



From  
the People of Japan



RAPID RESPONSE TO SOCIAL AND ECONOMIC ISSUES  
OF INTERNALLY DISPLACED PEOPLE IN UKRAINE

# FINAL PROJECT REPORT

MARCH 2015 – OCTOBER 2016

## DATA PROJECT

---

<b>Project Title</b>	Rapid Response to Social and Economic Issues of Internally Displaced People in Ukraine
<b>Project ATLAS Award</b>	00083016
<b>Project Output ID</b>	00094682
<b>Project location</b>	Kramatorsk, Ukraine
<b>Project start date:</b>	18/03/2015
<b>Project end date:</b>	31/10/2016
<b>Total budget</b>	USD 6,320,000.00
<b>Donor</b>	The Government of Japan
<b>Implementing Party</b>	United Nations Development Programme in Ukraine
<b>UNDP Contact Person</b>	Ms. Blerta Cela Deputy Country Director UNDP Ukraine <a href="mailto:blerta.cela@undp.org">blerta.cela@undp.org</a>

---

## TABLE OF CONTENTS

Acronyms	4
1. Executive Summary	5
2. Implementation Results	6
2.1. Component 1: Planning, management and coordination of the response to IDP issues at the national and sub-national level	7
2.2. Component 2: Improving livelihoods of internally displaced persons in relocated and home places	8
2.3. Component 3: Promote integration of IDPs and social cohesion	9
3. Communication and Visibility	10
4. Project Risks and Issues	11
5. Lessons learned	12
Annexes:	
Annex 1. UNDP press releases, feature stories and blogs, 2016	13
Annex 2. Affidavit of Performance: broadcast of social advertising	14
Annex 3. List of grantees provided free-of-charge psychological assistance to IDPs	15
Annex 4. List of grantees provided free-of-charge legal aid to IDPs	16

## ACRONYMS

BMO – Business Membership Organization  
CSO – Civil Society Organization  
DRC – Danish Refugee Council  
DTEK - Donbas Fuel and Energy Company  
GCA – Government Controlled Area  
IDP – Internally Displaced Person  
ILO – International Labour Organization  
IOM – International Organization for Migration  
IRF – International Renaissance Foundation  
IT – Information Technology  
LLC – Limited Liability Company  
MIP – Ministry of Information Policy of Ukraine  
MSP – Ministry of Social Policy of Ukraine  
NGO – Non-governmental Organization  
RSA – Regional State Administration  
PES – Public Employment Service of Ukraine  
PIN – People in Need  
SES – State Emergency Service of Ukraine  
SME – Small and Medium Enterprise  
ToR – Terms of Reference  
UNDP – United Nations Development Programme  
UNHCR – United Nations High Commissioner for Refugees

## 1. EXECUTIVE SUMMARY

In 2015-2016 the United Nations Development Programme in Ukraine with the financial support of the Government of Japan implemented a comprehensive project aimed at tackling economic and social issues of Internally Displaced People in Ukraine.

Protracted armed conflict in the East of Ukraine forced more than 1.5 million people to leave their homes in 2014-2015. Many of them fled with limited resources and belongings.

The project design focused on addressing their urgent needs, according to the following indicators.

No	Indicator	Baseline	Target	Actual	Comment
1	Number of representatives of governmental organizations trained on coordination, planning and management of response to IDPs issues, as well as collection and analysis of information	0	200	1,459	Overachieved
2	Number of IDPs benefited from cash-for-work/public works programmes	0	1,000	1,195	Overachieved
3	Number of IDPs provided with new professions/skills through trainings and re-training programmes	0	1,000	1,749	Overachieved
4	Number of new small and medium-sized businesses/enterprises started activities	0	100	165	Overachieved
5	Number of IDPs benefited from legal and psychological assistance	0	500	36,617	Overachieved
6	Number of communication campaign for social adaptation and integration, trust-building and reconciliation organized	0	10	10	Fully achieved
7	Number of formal and informal leaders of hosting community and IDPs trained on tolerance and peace building	0	40	147	Overachieved

## 2. IMPLEMENTATION RESULTS

### 2.1. Component 1: Planning, management and coordination of the response to IDP issues at the national and sub-national level

Component 1 of the project was aimed to enhance the capacity of governmental institutions to coordinate, plan and manage effectively the response to social and economic issues of internally displaced persons in Ukraine.

#### Sub-component 1.1. To ensure effective response to the social and economic problems of IDPs

Activity 1.1.1. Conduct an assessment of existing practices of coordination at the national and sub-national levels and make recommendations for creating appropriate enabling environments.

Upon launching implementation of the Component a comprehensive assessment of capacities of governmental institutions as well as existent coordination mechanisms was undertaken. The assessment was linked to key project activities and focused on the following areas:

- (i) Analysis of existing practices of coordination at the national and sub-national levels (envisaged by [activity 1.1.1](#));
- (ii) Capacity assessment of the governmental organizations and regional authorities on planning and management of activities aimed at improving livelihood opportunities of IDPs (envisaged by [activity 1.2.1](#));
- (iii) Analysis of existent practices of collecting, using information on IDPs (for [activity 1.3.1](#)) and providing information to IDPs (for [activity 1.3.3](#));
- (iv) Needs assessment in additional technical and human resources to boost coordination efforts at the national and local levels (for [activity 1.1.5](#)).

The assessment was conducted in November-December 2015 through: 1) holding one national and eight regional consultation meetings with representatives of national and regional authorities dealing with the issues of IDPs; 2) desk review of national legislation and national/regional programmes addressing issues of IDPs, and 3) monitoring of the informational resources for IDPs available at the regional and national level. The assessment covered eight target regions of Ukraine with the highest number of IDPs (Kyiv, Poltava, Odesa, Zaporizhia, Kharkiv, Dnipropetrovsk, and government-controlled areas of Donetsk and Luhansk regions).

As a result, the ***Report on Assessment of the existing practices of coordination, planning, management, and information activities for addressing IDPs issues at the national and regional levels*** was prepared.

Activity 1.1.2. Prepare guidelines/instructions for the staff of the Ministry of Social Policy and regional departments of social protection, as well as for other respective ministries and regional departments on coordination and interaction.



Upon completion of the Assessment of the existing practices of coordination, planning, management, and information activities for addressing IDPs issues at the national and regional levels no major challenges in coordination among key national and regional stakeholders dealing with the issues of IDPs were identified. Therefore, the project had to adjust implementation strategy and the focus of its activities. In particular, according to the assessment a better coordination of donor efforts was required, especially at regional level. In response to the crisis in Ukraine, many international organizations, including the United Nations system, as well as national and international NGOs engaged in the humanitarian relief, recovery and livelihood efforts, but as national and regional authorities indicated, the authorities were not fully aware of the available assistance, mandates of international organizations, application procedures, etc. That was the issue of specific importance for Donetsk and Luhansk regions, which were saturated with various international donors and technical assistance programmes.

Based on findings a tailored capacity building programme for representatives of national and regional authorities was developed. The key programme activities included (i) development of recommendations and provision of expert support in elaboration of regional plans and programs addressing issues of IDPs (within [activity 1.2.3](#)); (ii) development and delivery of workshops on building trust and social cohesion in hosting communities; (iii) delivery of workshops on prevention of professional burnout of public officers working with IDPs (within [activity 1.2.2](#)); (iv) development and delivery of a dedicated training programme on management of international technical assistance with a focus on resources available to tackle issues of IDPs (within [activity 1.1.3](#)); and (v) training of national and local authorities on improving access of IDPs to information about available services and governmental policy (within [activity 1.3.3](#)). Additionally, with the aim to improve knowledge sharing of the best national and international practices of responding to the issues of IDPs the Project planned to produce a quarterly analytical bulletin.

#### [Activity 1.1.3. Organize a number of capacity development events for government officials and non-governmental structures at the national and sub-national levels on coordination matters.](#)

As a result of the capacity assessment, a series of learning events aimed at improving capacity of regional and local authorities in coordination of international technical assistance was arranged. Overall, 31 trainings were delivered for representatives of economic, social, and international cooperation departments of oblasts, rayons and cities in the project's eight target regions, as well as for representatives of Public Employment Services (from all regions of Ukraine). In total, **691 persons** (562 women and 129 men) were trained.

Trainings and seminars were developed and delivered in the following thematic areas:

*(1) Management and coordination of international technical assistance*

2-day seminars were conducted in March 2016 in 2 regions: Donetsk and Luhansk. 47 representatives (12 men and 35 women) of state administrations obtained knowledge on the UN system, other development organizations, country donors, international NGOs etc., and approaches to coordination of technical assistance on regional level.

*(2) Fundraising and development of project proposals*

Sixteen 2-day trainings were conducted on request of all amalgamated communities in the Dnipro region during July - August 2016. In total, 323 persons (48 men and 275 women) participated.

*(3) Fundraising, coordination and implementation of projects*

Ten 2-day trainings were conducted during May-October 2016 for authorities in eight regions and three 2-days trainings for representatives of Public Employment Services. In total, 321 persons (69 men and 252 women) were trained.

#### Activity 1.1.4. Establish stakeholder platforms to enable regular interaction and coordination of activities of numerous partners and opportunities for networking and cooperation at both levels.

The Project established regular interaction and coordination of activities with other stakeholders through supporting and participation in work of the UNDP-led Early Recovery and Livelihoods Cluster. The cluster served as an effective platform for maintenance of effective nationwide coordination mechanisms on recovery and livelihood actions. The cluster gathered on bi-weekly basis and its participants included all key stakeholders operating in the field of Early Recovery in Ukraine (Ministry of Social Policy of Ukraine, Public Employment Service of Ukraine, Ministry of Regional Development of Ukraine, UNDP, IOM, UNHCR, International Renaissance Foundation, DTEK, DRC, PIN, etc.).

Adequate reporting and information sharing was facilitated through information management and regular update of 4W maps (Who/What/When/Where) from partners and ensuring this was shared with the inter-agency coordination. Such cooperation allowed avoiding duplication with other donors in implementation of the Project's entrepreneurship and employment activities.

#### Activity 1.1.5. Provide additional technical and human resources to boost coordination efforts at the national and local levels.

The Public Employment Service (PES) approached the Project with the request to assess their existing practices of coordination at between national and sub-national levels and design recommendations for improving provision of services to IDPs as well as other vulnerable social groups. The functional assessment of PES was conducted during May-October 2016 by UNDP in cooperation with ILO. The project hired two national consultants who undertook data collection and analysis of PES services on national, regional and local levels. Based on findings, the ILO consultant prepared a consolidated report with assessment of the results. Recommendations regarding reform of PES were developed based on assessment by specialists of UNDP Istanbul Hub and ILO Budapest regional Hub. The ***Report on PES functional assessment and PPP with main findings and recommendations*** is available upon request. Among the key recommendations to improve provision of employment services to IDPs, PES was recommended to introduce a case management approach in assisting IDPs. The Project also developed and delivered a relevant training programme to PES employees (see also activity 1.2.2.).

