and Deputy Heads of all State Oblast Administrations of Ukraine –overall more than 90 delegates. The meeting clearly demonstrated a commitment of MFYS to several activities. Amongst the key ones were to:

- develop and adopt the new State Programme "National Action Plan on Ensuring Gender Equality in Ukrainian Society up to 2015" (herein – State Programme), and to involve national experts, CSOs and international organizations in the process of its elaboration and implementation and
- study the necessity of amending the Law of Ukraine "On Ensuring Equal Rights and Opportunities of Men and Women" in conformity with international obligations and urgent social needs.

Pursuant to the decision of the All-Ukrainian Council in June 2010, MFYS initiated the development of a Concept for the new State Programme on Ensuring Gender Equality (also known as the State Gender Equality Programme) for 2011-2015. The State Programme was expected to become an effective tool for instituting gender equality in Ukraine. It was supposed to become a foundation for assisting the country in fulfilling the obligations under CEDAW and ILO Conventions, as well as in achieving Goal 3 of the MDGs for Ukraine. Moreover, adoption of this Programme would demonstrate financial sustainability of changes by allocating budget funds to them.

In order to cope with elaboration of this document, MFYS established a separate working group. This composite body consisted of representatives of 7 Ukrainian Ministries, national experts and representatives of CSOs, chaired by the MFYS Deputy Minister. The group started its work immediately and 7 full-scale meetings were conducted in July-September 2010. One of the important inputs of EOWR into the process of the Draft Programme elaboration was the necessity to apply the results-based management approach. By early December 2010, the Concept of the State Programme (2011-2015) was agreed upon by all the Ministries and submitted to the Cabinet of Ministers for final approval.

Therefore, as of early December 2010, NGM consisted of documents (Gender Equality Law, State Programme on Ensuring Gender Equality amongst others), Parliamentary and governmental bodies (MFYS, a Gender Focal Point in every Parliamentary Committee, Ministry and State Oblast Administration), advisory bodies (Gender Advisors to Ministers and Heads of Oblast State Administrations) and non-governmental agencies (Gender Resource and Education Centers in the regions).

The Administrative Reform launched by the President on 9 December 2010 brought significant changes in the structure of the executive agencies responsible for the gender agenda, thus resulting in NGM atrophy. In particular, MFYS and the Ministry of Education and Science (MES) were merged to make up a new Ministry of Education, Science, Youth and Sports.

This formal merging was the first step towards restructuring the mandate, functional responsibilities and duties of the newly-established Ministry. However, this new Ministry had no department or division to coordinate the implementation of gender policy at governmental level.

During late 2010-early 2011, international programmes and agencies in close cooperation with the civil society actively advocated for the establishment of a separate body responsible for gender issues. As a result of such joint advocacy efforts, the Presidential Decree No 389 as of 6 April 2011, expanded the mandate of the Ministry of Social Policy (MSP) to include responsibilities related to gender issues and domestic violence prevention and response. Later, in the fall of the same year the MSP established the Department for Family Policy with a specific Division on Gender Policy that is tasked with coordination of national gender policies, maintaining and development of NGM. This Department plans to re-adapt the NGM to the new political and administrative environment.

RATIONALE

The above-mentioned summary of key milestones in the development of the NGM, as well as multiple requests coming in from the national and regional partners, clearly demonstrate the necessity for further support from the international community, which is crucial for ensuring sustainability and irreversibility of positive change in this area. UNDP stands out as a particularly strong and trusted partner for acting as the engine for such interventions, as it has been strongly involved into all gender policies and discussions of gender issues in Ukraine, both at central and regional levels for the last 15 years. Moreover, UNDP's contacts with the Government of Ukraine, as well as its pool of international and local experts are unmatched.

The Project hereinafter described shall provide expert and technical support to the Government and advocate for sustainable operation of NGM, with particular attention to adoption and implementation of the State Programme and developing capacity of NGM elements responsible for implementation of this Plan.