### Sub-component 1.2. Build the capacity of the key governmental structures dealing with all social groups of IDP issues on planning and management of the response at all levels

#### Activity 1.2.1. Conduct assessment of the capacity of the governmental organizations and regional authorities on planning and management for improving livelihoods of IDPs

As mentioned in Activity 1.1.1, a comprehensive assessment of capacities of governmental institutions as well as existent coordination mechanisms was undertaken in eight target regions of Ukraine in October-November 2015. Based on the assessment, a tailored capacity building programme was developed. Besides the needs assessment, the Project also responded to ad-hoc requests from national and sub-national authorities regarding various capacity building events aimed at improving skills of public officials in dealing with the issues of IDPs.

#### Activity 1.2.2. Organize capacity development programmes on effective methods of planning, programming and management of the response

In total, there were 44 various capacity building events developed and delivered. Trainings and seminars were delivered in the following thematic areas:



*(1) Strategic planning*

The seminars and consultative sections were delivered in three regions where strategies or programmes tackling issues of IDPs were developed with the support of the Project. The participants of the seminars were representatives of the respective working groups developing local/regional programme on IDPs:

- Three 2-day seminars during February-April 2016 were held in Luhansk region, 41 (17 men and 24 women) representatives of regional and local authorities, governmental and NGO trained.
- Two 2-day seminars in March and May 2016 were held in Poltava region, 27 (9 men and 18 women) representatives of regional and local authorities, governmental and NGO trained.
- Two 1-day consultative training sessions in April and May 2016 were conducted in Myrhorod city (Poltava region) for 7 (2 men and 5 women) representatives of city authorities.
- Three 2-day seminars during March-June 2016 were held in Zaporizhia region, 29 (11 men and 18 women) representatives of region and local authorities, governmental and NGO trained.

*(2) Monitoring and evaluation of strategies and programmes*

The seminar was conducted upon request of the Zaporizhia Oblast State Administration in October 2016, with 27 representatives (8 men and 19 women) of regional and local authorities trained.

*(3) Needs assessment of communities in social services for IDPs and social commissioning*

The seminar was conducted on the request of Poltava Oblast State Administration in October 2016, with 26 (7 men and 19 women) representatives of region and local authorities trained.

*(4) Social cohesion*

Eight 1-day seminars 'Approaches to promoting community cohesion under internal displacement' were conducted in May and June 2016 in 8 project target regions, with 147 (27 men and 120 women) representatives of regional, district and city state administrations, who received the necessary knowledge and skills to organize effective social cohesion activities. The training programme included conflict-sensitive development aspects to ensure that development activities are planned and implemented in a conflict-sensitive manner.

*(5) Case management approach in providing services to unemployed IDPs*

The programme of this training was developed on the request of Public Employment Services and two 2-day trainings were conducted in October 2016. 54 employees of PES (7 men and 47 women) representing all regions of Ukraine were trained.

*(6) Psychological assistance to IDPs and prevention of professional burnout*

This was the most requested training, mainly by departments of social protection, centres of social services, and employment centres, which experienced high workload with IDPs on a daily basis. In total, there were 19 trainings conducted, and 410 persons (57 men and 353 women) learned new techniques of psychological assistance to IDPs and modern techniques of prevention professional and emotional burnout.

Thus, overall **768 persons** (145 men and 627 women) participated in learning events within this activity.

Other capacity building events included two national conferences:

- **National Conference on Implementation of a Case-Management Approach in Work with IDPs** was held on 20-21 September 2016 in Kyiv. The purpose of the conference was to share UNDP's successful experience in piloting a case management approach in work with IDPs and to discuss the prospects of normative regulation of this approach at the national level. More than 130 representatives of the Regional Administrations of Ukraine, Departments of Social Protection, Centres of Social services to Family, Children and Youth, NGOs and Charity Funds working with IDPs took part in the conference.
- **National Forum on Local Practices to Tackle Problems Faced by Internally Displaced Persons in Ukraine** was conducted on 27-28 October 2016 in Kyiv. The goal of the event was to support the local authorities in resolving IDPs' problems through increasing their knowledge in various areas, and to share short, medium, and long-term approaches and solutions that can be used at the local level. The forum served as a platform to discuss the experience of local policies and practices targeted at resolving IDPs' problems. The event was mainly focused on successful experiences of UNDP in responding to social and economic issues of IDPs. About 40 representatives from all regions of Ukraine also shared their experience and lessons learned in implementing policies, providing services, and undertaking new approaches assisting IDPs in such areas as: development of local policies and programmes; provision of social services for IDPs; employment services for IDPs; strengthening social cohesion; information services for IDPs. Over 200 participants, including high ranking national officials, representatives of regional and local government authorities, and non-governmental sector attended the forum.

The Project also developed and published the [Handbook of Best Local Practices to Tackle Challenges of Internal Displacement](#). The Handbook provides a compilation of 27 best local practices, new approaches and case studies for addressing internal displacement issues in social services, employment, social cohesion, and information sharing for IDPs about available services and opportunities.

#### [Activity 1.2.3. Support the development of comprehensive strategies, programmes and action plans for addressing IDP issues](#)

The advisory and technical support in development of strategies and programmes aimed at adaptation and integration of IDPs was provided to regional authorities of Luhansk, Poltava and Zaporizhia regions, as well as to the city of Myrhorod, Poltava region.

The project initiated and facilitated the strategic planning process, which included the following activities: information seminars and meetings of the working group members and other stakeholders to identify and describe key issues which could be solved due to the specific regional programs and strategies dealing with IDPs issues organized and moderated; meetings with representatives of NGOs and agencies currently working with a new target audience and can provide further relevant service held; information requests to local authorities to clarify the information on the actual service delivery to IDPs (including educational, social and medical institutions in the context of cities and regions) made.

The list of specific strategic planning support activities undertaken in each region is provided below:

##### Luhansk oblast:

- Two-day seminars were held for members of the working group on basic approaches, methodological characteristics and developing strategies and programmes for regional / local development processes (February 4-5, 2016, March 11-12, 2016 and April 7-8, 2016).
- During the seminars basic principles of strategic planning and development of programmes and projects were presented, key issues of internally displaced persons in Luhansk region were discussed, identifying those that may be tackled within the existing powers of the local authorities and initiative of groups (communities). Key components, goals and objectives of medium-term programme of IDPs adaptation in Luhansk region were discussed, and information was provided on the activities of the ICC projects and humanitarian missions in the region and opportunities for external funding.
- A Draft Regional Programme to support adaptation of IDPs in the Luhansk region in 2016-2017 was prepared;
- Materials of the Programme were successfully integrated into the Strategy for Socio-Economic Development of Luhansk region by 2020, which was officially adopted on 17 January 2017.

#### Poltava oblast:

- Two-day seminars were held for members of the working group on basic approaches, methodological characteristics and developing strategies and programmes for regional / local development process (March 30-31, 2016 , May 16-17, 2016);
- A meeting of the working group was held in the city of Myrhorod to draft a Regional Programme on Adaptation of IDPs (April 1, 2016 and May 18, 2016.) Additional meetings were held with the experts of Unified Center for IDPs (UCIDP) and representatives of local organizations (territorial center of community social service, Myrhorod Local History Museum, Association of Farmers and Landowners, volunteer organizations) on ways of cooperation for joint initiatives aimed at adaptation and integration of IDPs into the community organized and moderated (June 10, 2016);
- Proposals for the preparation of separate development projects aimed at improving municipal infrastructure (and accordingly improving IDPs integration into the community) and recommendations were provided on UCIDP institutional development;
- A working meeting with the city of Myrhorod authorities (July 5, 2016, September 15, 2016) was held and key findings and recommendations provided to solve the issues of IDPs integration in the community. The recommendations were incorporated into the City Development Strategy, which is being developed within the framework and with the methodological support of Partnership for Local Economic Development and Democratic Governance Project (PLEDDG).

#### Zaporizhia oblast:

- A 2-day seminar for members of the working group was held on basic approaches, methodological characteristics and developing strategies and programs for regional / local development process (March 16-17, 2016);
- During the seminar basic principles of strategic planning and development of programmes and projects was delivered, and key issues of integration between IDPs and host communities were discussed;
- Round tables were held with members of the working group to discuss possible components of the Strategy (June 8, 2016), problems of the host community and the burden on local infrastructure in terms of IDPs accommodation in temporary settlement areas (July 15, 2016), and information requests from the cities and districts of Zaporizhia region (October 7, 2016);

- Recommendations for inclusion of an IDP component into the regional strategic and programme documents were prepared and transferred to the director of the Department of Labour and Social Protection of Zaporizhia Regional State Administration. The oblast administration incorporated IDP-related activities into the Strategic Plan of Zaporizhia region which is being developed with the technical support of GIZ Special Initiative to Ukraine in Zaporizhia.

Alongside the provision of technical support on strategic planning to selected communities, the Project also designed ***The Guidelines on preparation of the strategic and programme documents targeted on tackling problems of internal displacement.***

#### Activity 1.2.4. Support preparation of necessary legislation, regulations and instructions and legal amendments to ensure that IDPs have access to social and economic services

Within this activity the legal barriers for IDPs to access social and economic services at all levels were identified based on analysis of existing legislation as well as face-to-face consultations with employees of relevant ministries, local authorities and IDPs. The ***Report with description of main problems of fulfilment economic and social rights of IDPs*** was prepared. In order to resolve identified issues the ***Recommendations with amendments to 10 law and sub-laws*** were prepared and submitted to Parliament’s Committee and the Ministry of Social Policy in the end of 2015.

### Sub-component 1.3. To ensure proper planning, programming and management of response, as well as resource mobilization, the Government, local authorities and all partners need to possess accurate, timely, frequently-updated information on IDPs and their needs

#### Activity 1.3.1. Develop the capacity of the staff at the national and regional levels to collect, analyse and use information on IDPs

On 11-12 February 2016, the Project organized a national workshop on information work with IDPs for 16 representatives (13 women, 3 men) of regional departments of social protection, information policy, and councillors of the Minister of Social Policy. The first part of the seminar was focused on recommendations for how to collect, analyse and use information on IDPs. The second part of the workshop covered issues on informing IDPs and is described below under Activity 1.3.3.

#### Activity 1.3.2. Support the preparation and sharing of regular monitoring and other reports and information among all involved partners on the livelihoods of IDPs using targeted surveys and other various sources of information

In May-October 2016, the Project produced 6 issues of the **Analytical Bulletin on IDPs issues** for central and local authorities. The Bulletin highlighted key developments in the state policy, opportunities provided by international organizations, recent surveys, successful practices of IDPs issues resolution both in Ukraine and international experience. 1,000 printed copies of each issue as well as electronic versions were distributed among relevant central authorities, regional departments of social protection, centres of social services, and employment centres. In some locations, the regional departments of social protection, centres



of social services, and employment centres independently distributed the bulletins among their local offices, while to other locations the bulletins were sent by post from Kyiv. All electronic versions of the Bulletin are available for [download](#).

### Activity 1.3.3. Support the Ministry of Social Policy, the State Emergency Service and others in informing IDPs about government decision, activities, programs, and assistance provided to IDPs

#### *Support to development of a Concept of National Information Policy regarding Integration of IDPs*

In summer 2015, while designing the implementation strategy for a comprehensive communication campaign for social adaptation and integration, trust-building and reconciliation (Activity 3.1.) the Project held a series of consultations with key stakeholders, including the Ministry of Information Policy of Ukraine. It was identified that there was neither a coordinated approach nor a national information policy focusing on the integration of IDPs.

The Ministry of Information Policy (MIP) of Ukraine addressed UNDP with a request to support development of the Information Strategy of Integration of IDPs. Given time constraints of the Project duration and the need for a rapid response to challenges IDPs were facing, the Project decided to support the MIP in developing the Concept of Information Strategy of Integration of IDPs.



The Concept development process was arranged using **inclusive and participatory approaches**. The Project engaged civil society representatives, local communities, regional and central authorities, and expert communities in drawing up the recommendations for designing an information policy on IDP Integration to help better integrate IDPs in host communities. From November 2015 to August 2016 a series of public consultations, working group sessions, and 70 community

dialogues and discussions were arranged. The draft of the Concept and [examples of info campaigns](#) for its implementation was presented by representatives the Ministry of Information Policy and UNDP at a press-conference at UkrInform news agency in Kyiv on 20 September 2016.

The aim of the Strategy is to promote mutual understanding, social consolidation and cohesion among IDPs and local communities. It has three main strategic goals: 1) overcome negative stereotypes about IDPs and promote social cohesion host communities and IDPs; 2) encourage IDPs to become pro-active in resolving personal issues; 3) inform IDPs about government decisions more effectively and ensure better integration of IDPs in their host communities.



During development of the Concept an input from the field-work of Project Activities 3.2-3.4 was elaborated and incorporated. This ensured the Concept to be built on the real and the most recent experience of work in the sphere of strengthening social cohesion between IDPs and host communities.

The final version of the Concept was given to the Ministry of Information Policy of Ukraine **in the form of recommendations**.

*Support to development and implementation of regional plans on information services to IDPs*

In February and March 2016, UNDP organized a two-module national seminar on information work with IDPs for representatives of regional departments of social protection, information policy, and councillors of the Minister of Social Policy (the Agenda is attached in Annex 1.2), as well as provided technical and consultative support with **development of regional plans on informational work with IDPs**. As a result, Donetsk, Luhansk, Dnipropetrovsk, Zaporizhyya, Poltava, and Odesa RSAs produced plans from scratch. In Donetsk and Dnipropetrovsk regions, the plans were incorporated in the existent regional programs for adaptation of IDPs. The Project also supported implementation of some activities of above-mentioned plans.

In Luhansk region, UNDP supported the Regional State Administration in production, printing and distribution of the **newsletter for IDPs** highlighting the issues of IDPs' adaptation, employment, housing, as well as providing legal consultations and information about grant competitions. 10,000 print copies of the newsletter were distributed among the local departments of social protection.

In Dnipropetrovsk region, UNDP supported two **press tours** to IDP compound settlements in Pavlohrad and Dniprodzerzhynsk. As a result, 20 journalists who participated in the press tours published over 30 materials in press, online media, and TV highlighting the life conditions in the compound settlements. In order to motivate local journalists to report more on IDPs issues, there was also a **journalist contest** supported in Dnipropetrovsk region. Journalists representing all types of media submitted works about the rights of IDPs and their integration in the local communities.

In Donetsk region UNDP delivered 6 **information seminars** for 194 employees (156 women, 38 men) of the Social Protection Departments and civil society activists. The seminars were held in June-August 2016 in Kramatorsk (2 seminars), Slovyansk, Bakhmut (Artemovsk), Pokrovsk (Krasnoarmeysk), and Mariupol. The seminars highlighted the recent innovations in the Ukrainian legislation with regards to rights and duties of IDPs, as well as ways of social protection of the most vulnerable groups of IDPs.

In Odessa region UNDP delivered 5 **information seminars** for 217 employees (202 women, 15 men) of the Social Protection Departments and civil society activists. The seminars were held in June-September 2016 in Odessa. The following issues were covered: information work with IDPs, legal assistance, protection of rights of pensioners and socially vulnerable groups of IDPs, case management of IDPs, registration of IDPs and targeted cash support to IDPs.

## 2.2. Component 2: Improving livelihoods of internally displaced persons in relocated and home places

Component 2 of the Project aimed at ensuring that the lives of IDPs (women, men, children, people with disabilities, and the elderly) continue without disruption in their new temporary locations, and that IDPs achieve a certain level of economic and social well-being, even if they ultimately wish to return to their home locations. The Component's activities both provided targeted support, as well as facilitated access of IDPs to services provided by the government or other stakeholders.

### Sub-component 2.1. Support various income generation programmes to ensure that IDPs have means for living

#### Activity 2.1.1. Implement cash-for-work/public works programmes

From March 2015, the Project implemented the Employment Support Programme as part of UNDP's Recovery and Peacebuilding Programme, with the main objective being to support job creation for IDPs in eight target regions of Ukraine and for the local population in Donetsk and Luhansk regions that were under the Government of Ukraine control.

Upon launching the Programme preliminary consultations were held with the Public Employment Service of Ukraine and some local authorities regarding finding an appropriate 'cash-for-work' model. As long as all public and governmental institutions are in place and well-functioning, a classic 'cash-for-work' modality, when money is being literally paid in cash, could not be implemented in Ukraine. All the payments should go through official payrolls with mandatory tax allocations and state pension fund contributions. Therefore the UNDP 'cash-for-work' modality needed to be adjusted in Ukraine.



Instead of 'cash-for-work' activities, the Project launched its Employment Support Programme with an open call for preliminary proposals from legal entities regardless of their form ownership (local authorities, private companies, non-profit and civil society organizations). Preliminary proposals were collected by the Project in order to identify, select and support various initiatives to generate jobs on a co-funding basis. According to the call for proposals, UNDP co-financed up to 67% of salaries and funds for the purchase of tools and/or equipment.

The programme focused on:

- Creating permanent jobs (no less than 12 months) for IDPs who have decided to stay in host communities for a long time;
- Creating temporary jobs and providing temporary public works employment (between 60 and 180 working days) for fast income generation in temporary places of abode.

About 500 preliminary proposals were reviewed and checked for compliance with the substantive eligibility criteria. As a result of the selection process, the Project signed 41 contracts for co-financed creation of new jobs for IDPs, including:

- 17 contracts with Civil Society Organizations;
- 6 contracts with Public/Communal Organizations;
- 18 contracts with Private Organizations.

In total **665 IDPs** (271 men and 394 women) got new jobs through the Employment Support Programme:

- 205 IDPs (151 women, 54 men) were employed by Civil Society Organizations in a variety of sectors: social services, social workers, teachers, psychologists, and hotline administrators.
- 35 new jobs (6 women, 29 men) were created with Public/Communal Organizations. The majority of the IDPs were hired on a temporary basis for up to 6 months performing site improvement activities, guarding premises, doing unskilled work, etc.
- 425 IDPs (201 women, 224 men) got new jobs with private companies. The list of supported organizations included factories, universities, garment manufacturers, cleaning providers, IT-companies, etc. Most of the new jobs created by private companies were for a period of 12 months.



IDPs and the local population of Luhansk and Donetsk regions received outreach and were informed about new employment opportunities through several channels:

- Most of the job-seekers were directly invited by the Public Employment Service;
- Information on open vacancies was widely disseminated in mass media (newspapers, leading national and regional career portals, and even at UNDP Facebook page);
- Some companies were already in search for potential job seekers, as they had already moved their production facilities out of conflict-affected territories.

The Project team made additional efforts to develop a financial and management risk mitigation mechanism to assure high quality of jobs creation activities implementation. Background and reference checks of private companies were performed, and their litigation history was checked for the last two years. Pre-financing monitoring site visits to applicants were organized, and their ability to employ the indicated number of the IDPs was verified.

#### [Activity 2.1.2. Assess the capacity of the Public Employment Service to provide employment services to IDPs, and organize comprehensive training to improve the capabilities of staff members](#)

The Public Employment Service provided employment promotion services to IDPs to find jobs in local labour markets. However, many of them were unable to get jobs that matched their skills and experience. On the other hand, the PES was not effectively coping with the task of upskilling IDPs. In this context, the Project envisaged assessing the capacity of the PES and strengthening the capacity of the



PES through the provision of necessary training for staff members. To assess the capacity of the PES and organize the appropriate training, the project engaged a National Consultant on the Capacity Development of the Employment Service.

Within the framework of the Project, the Consultant carried out the following tasks:

- Collected statistical data on IDPs;
- Developed methodology for assessing the capacity of the PES;
- Collected analytical data (reports, research studies and mass media messages) about employment-related problems of IDPs and employment promotion services for IDPs (documentary analysis);
- Conducted detailed research on the activity of the PES and employment services in target regions, including surveying IDPs on the quality of services at the PES;
- Analyzed research results and prepared a report;
- Developed a comprehensive training package for PES staff members on enhancing employment services for IDPs;
- Conducted 4 training sessions in 8 regions for PES staff;
- Developed recommendations on strengthening the capacity of PES staff at the national and sub-national levels, based on the results of training sessions.

One of the results of the consultant's work was the methodology for assessing the employment and entrepreneurial needs of IDPs, which was tested and proven to be effective. It revealed the following weak points in the provision of services by the PES:

- higher burdens of work put on PES staff without providing resources;
- lack of a customer-oriented model of services and standards of services;
- lack of appropriate and effective interaction with other government services (social services) and non-government service providers;
- no system of planning and evaluation of quality of services based on a balanced system of performance indicators (most regulatory requirements for services are not measured and evaluated).