I. STRATEGY

Previous UNDP initiatives have resulted in accumulation of the necessary expertise and trust to effectively intervene into the area of gender policy through two main entry points:

- Supporting the elaboration of *new* and stimulating change in the *existing* legal and policy documents (ranging from laws, decrees and ordinances to concrete policy tools such as targeted programmes or action plans),
- Enhancing the capacity of the Ministry of Social Policy and other relevant government agents of change (institutions and individuals that are engines for sparking and maintaining progress in the area of gender transformations from within the NGM).

Although previous international donor initiatives have resulted in extensive proliferation of gender knowledge and understanding amongst civil servants, teachers and representatives of CSOs at the

grassroots, this “bottom-up” trend needs to have corresponding *tools* (programmes, plans and formalized initiatives) and *agents* (institutions and individuals) at the top and higher regional level, which can have a multiplier effect on local initiatives.

To address this challenge it is suggested to group 2012 interventions around following clusters of action:

- Upgrading the NGM model developed in 2009 according to the demands of the current administrative context, as well as generation of new insights into the possible NGM enhancements,
- Building the institutional and human capacity of those NGM elements that sustained near obliteration in the course of 2010-2011 developments (particularly Gender Advisors to Ministers and Heads of Oblast State Administrations, as well as Ministerial working groups around them),
- Finalizing the State Programme for Ensuring Gender Equality in Ukraine for 2012-2016, fostering its adoption and rendering assistance in its implementation.

These proposed programmatic directions may be addressed through four activities that will be closely intertwined and will go simultaneously (except for the first one, which is supposed to be an overarching activity). Results of one activity will enhance others, thus creating a multiplier effect. The summary of activities follows:

Activity 1. Conduct follow-up analysis and provide recommendations for aligning the NGM with the current administrative context.

A step slightly preceding the next three, is the follow-up analysis of *de-facto* NGM regarding the elements and linkages that are missing and current trends and factors that should be taken into account while re-vitalizing the NGM. Consequently, the project will draft recommendations on what elements should be re-set up and how, what linkages should be strengthened, and how the new design of NGM shall reflect the changes in the administrative context and gender priorities of Ukraine. The result of this activity is the optimized design of the NGM. It will go through a consultative participatory process, involving the government counterparts and representatives of CSOs.

Activity 2. Support the finalization, adoption and implementation of the State Programme for Ensuring Gender Equality in Ukraine for 2012-2016

The proposed project will provide expert support to finalization of the State Programme for Ensuring Gender Equality in Ukraine for 2012-2016, advocate for its adoption and support its implementation at the first stages. It is important that the State Programme be result-oriented, take into account the position and the cooperation potential of international organizations, donors and CSOs and include the urgent priorities. Expert consultations, round tables and advocacy work are planned in this regard.

Activity 3. Build the capacity of Gender Advisors and Gender Working Groups in the Ministers

and

Activity 4. Build the capacity of Gender Advisors to the Heads of Oblast State Administrations

With only a slight delay, and almost in parallel with Activity 1 and 2, capacity building initiatives regarding the two abovementioned target groups will be ensured. At the regional level the project will work with the regional gender advisors currently existent in 13 regions of Ukraine. Trainings and workshops as well as individual mentoring and coaching will be carried out. As a result, gender advisers and representatives of gender working groups are expected to build their gender competence and develop the drafts of their sectoral/regional gender actions plans. On-line tools and social media will be used to facilitate knowledge- and practice-sharing between different regions. At the end of the project best regional practices will be collected, analyzed and published to serve as an example of excellence and as a source of information for the regions not involved into the project. The results of this activity are draft sectoral and regional gender action plans and the taskforces ready to implement these plans in the Ministries and state oblast administrations (SOAs).

All the proposed interventions will continue to build upon former achievements and will send a strong message to the state entities and the civil society regarding the unchanged commitment in assisting the Government, at the request of the Ministry of Social Policy of Ukraine, in progressing on the route towards a more gender-sensitive and balanced society.

The project will also serve as a pre-identification tool for assessing the former interventions and crystallizing the lessons learned in order to enable possible further donor support to the realm of gender equality.

Project Beneficiaries and Partners:

The project beneficiaries will include:

- Ministry of Social Policy of Ukraine, other Ministries and all State Oblast Administrations of Ukraine
- Civil society organizations working in the sector of gender equality

II. ANNUAL WORK PLAN BUDGET SHEET

Year: 2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<p>Output: National gender machinery is equipped with appropriate tools (State programme, regional and sectoral gender action plans) and actors (ministerial and regional gender focal points)</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1) No State Programme on gender equality is in place 2) No gender advisers to Ministers 3) No Ministerial gender action plans effective 4) Only 3 regional gender actions plans (Luhansk, Vinnytsya, Mykolaiv) <p>Indicators:</p> <ol style="list-style-type: none"> 1) Existence of the State Programme on gender equality 2) Number of gender advisers to Ministers 3) Number of Ministerial gender action plans adopted and launched 4) Number of regional gender action plans adopted and launched <p>Targets:</p>	<p>Activity 1. Conduct follow-up analysis and provide recommendations for aligning the NGM with the current administrative context</p> <ol style="list-style-type: none"> 1) Conduct analysis and develop recommendations on re-establishing NGM in line with current administrative context and gender priorities (in close collaboration with MSP) 2) Support the independent evaluation of the EOWR Programme 3) Conduct the round table to present and discuss results of the analysis with national experts and CSOs (40 participants, 1 day) 4) Conduct 2 Inter-Agency Council meetings to discuss the renewed design and composition of NGM, tasks and results for gender policy in 2012 (up to 80 participants, 1 day each) 	X				UNDP, MSP	UNDP	71300 Local Consultants 72100 Contr services companies 72400 Communic & Audio Visual Equip 73100 Rental and maintenance- premises	12,000 5,000 2,000 20,000
<p>Activity 2. Support the finalization and adoption of State Programme for Ensuring Gender Equality in Ukraine for 2012-2016</p> <ol style="list-style-type: none"> 1) Conduct expert consultations to finalize the draft of State Programme 2) Support the on-line discussion of the draft State Programme 3) Conduct the round table to discuss the draft of State Programme with CSO and international donors (40 participants, 1 day) 	X			X	UNDP, MSP, other Ministries	UNDP	71300 Local Consultants 72100 Contr services companies 71600 Travel 71400 Contr services - individuals 74500 Miscellaneous Expenses	12,000 5,000 5,000 30,000 2,000	

<p>1) State Programme on gender equality is approved by the Government and takes into account the position of CSOs and international donors</p> <p>2) At least 4 gender advisers to Ministers</p> <p>3) At least 4 sectoral gender action plans</p> <p>4) At least 13 regional gender action plans</p> <p>Related CPAP outcome: Governance participation of women in public, economic and political life</p>	<p>4) Conduct advocacy work with high-level decision-makers to facilitate the adaption of the State Programme</p> <p>5) Support the dissemination of the State Programme, once adapted</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>
<p>Activity 3. Build the capacity of gender advisers and gender working groups (WGs) in the Ministries</p> <p>1) Conduct 4 workshops/trainings for gender advisers and gender working groups in the Ministries with identification of tasks and results of gender policy in 2012 (10 participants, 1 day)</p> <p>2) Provide expert support to the work of the ministerial WGs (at least 4 WGs)</p> <p>3) Conduct an end-of-year round tables to discuss to take stock of the sectoral gender action plans developed in 2012 (30 participants, 1 day)</p> <p>4) Support networking of gender advisers and WGs</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>5,000</p> <p>10,000</p> <p>5,000</p> <p>1,000</p>
<p>Activity 4. Build the capacity of gender advisers to the Governors and gender working groups (WGs) in State oblast administrations</p> <p>1) Conduct a kick-off workshop for the existent regional advisers to the Heads of SOAs to identify tasks and results of their work in 2012 (currently, 13 regional advisers – 1 day)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>12,000</p> <p>12,000</p> <p>5,000</p> <p>5,000</p> <p>2,000</p>