Three methodologies for strengthening the capacity of the PES to provide services related to career guidance, employment, vacant positions and newly created jobs were developed during the period of the consultant's service. 73 employees of PES (61 women, 12 men) from 8 target regions attended initial hands-on seminars on the use of methodologies during training sessions. Regional PES staff members developed and approved the methodology for introducing effective administration of the provision of employment promotion services and agreed to continue consultations on implementing the outlined methodologies.

**Key recommendations** based on research results include the following:

- Offer models of interaction (particularly an agents model) with non-government service providers, based on international experience;
- Develop methodological materials and training courses on procedures for implementing an effective administrative system;
- Improve the procedure for evaluating the needs of PES customers, including IDPs;
- Formalize interactions with other government and non-government providers of social services that could provide IDPs with access to the services of psychologists, social

workers and social pedagogues, and programs of charitable assistance to IDPs who need support during their period of adaptation in host communities;

- Offer a system of data collection and disclosure on the local labour market and resources for entrepreneurial activity (IT systems for monitoring the labour market);
- Define procedures for developing and monitoring indices in terms of specific services related to career guidance oriented to the needs of customers (based on the results of the survey);
- Arrange for employment centres, in conjunction with local government authorities, to develop and implement programs to create new jobs.

Based on these recommendations the Project developed and conducted training sessions for regional and district PES representatives in February of 2016. The goal of the training sessions was to provide new knowledge and build skills for implementing an effective administrative system of the PES at the regional level, and provide services in partnership with non-governmental service providers. 73 people (61 women, 12 men) from 8 regions participated in the training sessions.

The following topics were covered by the training sessions:

- Methodology for evaluating the motivation of unemployed people to obtain employment. Practical experience in using the methodology;
- Methodology for determining the needs of a region in terms of its labour force;
- Methodology for developing regional programs to create new jobs;
- The essentials of an effective and successful administration system;
- Viable models of employment services, in the context of cooperation with non-government service providers that provide services to IDPs.

## (2) Training sessions for career guidance consultants at the Ministry of Education, Ministry of Youth and Sports, and Public Employment Service

In today's fast-changing world it is becoming increasingly important for young people to thoroughly consider their choice of education and profession and the results of this choice for their future. The failure of young people to make an informed decision regarding their future career is a pressing issue in Ukraine. Currently 47% of graduates cannot find a job after completing their studies and do not work in their chosen profession. This statistic is anticipated to be even higher among young people from conflict-affected regions, as many of them had to interrupt their education and sometimes feel lost in terms of which direction to choose in life.

In order to address this challenge, UNDP created a career guidance website for young people – **My Career Portal** ([www.mycareer.org.ua](http://www.mycareer.org.ua)). My Career Portal gives all Ukrainian high-school students an opportunity to take a free-of-charge international career guidance test, and receive support on choosing their future education area and profession. Besides it provides information about the labour market, in-demand professions, offers advice on career development, and helps users in their first search for employment.

After the testing, which is done online, young people are encouraged to register for free career counselling with their school psychologist or at their local or regional employment centre. Within the project, a total of 475 career consultants (362 women, 113 men) were trained to provide such services in line with high international standards. European career guidance methodology (Magellano University,

developed in Italy) was adopted in Ukraine and supported at the national level by the Ministry of Education and Science.

UNDP, in collaboration with the Department of Secondary Education under the Ministry of Education and the Public Employment Service, undertook a national information campaign on the newly available testing methodology and a series of training courses was organized. The training courses were conducted in the 8 regions with the highest concentrations of IDPs: Donetsk, Luhansk, Kharkiv, Dnipropetrovsk, Zaporizhia, Kyiv, Poltava, and Odesa. Each training session lasted 1 day, and was attended by 50 participants (30 of whom were from the Ministry of Education, including school teachers and psychologists, 25 from regional and local employment centres, and 5 from the regional departments of the Ministry of Youth and Sports). The representatives of the Ministry of Education and Science showed keen interest in this effort, and provided venues for the majority of the training courses, as well as covering the travel expenses of the participants. The training sessions were held according to the following schedule:

- 18 February 2016 – Kharkiv (50 participants)
- 10 March 2016 – Dnipropetrovsk (50 participants)
- 11 March 2016 – Zaporizhia (50 participants)
- 17 March 2016 – Poltava (50 participants)
- 18 March 2016 – Kramatorsk, Donetsk Oblast (50 participants)
- 24 March 2016 – Kyiv Oblast (50 participants)
- 31 March 2016 – Severodonetsk, Luhansk Oblast (50 participants)
- 1 April 2016 – Odesa (50 participants)

Training content and materials were provided by the Ukrainian test-issuing company OS Ukraine, which is a licensed provider of Magellano University testing methodology. All participants of the training received certificates that allow them to provide consultations based on the above-mentioned methodology. A list of licensed consultants is also available online at <http://magellano.osukraine.com/>.

In order to facilitate access to trained consultants, an interactive map has been created and placed on the MyCareer portal, allowing students to instantly find a consultant in their particular region and register for a free consultation (<http://mycareer.org.ua/specialists-map/>).

During the period of intervention, 400 consultants (312 women, 88 men) were trained and more than 8,000 students took the career guidance test online. On average, as reported by the Public Employment Service, 10% of students who took the test applied for offline career counselling. The MyCareer portal already has almost 80,000 active users, and this number continues to grow daily.

#### **Activity 2.1.3. Provide technical assistance to the Public Employment Service in running the training and re-training programmes for IDPs**

Upon launching the activity the Project held consultations with the PES, associations of employers, and the European Business Association in order to identify the top demanded professions in the labour market and develop re-training programmes for IDPs. As a result of consultations, IT sphere was identified as the most promising one, as it was rapidly developing in Ukraine and there was permanent unfulfilled demand for specialists. Specifically, the Project identified the profession of 'Front-end Developer', as this specialization did not require significant prior experience in IT and could be mastered in a short period of time (4-5 months).

The Project designed a 4-month training course that covered not only technical skills, but also career guidance, leadership, teamwork, self-presentation and soft skills. The selection process in all cities was

highly competitive; therefore only applicants with the highest motivation and technical skills were selected and enrolled to the training programme.

Offline 4-month courses were launched in 6 project target regions:

- Kyiv (56 students, 21 women, 35 men);
- Dnipro (113 students, 41 women, 72 men);
- Poltava (30 students, 12 women, 18 men);
- Odesa (30 students, 8 women, 22 men);
- Kharkiv (51 students, 13 women, 38 men);
- Zaporizhia (37 students, 13 women, 24 men).

Additionally, the Project designed and launched an online course for 451 students (127 women, 324 men).

Upon completion the programme, all interested students were offered internships at leading IT companies in their cities. In total, **672 persons** (225 women, 447 men) successfully graduated a 4-month training programme in 'Front-end Developer'.



In October-November 2016, the Project undertook a telephone survey of more than 500 graduates (74.4%). About 89% of the graduates were satisfied with the quality of the Training Program and rated it as 'very good' or 'good'; 95% of the students liked the format of the Training Program. **37.8%** of the surveyed graduates got employed and **5.8%** started their own business.

#### [Activity 2.1.4. Organizing employment fairs for IDPs](#)

##### *Dnipropetrovsk region*

Employment fairs entitled 'Career Days for IDPs' were organized in December 2015 in the four cities in Dnipropetrovsk region that have the biggest concentration of IDPs (Pavlograd, Dniprodzerzhynsk, Kryvyi Rig and Nikopol). Dnipropetrovsk Regional Administration, Free People Employment Center, NGO and Public Employment Service were the implementing partners of the Career Days.

At the fair IDPs met with potential employers, learned about the working environments at specific enterprises or companies, and filled out preliminary job application forms.

Each participant of the Career Days had the opportunity to obtain professional consultations on legal issues and counselling from professional psychologists, which was provided by specialists from NGOs supported by the Project. More than 120 IDPs received consultations.



In total, more than 400 participants (70% women) attended the career days for IDPs in Dnipropetrovsk region and around 60 employers set up their booths.

#### *Zaporizhia region*

The employment fair in Zaporizhia was held in December 2015 in the format of a forum entitled 'Space of New Opportunities' in partnership with the Zaporizhia Chamber of Commerce.

The forum was a joint event for job seekers and businessmen. Small business representatives exchanged their expertise in promoting and developing their enterprises. Medium-sized enterprises conducted a job fair and communicated with potential job seekers. Civil society organizations of Zaporizhia region providing psychological and legal assistance to IDPs (supported by the Project) were also actively involved in the organization of the forum. They presented information about their activities to IDPs and conducted on-spot consultations. In total, over 200 people attended the forum.

#### *Reach out campaign (Career guidance events for youth)*

In order to guarantee comprehensive employment support and outreach of information on current possibilities for young people, the project partnered with local youth NGOs and informal movements: Youth Free Space 'Vilna Khata' in Kramatorsk, Donetsk Oblast, the Centre of Support of Youth Initiatives in Severodonetsk, Luhansk Oblast, and the AIESEC Student Organisation in Dnipropetrovsk.

Due to the Project's activities, more than 500 young people in Donbas region benefited from various employment support tools, including career guidance and counselling services. In order to attract attention to the topic of making an informed career choice, and to provide advice on successful career development, a series of youth events were conducted that attracted young people, and, through conversations with local opinion leaders, helped them to start identifying directions and goals in life.

One-day career guidance events were held in informal youth gathering places (Vilna Khata in Kramatorsk, the SPALAH Hub in Dnipropetrovsk, and the Centre for Youth Initiatives Support in Severodonetsk). The main tasks of these events were to promote an informed career choice among high-school graduates, inspire them through meeting with successful professionals from their region, and provide career guidance and counselling services. The program of each event included a presentation of the MyCareer Portal



([www.mycareer.org.ua](http://www.mycareer.org.ua)) and the available career counselling tools (including free career consultations with psychologists). Besides this, the participants met famous and successful people from their region

from a range of professional fields: business, government, and international organizations, and through open discussion they were able to learn how these people had built their careers. Some of the speakers were IDPs themselves, and shared their stories on how to adapt to new conditions and not to give up. More than 120 young people attended the events, and the online webpage [www.mycareer.org.ua](http://www.mycareer.org.ua) currently has almost 80,000 users.

Online support through a targeted SMM campaign, including the creation of Facebook and VKontakte pages, was provided to the events in order to achieve higher attendance and visibility. A series of videos on career guidance were produced and placed on the website.

In terms of implementation, all of the events were conducted in partnership with local youth NGOs and informal movements, and it was noted that the capacity of such NGOs in Dnipropetrovsk for example is much higher than in Kramatorsk and Severodonetsk. Many NGOs initially based in Donetsk and Luhansk have ceased to exist due to the conflict, and additional effort is needed to rebuild vibrant civic society in the conflict-affected region. Currently, the provision of extended support from the UNDP while co-organizing events with local partners is recommended.