	<p>2) Conduct follow up meetings/trainings for gender working groups of SOAs (at least 3 in regional clusters, 1 days each)</p> <p>3) Facilitate networking and knowledge-sharing among the regional WGs</p> <p>4) Conduct end-of-year round table to discuss results of development and implementation of regional gender action plans in 2012 (70 participants, 1 day)</p> <p>5) Collect, analyse and publish best practices of the regional action plans</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	150,000
TOTAL																				150,000

III. MANAGEMENT ARRANGEMENTS

Strengthening NGM Project shall be nationally executed through National Implementation Modality (NIM). The Ministry of Social Policy will be the Implementing Partner of the Project. The Implementing Partner is responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The Implementing Partner will enter into agreement with the Responsible Party, to assist in successfully delivering project outputs.

UNDP will be a Responsible Party of the Project based on a written agreement to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.

The Project Board shall consist of the following roles:

- Executive role (Ministry of Social Policy) representing the project ownership to chair the group;
- Senior Supplier (UNDP) to provide guidance regarding the technical feasibility and implementation of the project;
- Senior Beneficiary role (Ministry of Social Policy) to ensure the realization of project benefits from the perspective of project beneficiaries.

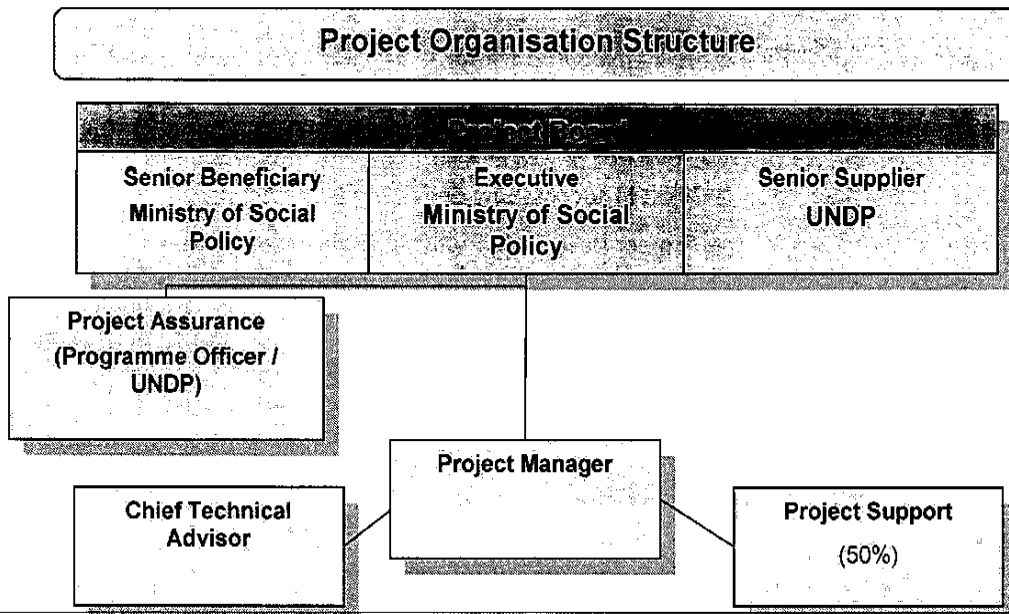
The Project Board shall be responsible for making management decisions on a consensus basis during project assurance reviews. These reviews will be made at designated decision points at least twice a year during the running of the project, and at any other times, as and when raised by the Project Manager (PM). The Project Board is consulted by the PM for decisions when project management tolerances, in terms of budget and time, have been exceeded.

Accountability for and final decision making on project activities rests with UNDP in accordance with its applicable regulations, rules, policies and procedures.

The Project Assurance role to support the Project Board by carrying out objective and independent project oversight and monitoring functions shall be assumed by a UNDP Programme Manager.

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The PM's prime responsibility is to ensure that the project produces the results specified in the project document, to the requested standard of quality and within the specified constraints of time and cost. The PM will be hired through a transparent selection process in accordance with the UNDP rules and procedures.

Project Support role shall provide project administration and management support to PM as required by the needs of the project. This role shall be assumed by the Project Assistant.



IV. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 2), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Final monitoring and evaluation

- **Final Report.** Final Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Final Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Final Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT: National gender machinery is equipped with appropriate tools (national, regional and sectoral gender action plans State Programme) and actors (ministerial and regional gender focal points)		
Activity Result 1 (Atlas Activity ID)	NGM is aligned with the current administrative context and gender priorities	Start Date: 1 Jan 2012 End Date: 31 Dec 2012
Purpose	Conduct follow-up analysis and provide recommendations for bringing the model of NGM in line with the current context	
Description	Conduct analysis and discuss its results with national experts, CSOs and government stakeholders	
Quality Criteria	Quality Method	Date of Assessment
NGM design incorporates the views of the government stakeholders and CSOs	Review and analysis of Governmental orders to make NGM work efficiently	1 July 2012
Activity Result 2 (Atlas Activity ID)	National gender action plan (State Programme) approved by the Government	Start Date: 1 Jan 2012 End Date: 1 Oct 2012
Purpose	Support the finalization, adoption and implementation of State Programme for Ensuring Gender Equality in Ukraine for 2012-2016	
Description	<ul style="list-style-type: none"> Conduct expert consultations to finalize the draft of State Programme and discuss it with the stakeholders (state, non-state and international community) Conduct advocacy work with key decision-makers to facilitate the adaptation of the State Programme/ National gender action plan 	
Quality Criteria	Quality Method	Date of Assessment
National gender action plan is a result of consultative process and is formulated in the result-oriented way	Review and analysis of the National gender action plan	1 October 2012
Activity Result 3 (Atlas Activity ID)	Restoration of the position of gender advisors to the line ministers	Start Date: 1 Jan 2012 End Date: 31 Dec 2012
Purpose	Advocate for the restoration of the positions of gender advisors to the Ministers and build their policy-making capacities	
Description	Conduct workshops/trainings for gender advisors and gender working groups in the Ministries with identification of tasks and results of gender policy in 2012 and support networking of gender advisors and their respective WGs	
Quality Criteria	Quality Method	Date of Assessment
Capacity-building activities are targeted and cost-effective	"Customers" surveys Review and analysis of the ministerial gender action plan	31 December 2012
Activity Result 4 (Atlas Activity ID)	Enhancement of the policy-making capacities of the regional gender advisors to the Heads of SOAs	Start Date: 1 Jan 2012 End Date: 31 Dec 2012
Purpose	Enhance the capacity of the regional gender advisors to develop regional gender action plans	

Description	<ul style="list-style-type: none"> • Conduct workshop/trainings for the existent regional advisers to the Heads of SOAs and facilitate networking and knowledge-sharing among the regional WGs • Collect, analyse and publish results of development and implementation of regional gender action plans in 2012 	
Quality Criteria	Quality Method	Date of Assessment
Capacity-building activities are targeted and cost-effective Regional gender action plans are result-oriented	"Customers" surveys Review and analysis of the regional gender actions plans	31December 2012

V. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VI. ANNEXES

1. Risk analysis

2. Indicative terms of reference for the Project staff

ANNEX 2: RISK ANALYSIS

OFFLINE RISK LOG



Project Title: Support to NGM Award ID: _____ Date: _____

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted , updated by	Last Update	Status
1	Lack of political will of the Government to focus on gender policy	December 2011	Political	P = 3 I = 5	Regular use of advocacy tools and methods	MSP			
2	Challenges in identifying committed and reliable regional partners	December 2011	Operational	P = 1 I = 4	Use UNDP regional entry points developed in the framework of other projects	Project Manager			
3	2012 Parliamentary elections and the preparatory process may delay the adoption of the State Equality Programme for 2012-2016	December 2011	Political	P = 4 I = 5	Advocate for the early adaption of the State Programme (1 st half of 2012) Use the pre-election process to advocate for women empowerment in political parties	MSP			