Events in conflict-affected regions should be held as close to the target audience as possible, since travel through the region in many cases is impossible during the evening hours and is quite costly. Stories of successful IDPs do inspire young people and give them insight into the possibilities of moving forward and developing, despite the current difficulties.

#### Activity 2.1.5. Organize business forums to promote IDP employment and engage private companies in dialogue

*'Expanding Opportunities', Odesa, 23 November 2015*



The first Business Forum for small business and private entrepreneurs was held on 23 November 2015 in Odesa. The project partnered with Impact HUB Odesa and the Department of Economic Development of Odesa City Council. The business forum 'Expanding Opportunities' was dedicated to the creation and development of horizontal linkages among local entrepreneurs in Odesa region and entrepreneurs from Donbas who moved to Odesa region because of the conflict

in the East of Ukraine. The goal of the forum was to provide opportunities for informal communication, business-to-business dialogue and networking. The business forum also served as a platform to discuss recent business trends and challenges in Ukraine, as well as alternative sources of funding. It also helped to establish an effective dialogue between representatives of various businesses and government officials.

Part of the forum was dedicated to a presentation of success stories of IDPs who have launched their own business in Odesa with the support of international organizations. The participants of the forum heard four stories of small business representatives and learned about the attractions and drawbacks for IDPs when opening a new business in Odesa.

*'Shaping the New Economy of Donbas: export-oriented and SME-friendly', Kramatorsk, 26-27 May 2016*

The international business conference: ‘Shaping the New Economy of Donbas: export-oriented and SME-friendly’ have been organized in Kramatorsk from 26 to 27<sup>th</sup> of May 2016. On the conference top politicians, businessmen, representatives of international organizations and business membership organizations as well as renowned economists have communicated with small and medium business communities. Representatives of the Czech Republic, Poland and other countries shared their experience of Eastern European integration in the EU market within the conference participants. Participants of the event visited the local businesses supported by UNDP with the financial support of the Government of Japan: Association of Ceramics Manufacturers of Sloviansk, Landscape Design Center in Aleksandrovka and heavy machinery factory ‘Kramtechcentre’ and English language school FRIENDS in Kramatorsk.

The key outcomes of the conference were: (1) formulation of shared vision of stakeholders on key issues, constraints and opportunities for post-conflict economic development in Donbas; (2) inputs to the regional development strategy; (3) launching of comprehensive and inclusive public-private dialogue on key economic development issues in Donbas.

**Activity 2.1.6. Organize a series of enterprise development training for IDPs who are running or willing to run small and micro business.**

The Project launched a series of trainings on improving entrepreneurial and business skills of IDPs and local population of Donetsk and Luhansk oblasts. In total 48 5-day trainings were conducted in 12 cities of Ukraine: Kyiv, Poltava, Kremenchuk, Kharkiv, Severodonetsk, Kramatorsk, Mariupol, Zaporizhia, Berdyansk, Dnipropetrovsk, Kryvyi Rig, Odesa. As a result, **1,045 persons** improved their skills in business planning, marketing, taxation and other business related issues.



**Activity 2.1.7. In cooperation with relevant government and private organizations, support the identification of local market niches and disseminate information on business opportunities among IDPs**

The project identified 10 market niches for business establishment, 3 business ideas and 30 basic business models were developed. The study was conducted in two stages:

- 1) Desk research and analysis of current market and economy trends in the project target regions (Kyiv, Poltava, Kharkiv, Donetsk, Luhansk, Zaporizhia, Dnipropetrovsk, Odesa); Development of business ideas and market niches;
- 2) Presentation of the business models and verification meetings with industry experts and active entrepreneurs in the target regions. In total there were 30 group sessions conducted with over 300 entrepreneurs and experts in July-September 2015.

Electronic presentation about the niches and business-models was prepared and published at the



site of UNDP Training Programme on Entrepreneurship ([www.vpo-study.org](http://www.vpo-study.org)) and disseminated through other web-portals dedicated to entrepreneurship and business development issues as well as distributed among local authorities, business-support entities and local authorities working with IDPs. In total, there were more than 3,000 of downloads of the report from [www.vpo-study.org](http://www.vpo-study.org).

The information campaign to present the identified opportunities was provided in 8 target regions and included information sessions for IDPs, local population of Donetsk and Luhansk regions, local authorities, NGOs.

The results of the study were also disseminated during info sessions of UNDP Start-up Grants Contest.

**Activity 2.1.8. Provide legal support to IDPs with business registration, and understanding the rules for setting up a business through contracting legal companies, individual lawyers, or non-governmental organizations.**

In autumn 2015 the project selected on a competitive basis and signed contracts with consulting service providers in 6 regions. The contractors provided consulting services free-of-charge to internally displaced people who received funding for business renewal or expansion within the UNDP Start-up Grants Contest.

The consulting services were provided on the basis of a voucher programme. Each provider of services kept a personal register of voucher distribution based on the lists provided by the Project. **94 start-ups** (51 women and 43 men) obtained consultations on accounting, legal and marketing issues during January-May 2016. In total **1,948 consultations** were provided.

Additionally, each contractor conducted informational seminars on relevant business-related topics (one seminar in each area). In total, there were 15 events conducted. Most of the participants provided positive feedback regarding the seminars.

**Activity 2.1.9. Provide small grants on a competitive business to IDPs who have successfully undergone training on starting a business**

In autumn 2015, the Project announced a Business Start-up Grants Contest for internally displaced persons in eight target regions of Ukraine. The grant programme was designed to support the launch, recovery or expansion of entrepreneurship activity by small and micro businesses. Applications were to demonstrate a high level of quality, to have long-term perspective for income flow, to show realistic market indicators and to foresee creation of new employment opportunities and job places.

Business grants amount varied depending on the number of jobs created by entrepreneurs:

- up to UAH 225,000 - at least 4 jobs;
- up to UAH 150 000 - at least 3 jobs;
- up to UAH 100,000 - at least 2 jobs;
- up to UAH 75,000 - at least 1 job (including self-employment).

Successful applicants were required to contribute at least 25% of their business project's total costs.

The selection process was undertaken in several stages: technical screening of applications, evaluation by professional evaluators against set of formal criteria, and assessment of applications by Evaluation Committees. The Evaluation Committees gathered in each of 8 target regions and consisted of representatives of Public Employment Centre, Regional State Administrations, Business Support



Organizations (i.e. Chamber of Commerce), Implementing Partner, and Project staff, which ensured transparent and impartial selection of the most sustainable and well elaborated business plans.

The variety of fields and locations covered by the winners was unprecedented: IDPs moving to small towns and villages from bigger cities brought with them a new demand and new ideas for goods and services which were not provided earlier. Some of the new services supported by the UNDP grants were landscape design firms, child development centres, language schools, and green tourism services.



As a result of implementation of the Start-up Grants Contest, **165 business start-ups** were launched by IDPs (87 men and 78 women) and **598 new jobs** for 364 men and 234 women created.

## Sub-component 2.2. Introduction of case management approaches to respond to individual needs of IDPs

### Activity 2.2.1. Develop models of case management and respective regulation and instructions on its implementation to be done by individual consultants

In order to strengthen capacities of local social service providers in response to IDPs needs, the project developed a manual and drafted regulation documents on implementation of a case management approach in work with IDPs. The manual was developed based on the analysis of the international best practices and standards for case management of vulnerable groups. The manual passed expert evaluation of the Ministry of Social Policy of Ukraine and got approval and recommendation for its use in the work of state and public institutions.

The manual contained the information about the tasks and principles, models and functions of a case management as well as procedures of its implementation. In addition to the manual, the regulation documents (job description of case managers, template of IDPs needs assessment, template of intervention plan, etc.) were developed. The manual was printed in 500 copies and disseminated among case managers working with IDPs and the representatives of CSOs and state social services in 8 oblasts.

Based on the manual the project jointly with the Ministry of Social Policy of Ukraine developed *Recommendations on Application of Case Management Approach* in the work with IDPs in urban and rural communities. The Recommendations were officially endorsed by the special Order of the Ministry of Social Policy of Ukraine.



### Activity 2.2.2. Train respective representatives from state (Regional Headquarters, Local Departments of Social Protection) and civil society organizations on case management at the national and sub-national levels so that they can apply this approach within their organizations

The project designed a unique training programme for the introduction of a case management approach in work with IDPs by the public and municipal service providers. The 3-day training module covered the following topics: basic principles of a case-management approach, advantages of a case-management approach in work with IDPs, implementation stages, resources mobilization and advocacy, etc. In total, the project delivered thirteen 3-day workshops and trained **172 employees** of Social Service Centres, Departments of Social Protection, CSOs. Training participants practiced



IDPs needs assessment skills, drafting action plans to resolve identified needs and issues, monitoring of the services provided as well as undertaking the final evaluation.

### Activity 2.2.3. Support the activity of a number of case managers at the sub-national level for 5-6 months to boost this approach

To pilot and promote introduction of a case management approach in work with IDPs the Project supported creation of new case manager jobs in public and municipal institutions dealing with IDPs issues, primarily at Social Service Centres. To implement this activity the Project used a grant modality on competitive basis through announcement of Call for Proposals from civil society organizations.

According to the Call of Proposals the potential grantee had to undertake preliminary needs assessment as for number of case managers in and provide a Letter of support from a government agency that had agreed to host case managers in its premises and showing partnership with the grantee. Out of 47 project proposals the Evaluation Committee has selected 4 projects:

- 1) 'Social support to internally displaced people' - Spodivannia, Charitable Fund ;
- 2) 'Implementation of a Case management approach in work with IDPs' - Caritas Ukraine, International Charitable Fund;
- 3) 'Implementation of a Case management approach in work with IDPs in Luhansk, Donetsk, Poltava, Kharkiv regions' - League of Social Workers of Ukraine, NGO;
- 4) 'Establishment of the One-stop Centre assisting IDPs in Myrhorod – For our Future, NGO.

The organization-grantee had to hold an open and transparent competition for the positions of case managers. Terms of Reference for the position of a case manager were developed by the Project in accordance with international standards. Selection of candidates was held by the commission, which included representatives of the Project, local authorities and agencies working with IDPs. Additionally, the project funded equipping of case managers working desks (purchase of furniture, computers and phones) as well as conducted training on a case management approach.