ANNEX 3: Indicative Terms of reference for the Project staff

Job Description for National Project Manager

Organisational setting

The Project Manager (PM), under supervision of the UNDP Programme Officer, will be responsible for achieving the outputs and, hence, objectives of the project, and ensuring the co-operation and support from the project partners.

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

Job content

The specific responsibilities of the NPM will be to:

1. Set up and manage the project office, including staff facilities and services, in accordance with the project work plan;
2. Prepare and update project work plans, and submit these to the UNDP CO for clearance and ensure their implementation consistent with the provisions of the project document.
3. Act as a principal representative of the project during assurance review meetings, evaluations and in discussions and, hence, be responsible for preparation of review and evaluation reports such as the Annual Project Report (APR) for the consideration of the UNDP.
4. Ensure the timely mobilization and utilization of project personnel, subcontracts, training and equipment inputs:
5. Assume direct responsibility for managing the project budget, ensuring that:
 - a. project funds are made available when needed, and are disbursed properly;
 - b. accounting records and supporting documents are kept;
 - c. required financial reports are prepared;
 - d. financial operations are transparent and financial procedures/regulations for NEX projects are applied; and
 - e. the project is ready to stand up to audit at any time.
6. Assure proper operational, financial and administrative management in the project, as well as adherence to all UNDP rules and procedures;
7. Monitor project inventory, attendance records, filing system. Assure correct personnel management and procurement of goods/services;
8. Lead project team and provide professional opinions in areas of expertise.
9. Coordinate program's objectives and activities with other local partners, assuring the projects are efficiently integrated with other development efforts;
10. Report regularly to and keeps the UNDP CO up-to-date on project progress and problems, if any.
11. Participate in PR and media activities. Assure project web-site update. Coordinate distribution of the project related information.
12. 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;
13. Perform others coordinating tasks as appropriate for the successful implementation of the project in accordance with the project document.

Qualifications

Education:

University degree in business administration, law, political science, development studies, or other relevant field

Experience:

At least 5 years of work experience in project management (including in public administration), law and development, or other relevant area;

Experience of cooperation with Governmental agencies and gender community of Ukraine

Demonstrated management experience and organizational capacity;

Previous experience/familiarity with UNDP (or other international development organization) an asset.

Skills:

Excellent analytical skill
Good interpersonal and communication skills
Good computer skill
Strong organizational and time management skills,

Language:

Excellent communication in writing and speaking, both Ukrainian and English

Job Description for Project Associate

Organizational setting

The Project Assistant will work under the direct supervision of the Project Manager and provide assistance to project implementation in the mobilization of inputs, the organization of project activities, financial management and reporting.

Job content

The Project Associate will be responsible of the following duties:

1. Prepare all payment requests, financial record-keeping and preparation of financial reports required in line with UNDP financial rules and procedures;
2. Assistance to the recruitment and procurement processes, checking the conformity with UNDP rules and procedures;
3. Assistance to the organization of project activities, ensuring logistical arrangements;
4. Preparation of internal and external travel arrangements for project personnel;
5. Maintenance of equipment ledgers and other data base for the project;
6. Routine translation/interpretation during projects meetings and drafting of correspondence as required;
7. Maintain project filing;
8. Other duties which may be required.

Qualifications

Education:

University degree in business administration, finance, accounting or social sciences

Experience:

At least 3 years of administrative experience
Previous experience/familiarity with UNDP (or other international development organization) is a strong asset

Skills:

Good organizational skills
Good computer skills, including spread-sheets, work planning and database

Languages:

Excellent communication in writing and speaking, both Ukrainian and English