Due to implementation of the above-listed projects, the capacities of state institutions providing services to IDPs, in particular, Municipal Departments of Social Policy, Centres of Social Services for Family and Public Employment Offices have been enhanced significantly and the following tangible results have been achieved:

- **190 new jobs** (168 women and 22 men) for case managers have been established and equipped at the state and public institutions in 8 target regions;
- **8,127 IDPs** have benefited from case management services;
- 20,400 IDPs have benefited from informational support services;
- 15,170 IDPs have been redirected to various institutions addressing specific needs of IDPs;
- 27 capacity building events for local authorities dealing with IDPs conducted (9 workshops, 18 roundtables);

As a cumulative effect, effective partnerships were built and coordination improved among various social, medical and legal institutions assisting IDPs at local level.

Piloting a case management model in work with IDPs proved its efficiency and resulted in **establishing of permanent jobs for case managers** (funded from local budgets) by municipalities of Myrhorod, Odesa, Kharkiv, Sloviansk and Lyman, bringing greater sustainability to Project results.

#### Activity 2.2.4. Prepare and disseminate information on the existing services available for IDPs at the national and sub-national levels.

The project developed, produced and disseminated a range of information materials regarding services available for IDPs, as well as contact details of organizations and service providers. The information stand consisted of the board with the list of governmental and non-governmental organization assisting IDPs at regional level as well as 10 roadmaps with the ways to solve the hottest issues of IDPs. The boards with leaflets and roadmaps were installed in 293 Departments of Social Protection and Centers of Social Services for Family, Children and Youth across **276 municipalities and districts** in Project's 8 target regions.



The information board and roadmaps contained unique contact information per each region. In total, **990,800 copies** of roadmaps were printed and delivered to all settlements within target regions by the Project.

The information boards classified information on the most demanded services for IDPs: obtaining IDP certificate; renewal of documents; employment; professional retraining; education; social protection; recalculation/transfer of pension; health; humanitarian aid; legal support; psychological assistance.

As a result, more than **1.4 million of IDPs** residing in 8 regions of Ukraine got improved access to reliable and comprehensive information on available services to IDPs on local level.

### Sub-component 2.3. Promote the organization of stress clinics/counselling services to IDPs

#### Activity 2.3.1. Develop capacity of staff members of organizations to provide tailored and targeted psychological assistance, taking also into consideration the needs of boarding houses hosting IDP

In total, the project built up capacity of **513 staff members** (469 women and 44 men) of various State Social Service providers.

*Prevention of burnout in the provision of social and psychological assistance to IDPs*

13 trainings for 287 employees (260 women and 27 men) of the Centres of Social Services of Family, Children and Youth and the Departments on Social protection were conducted on prevention of professional burnout. Participants of the trainings developed techniques of stress-relief approach, prevented and resolved the emotional problems related to working with IDPs. As a result, approximately 28,000 of IDPs benefited from improved quality of services based on a client-oriented approach.

#### *Trauma-focused therapy for IDPs*

90 employees of boarding houses hosting IDPs and Territorial Social Services Centres (81 women and 9 men) were trained within 5 trainings on providing the psychological services to IDPs based on trauma-focused methods. The trainings were tailored towards developing of new skills in dealing with IDPs that have been traumatized after displacing. As a result, 500 IDPs residing in boarding houses and 150 IDPs served in Social Assistance Centres benefited from improved assistance on overcoming trauma experience.

#### *Supervisions for staff of Boarding houses hosting IDPs*

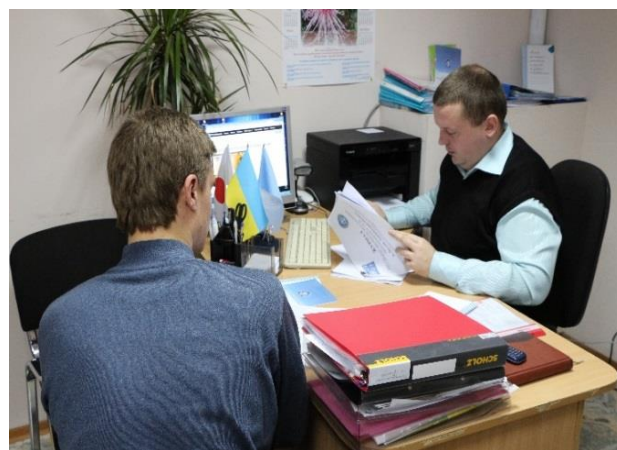
The Project also conducted group supervisions for 136 employees (128 women and 8 men) of 5 boarding houses hosting the largest number of IDPs. The supervisions were aimed at supporting staff in provision of effective and high quality services. The rights and freedoms of clients in boarding houses as well as IDP rights were targeted in supervision sessions. As a result, more than 1,200 patients of boarding houses as well as 230 IDPs benefited from improved ethical-based approach demonstrated by staff.

#### **Activity 2.3.2. Issue grants to local organizations identified/selected through a competitive basis to boost the provision of psychological services**

In order to improve access for IDPs to psychological support and relevant services in overcoming psychological stress, project awarded grants on competitive basis to 14 CSOs providing free of charge psychological services to IDPs in 8 target regions. The activities of grantees included provision of crisis psychological aid for IDPs in different forms like face-to-face consultation, on-line, hotline, mobile brigades. The psychotherapy groups for adults and children (art-therapy, coping-skills training, self-support groups, etc.) were implemented by grantees in 8 target regions. Overall, **11,623 IDPs benefited** from psychological assistance in resolving stress-related problems. The list of grantees, services provided and number of beneficiaries is provided in Annex 3.

#### **Activity 2.3.3. Issue grants to local organizations selected/identified through competitive processes to boost the provision of legal services**

The Project supported the provision of charge legal services to IDPs in 8 target regions by awarding grants to 16 CSOs on competitive basis. Grantees supported IDPs with consultations on clarification of existing laws on IDPs rights and freedoms, assistance in obtaining necessary documents, advocating interests of IDPs before state authorities, assisting in drafting and submission of applications, complaints, claims and other legal documents. Overall, **24,988 of IDPs benefited** from free of charge legal aid. The list of grantees, services provided and number of beneficiaries is provided in Annex 4.



## 2.3. Component 3: Promote integration of IDPs and social cohesion

Within Component 3 the Project implemented activities aimed at promoting integration of IDPs in host communities, enhancing social consolidation and cohesion. The component implementation contributed to enhancing social cohesion in 680 communities in 8 target regions of the Project. **9,408 people** took part in social cohesion activities of the Project, out of them **4,973 IDPs**. The results achieved are summarized in the section below.

### Activity 3.1. Organize a comprehensive communication campaign for social adaptation and integration, trust-building and reconciliation

On the basis of the Concept of Information Strategy of Integration of IDPs (see [Activity 1.3.3](#)), in autumn 2016, UNDP launched a **nationwide campaign called 'We Need Each Other'** (#EachOther) to foster mutual understanding by pointing at the stereotypes and prejudices that hinder the inclusion of 1.7 million people forcibly displaced from the Donbas region and Crimea, to ultimately promote integration and social cohesion within Ukraine's communities. The campaign raised awareness about the challenges and hardships that IDPs face when seeking housing, employment and a place in their new community.

The campaign featured national radio and TV broadcasts of short stories showing daily life interactions among IDPs and members of their host communities. Prior to the development of video and radio scripts, UNDP held a focus group study among IDPs and host communities to identify the best scenarios to achieve the ultimate goals of the campaign, using the principles of conflict-sensitivity and 'do-not-harm'. A highly qualified contractor was hired following a tendering process to develop UNDP's social campaign multimedia content.

The campaign's multimedia content consisted of two social videos – short TV versions, longer versions for distribution in the Internet, and mute videos with subtitles to be screened in all nine Intercity trains throughout Ukraine; and two radio broadcast versions. The campaigns' videos were granted the status of social advertising by the State Committee for Television and Radio-Broadcasting of Ukraine.

#### *Social video #1: True stories of IDPs from Donbas*

Link: [https://youtu.be/KFD5VyMmmNQ?list=PLO-qYICkWMvfysJ26mnhnlbhdI\\_VojDtW](https://youtu.be/KFD5VyMmmNQ?list=PLO-qYICkWMvfysJ26mnhnlbhdI_VojDtW)

*This short documentary film from the UNDP's social campaign 'We Need Each Other' tells the story of people who have had to flee their homes because of the conflict in eastern Ukraine and Crimea. Not only have they found the strength to resume their normal lives in a new place, but they are now contributing to their host communities.*



## Social video #2: **We need #EachOther**

Link: [https://youtu.be/mY-IUhg5pvM?list=PL0-qYICkWMvfysJ26mnhnlbhdI\\_VojDtW](https://youtu.be/mY-IUhg5pvM?list=PL0-qYICkWMvfysJ26mnhnlbhdI_VojDtW)

*This short social video from the UNDP's social campaign 'We Need Each Other' tells the story of people who have had to flee their homes because of the conflict in eastern Ukraine and start their lives from scratch – find housing and employment in their new communities.*



The videos were broadcast on leading national TV channels – ICTV, Novyi Channel, and STB, from 14 to 21 November 2016, with a target audience of around **20 million people** nationwide (Annex 2). The videos were also broadcast on Donetsk and Luhansk regional TV channels – from 26 November until 28 December 2016, and from 21 November 2016 until 21 January 2017 respectively. The reach of Donetsk DoTebe regional channel is **2 million people**; Luhansk LOT regional channel – **1.5 million people**. The videos were broadcast three-six times a day.

During the period of the highest train passenger traffic in December 2016 two social videos were screened hourly in all nine Intercity trains around Ukraine, reaching the audience of **260,000 people**.

Public engagement online using the #EachOther hashtag was strongly encouraged, allowing people to tell their stories of positive experiences with IDP integration and host communities, or how they overcome challenges. #EachOther cards were distributed at UNDP Tolerance event on November 16, 2016 in Kramatorsk (700 participants), Youth and Women forum on December 9, 2016 in Sviatohirsk (150 participants) and two workshops for volunteers on December 3-4, 2016 in Kramatorsk and Severodonetsk (100 participants). The participants of the events were encouraged to support the campaign by taking a photo or making a video and sharing their positive interactions with IDPs.



### Activities 3.2-3.4: Programme on Strengthening Social Cohesion

*To achieve greater sustainability and bigger impact at the community level, Activities 3.2-3.4 were implemented under coherent and unified Programme on Strengthening Social Cohesion.*

Activity 3.2 Organize workshops and trainings for formal and informal leaders of hosting community and IDPs on tolerance and peace building who will then spread and promote these issues in their communities

In October 2015 a 2-day training for workshop facilitators was organized, where 20 experienced facilitators and mediators took part. At the event the general programme on strengthening social cohesion was presented, the programme for workshops and main methods of work introduced, and a supervision and monitoring system set up.

Eight 4-day workshops in each of target regions of the Project were conducted in November 2015, where **147 formal and informal leaders** amongst host communities members and IDPs took part. The programme of the workshops consisted of 3 main blocks:

- exploring with the participants social cohesion as a concept and possible benefits for all members of the community from investment into its development;
- introducing formats and methods of work that support strengthening social cohesion;
- guiding participants through a process of evaluating situation in their own community and finding out formats and methods of activities on strengthening social cohesion in their community.

Participants of the workshop were given the opportunity to request for expert and financial support from the Project for organizing in their respective community local dialogue/participatory initiatives or public community-building events.

Activity 3.3 Support local dialogue and trust-building within communities and between them and the authorities through participatory decision-making, public consultations and hearings processes.

As a result of workshops, 34 requests for dialogue initiatives were received by the project, out of them 24 got supported and organized in December 2015 - March 2016.

24 communities benefited from 36 dialogue and participatory events, organized by UNDP in partnership with local formal and informal leaders among IDPs and local residents. 977 people, out of them 283 men and 695 women, 471 IDPs and 506 local residents took part in the dialogue and participatory initiatives. 85.6 % of participants noted that they feel more empowered to influence their community and their own situation after participation in the Programme's dialogues initiatives.

The supported events included:

- **Art-dialogue** where dialogue is interweaved with art or hand-crafts creation. E.g.: event 'Tree of Trust' in Kyiv, where dialogue was combined with painting; event on candle-making combined with dialogue in Kuyalnik settlement and Nati village in Odessa region;
- 'Samoan circle', where people are sitting in a circle and speaking one after another until more understanding evolves from listening to each other and expressing themselves. E.g.:





Dialogue in Myrhorod for parents among IDPs and local residents, which was combined with St.Nicolas celebration for their children;

- ‘Restorative circles for indirect conflict’, where non-violent communication methods are being used to clarify needs of dialogue participants, therefore building deeper understanding of each other and of a situation as a whole. Depending on how serious an indirect conflict is a facilitator takes decision on whether preliminary meetings are needed separately with representatives of opposing views. Above-mentioned dialogue format was used in Levkovka village (Kharkiv region), Kremenchuk (Poltava region), Melitopol (Zaporizhia region), Novohrodivka (Donetsk region), Zaporizhia, Kharkiv and Kyiv.

**Forum Theatre** as a method consists of two main events: 1) A workshop on preparing a short play by a team of the workshop participants. In a play a problem, which is of concern for participants, is being played out until the moment of culmination of the play, where a protagonist does not achieve his/her goal. 2) Performance, where the play is demonstrated for the spectators. Spectators are offered to change the play’s outcome so that the protagonist wins. The play continues with the audience members attempting to change the outcome by making new choices.



As a rule, the play explores issues of oppression, and most commonly the subjects and story lines originated from real experiences of the community members, allowing the spectators to see what they might get used to in a different light. The performance serves as rehearsal for real life, where participants can develop tactics to fight the oppression they face.

Within the framework of the programme, forum-theatres took place in Bilozerske (Donetsk region), Kryvyi Rih (Dnipropetrovsk region), Kyiv, Starobilsk (Luhansk region) and Kharkiv.

**A Restorative Circle working with direct conflict** is a community process for supporting those in conflict. It brings together the three parties to a conflict – those who have acted, those directly impacted and the wider community – within an intentional systemic context, to dialogue as equals. Participants invite each other and attend voluntarily. The dialogue process used is shared openly with all participants, and guided by a facilitator. The process ends when actions have been found that bring mutual benefit.

Restorative Circles are facilitated in 3 stages designed to identify the key factors in the conflict, reach agreements on next steps, and evaluate the results. This format of work was used in Haleshchyna village (Poltava region).

**Mediation** is a form of alternative dispute resolution, a way of resolving disputes between two or more parties with concrete effects. The mediator assists the parties helps the parties work out their own solutions to problems and/or to negotiate a settlement. This format of work was used in Haleshchyna village (Poltava region).

**Round tables** conducted within the framework of Activity 3.3 of the Project were facilitated events in order to explore an issue of concern and search for understanding of each other’s views on it by participants, look for possible ways for its solution, and define next steps. The facilitated process involved work in a big and small groups, in some cases with a particular input from an expert/authority

in the sphere of concern. Round tables took place in Dobropillya, Dymytriv and Bilitske (Donetsk region), Dnipropetrovsk and Kryvyi Rih (Dnipropetrovsk region), Kreminna (Luhansk region) and Odesa.

**Living library** is an event, where a 'book' is a person with his/her story to share to 'readers' – listeners of the story. As a rule, "living books" are representatives of groups that faced stereotyping, prejudice or social exclusion. Listening to a story that a 'book' has to offer challenges stereotypes and prejudices through dialogue, facilitates humanizing of the stigmatized group. Two living library events were organized in Kyiv.



**Networking meeting** is an event with a purpose to find an area and a way of possible cooperation, which requires building trust among participants and then move to planning on strategic cooperation between them and/or next steps towards cooperation. This kind of events took place in Pyryatyn (Poltava region) and Starobilsk (Luhansk region).

**Strategic planning** is an event dedicated to joint defining of strategic goal and the ways of its implementation. Conducted within a community on the basis of participatory decision-making, it brings better involvement of community members into community life, creates a sense of ownership and inclusion. Strategic planning was organized in Melitopol (Zaporizhia region) and Kryva Luka (Donetsk region).

#### Activity 3.4. Organize community-building public events, such as public gatherings, and cultural and sports events

As a result of workshops, 45 requests for public community-building initiatives were received by the project, out of them 26 got supported and organized in December 2015-March 2016.

26 communities benefited from 29 public community-building events organized by UNDP in partnership with a local formal and informal leaders among IDPs and local residents. 2396 people, out of them 1094 men and 1338 women, 940 IDPs and 1498 local residents, 1615 adults and 823 children took part in the public community-building initiatives. 90,84% of participants of the community-building initiatives noted that their level of trust towards participants of the events increased. The supported events included:

**Excursions and quests.** Excursions organized by locals for IDPs demonstrate hospitality and allow IDPs to get to know new to them surrounding from a different perspective. Moving to another place might be a stressful experience, which leads to numerous challenges of finding new source of income, accommodation and social network. All of it may make a new place look unwelcoming and an excursion could present its natural and cultural beauty, introduce to new people, thus, giving opportunity for new contacts to appear and help to get acquainted with the most vital for community facilities, giving an insight of why this particular community has formed in its particular way. Excursions and quests were organized for IDPs of Dymytriv, Zaporizhia and Odesa.

**Workshops.** Main types of supported workshops for adults and children were on handcrafts and animation movies making. Learning to do something together helps IDPs and local resident participants of the workshop to get to know and to learn from each other in relaxed atmosphere. As a rule,

handcraft workshops were followed by some charity event: either a visit to children's hospital and giving its patients the handcrafts as a gift or selling them at a fair or giving money to the charity afterwards. Organizing the follow-up event and decision-making on what would be the best use of handcrafts often was an additional exercise on cooperation and consensus making within the group. Handcraft workshops took place in Zaporizhia, Poltava, Starobilsk (Luhansk region)

Workshops on creation of animation movies required from its participants to find out the problem of their community they want to address. Through a creative process and teamwork the participants came out with ideas for animation movie that would deal with the problem and give a message for its viewers. Thus, at the workshop participants gained the experience of teamwork, creative problem-solving and learned a new skill for spreading information, ideas or messages. This type of workshops took place in Novohrodivka and Dobropillia (Donetsk region) and Kryvyi Rih (Dnipropetrovsk region).

**Joint celebrations, theatre performances, photo exhibitions.** As the Programme was run during high celebration season, there were lots of events dedicated to St. Nicolas, New Year and Christmas celebrations for children and adults. A special attention was given to help local organizers to find the way of making the events participatory to the maximum. Some of the celebrations for kids were combined with dialogues happening at the same time for their parents. In communities of Hirske (Luhansk region), Myrhorod and Poltava (Poltava region), Starobilsk (Luhansk region), Kyiv and Kharkiv IDPs and local residents, adults and children celebrated St. Nicolas day, Christmas and Mardi-Gras together. In Kryva Luka and Kryvyi Rih photo expositions were used as a method for strengthening social cohesion.

**Trainings, workshops and courses** conducted within the frame of the activity were aimed at improving cooperation and communication skills, giving better understanding of the psychological state of IDPs and trauma in general, teaching ways of dealing with conflicts, etc. Courses included art- and game-therapy for children during winter holidays; courses for IDPs on journalism in order to help them integrate into community through the new job skills and assuring that the topic of IDPs will get necessary and balanced coverage; courses for elderly people on computer literacy to help them integrate to the new community, training for Muslim imams and non-Muslim IDPs and local residents on communication and conflict prevention. Region-wise trainings and courses took place in Poltava, Zaporizhia, Druzhkivka (Donetsk region), Kreminna (Luhansk region), Odesa and Illichivsk (Odesa region).

#### *General conclusions regarding Programme on Strengthening Social Cohesion*

Dialogue and community-building events were organized on request from local formal and informal leaders (IDPs or local residents), which allowed to get the insight into each community situation and provide a tailor-made support. The whole process of planning, preparation, implementation, evaluation and (in some cases) follow-up benefited from experts consultancy support. Another benefit from this approach was more sustainability of the work, as the local organizers will continue staying an integral part of the community with the newly received knowledge, experience and contacts in the sphere of work with social cohesion.

A pool of experts involved in the Programme implementation included 21 professionals with expertise in group facilitation, dialogue facilitation, mediation, strategic planning, psychology/psychotherapy, interpersonal communication, pedagogy, antidiscrimination and conflict prevention, etc. The variety of the expertise helped to answer every unique situation in a relevant way.

Credibility of the organized dialogue and community-building events in local communities and, therefore, high attendance by the respective target group was achieved thanks to local formal and

informal leaders (among IDPs and local residents) engaging their personal contacts and serving as a bridge between UNDP and a local community.

More effective in terms of impact were initiatives that consisted of a number of events designed to build on results of each other, for instance:

- forum-theatre with following round-table with all the stakeholders including local decision-makers to discuss problems identified through forum-theatre (initiative in Dobropillya, Donetsk region and Kryvyi Rih, Dnipropetrovsk region) or followed by a dialogue to explore different views on the situation deeper (Starobilsk, Luhansk region);
- excursion, handcraft workshop, charity fair followed by dialogue (Zaporizhia, Zaporizhia region);
- photo exhibition followed by round table on possible ways of village development and cooperation for this purpose (Kryva Luka village, Donetsk region);

Another sustainable approach was initiatives, taking place over a certain period of time, such as: art-therapy and game-based trainings for children in Odessa that were happening once a week over 8 weeks, courses on computer literacy for elderly IDPs in Lysychansk, that were happening over 7 weeks, etc.

In Zaporizhia and Poltava region participants of the workshops on social cohesion made a request for a follow-up meeting for the same group in order to deepen their understanding, cover some particular topics they found they need more insight into (basic psychological information on recognizing and dealing with the most widespread psychological conditions; dialogue and communication skills, etc.) The follow-up reinforced knowledge and skills received, and, more importantly, helped for a sustainable community of change agents to appear in the region.

### **Activity 3.5. Provide small grants to support community initiatives that promote the values of solidarity, cultural harmony and tolerance**

Within this activity the Project provided grants to 15 regional and national NGOs on competitive basis. At least 630 communities benefited from the initiatives implemented within the grant programme. 6,035 people, out of them 3,562 IDPs, took part in the events organized by NGOs grant-recipients within their projects. Data on gender demonstrates 34% of beneficiaries being men and 66% women.

The highlight of activities implemented within small grants programme is provided below:

**Educational activities** included trainings, workshops and courses: an Partnership for Every Child, NGO specialized in providing workshops on non-violent communication method; Insha Osvita, NGO taught project management skills to youth in rural areas of Donetsk region.

**Cultural events** included a number of exhibitions, excursions, movie screening, and theatre performances. MIKS, NGO chosen to work through organizing quests and excursions to help IDPs to get integrated to the new place. OMC+, NGO in Poltava combined trainings and movie screening during wintertime and developed infrastructure for movie screening for up to 800 people during summertime using Project's grant. Way of Life, NGO spread the message through theatre performances, while Theatre for Dialogue, NGO built dialogues around theatre performances.

**Networking meetings and gatherings.** Family camp for IDPs and local residents was organized by Fund for Professional Development of Kharkiv, NGO, integration meetings took part Kremenchuk, Gadyach and Myrhorod through activities of Kremenchuk Information and Education Centre 'European Club', NGO.

**Support of positive media coverage:** 180 positive stories of IDPs were published at local and on-line media thanks to the project of Internews, NGO; UkrProstir, NGO conducted courses on journalism for IDPs and local residents in order to develop civic journalism. A book with collection of positive stories on integration of IDPs is going to be published by Kremenchuk Information and Education Centre 'European Club', NGO.

**Developing public infrastructure:** Severodonetsk Agency for Community Development, NGO planted trees in the public park of the town of Severodonetsk, installed workout space, book-crossing point, speakers' corner. All the work done for the park development was accomplished by joint effort of IDPs and local residents and build upon a survey conducted beforehand and public discussion on the town strategy development. New Day, NGO installed children's playground near to house blocks where many IDPs resided.



Agency for Economic Development of Dmytiov, NGO managed to assemble in the premises of their 'Centre for IDPs assistance' services provided by 12 different national and international organizations and agencies and launch Internet recourse with relevant for IDPs information.

### 3. COMMUNICATIONS AND VISIBILITY

#### Media

Regional, national and international print and broadcast media were approached and pitched systematically, including through media briefings, media advisories, press releases, newsletters, field visits, and interviews.

Throughout the project's duration, there were over 400 media mentions (approximate estimate) of the Japan/UNDP partnership. The dynamic for 2016 is provided on the Chart below. Monthly media clippings were distributed internally and among development partners.

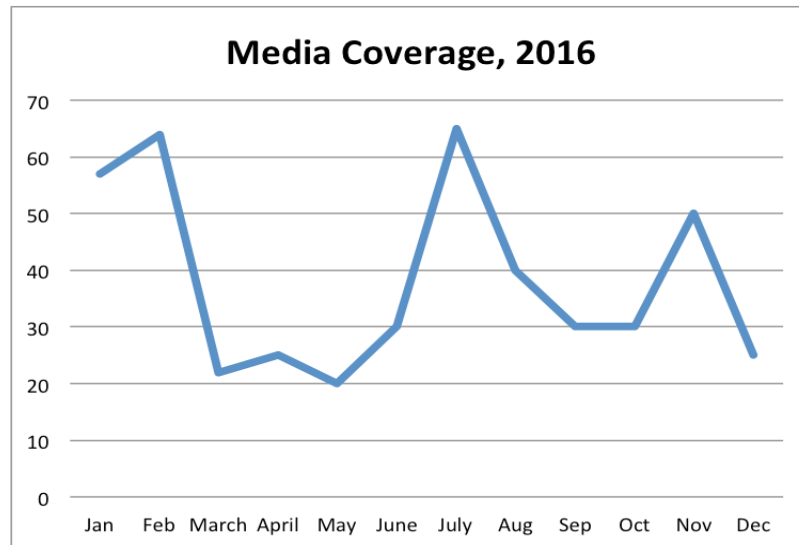


Chart 1. Media Coverage of Project activities in 2016

The key media outlets covering the project's activities include:

- **National:** Ukrainska Pravda, ICTV, 5<sup>th</sup> Channel, Espresso TV, Hromadske TV, Segodnya newspaper, 112 TV channel; ICTV, STB Channel, First National Channel;
- **Regional:** DoTeBe TV channel, LOT TV channel, Ostrov, Donbas Public TV, Delovoy Sloviansk6 Mariupol Express.

UNDP widely used **social media** (Twitter, Facebook, Flickr, and LinkedIn) to promote the project's multimedia content, events, success stories and articles. With Facebook being most popular social media platform in Ukraine (see the analytics in Attachment 2), an average post would reach 3,798 people; an average UNDP tweet would reach some 2,000 people.

#### Press releases and news stories on UNDP website

Press releases were issued for every announcement or project launch, milestone or success at least once a month. In total, sixteen original releases, blogs and news stories about Japan/UNDP recovery activities were published on the UNDP website over the reporting period (See the list in Annex 1).

#### Multimedia content and infographics

Ten **original Japan/UNDP videos** (both Ukrainian and English versions) have been created to promote Japan/UNDP activities in employment support, business development and dialogue facilitation. The videos featuring success stories were published on [UNDP YouTube channel](#) and on UNDP website, as well as were screened at three major UNDP public events targeting over 1,000 conflict-affected women

and men – at the [IDPs Forum](#) on Oct. 28, 2016 in Kyiv, [Tolerance Day event](#) on Nov.16, 2016 in Kramatorsk, and [Youth and Women Forum](#) on 8 Dec. 2016.

Also, the Japan/UNDP videos were used as teasers to announce a new Business Start-up Grants Contest in July 2016 – through media advisories, press releases, publications on UNDP’s website and social media, to encourage IDPs and conflict-affected population to apply for a start-up grant. A series of the videos were published on social media on a weekly basis until the contest’s closure date, to encourage IDPs and conflict-affected populations to apply for UNDP grants and start their own businesses, i.e.:

Two **social advertising videos**, radio broadcasts and posters were designed for a nationwide campaign called ‘We Need Each Other’ (#EachOther) to foster mutual understanding and ultimately promote integration and social cohesion within Ukraine's communities (See [Activity 3.1](#)). The videos have been granted a social advertising status by the State Committee for Television and Radio-Broadcasting of Ukraine.

Up-to-date **infographics** were created to visualise the Japan/UNDP achievements, which were used in social media, newsletters and on the UNDP’s website. A **leaflet** about UNDP’s Recovery and Peacebuilding Programme was designed, in which Japan is presented as one of UNDP’s key development partners.

### Outreach activities

UNDP held outreach events to promote its success stories, involving young people, women, IDPs and larger audiences. The **#Big Stories Small Business video contest**, which started on 20 March 2016, generated a great deal of interest among both the general public and the media, ensuring UNDP/Japan visibility. In partnership with the Molodiya social media festival, the UNDP launched a video contest among young filmmakers to film success stories and encourage the people of Ukraine, including IDPs and conflict affected populations, to start businesses of their own. The contest highlighted the success stories of IDPs who received UNDP/Japan start-up grants.

The **award ceremony** took place on 23 June 2016. Among the guests were the Ambassador of Japan and senior UNDP management. The event was covered by leading Ukrainian print and broadcast media outlets such as *Ukraiinska Pravda*, *ICTV*, *Segodnya*, *Hromadske Radio*, *Radio Liberty*, *RTi* and many more, as well as in social media.

As a follow-up, UNDP launched a **public vote** for the favourite video story with its media partner [delo.ua](#), which run until 8 August 2016. All ten movies – which feature a Japanese logo among other development partners at the end of the film – are available on the [UNDP's YouTube channel](#), and were screened during the Molodiya Festival in October 2016. A large-scale PR campaign was held, targeting up to 100,000 people:

Type of media	Number of people reached
All Ukrainian on-line media	17,075
Eastern Ukraine's regional on-line media	11,212
Western Ukraine's regional on-line media	146
Print magazine "Denhi Plus"	Average monthly readership – 63,000
Delo.ua online platform	6,576

The winning #BigStoriesSmallBusinesses videos were granted the status of social advertising by the State Committee for Television and Radio-Broadcasting of Ukraine. They were screened in Intercity trains for a period of 28 days, targeting approximately 240,000 people.

#### Promotional materials and giveaways

UNDP/Japan **banners and Japanese flags** were displayed during each event i.e. training courses, presentations, information sessions, conferences, etc., to ensure the project's visibility. UNDP/Japan **stickers** were distributed among all UNDP/Japan beneficiaries to label all purchased equipment/tools, as well as put on the entrance doors of all UNDP's start-up enterprises and CSO grantees (around 5,000 UNDP/Japan stickers and tables were distributed). Branded UNDP/Japan **notepads** and **pens** were given out at numerous events as an integral part of a project for wide distribution among IDPs and host communities.

#### Events and face-to-face meetings

To raise awareness and engage audiences, local UNDP coordinators and communications persons were available for the general public, and for the media, to explain project activities and the UNDP mandate, both during UNDP events and later by telephone.



## 4. PROJECT RISKS AND ISSUES

### Instability of financial and banking system

Under the Employment Support component the Project awarded a grant to SOTY, NGO to implement jobs creation project for IDPs on a co-funding basis. The total project budget constituted UAH 3,924,682.50, whereas contribution from SOTY, NGO equaled to UAH 2,525,443.50 and contribution from UNDP - UAH 1,399,239.00. The Grant Agreement between UNDP and SOTY, NGO #00083016-2015/CSO/11 was signed on July 21, 2015 in the total amount of UAH 1,399,239.00.

According to the payment schedule stated in the Grant Agreement, the Project transferred two tranches to the grantee in the amount of UAH 1,049,430.00. However, SOTY, NGO could not succeed in implementation of the project as Khreshchatyk Commercial Bank, PJSC, at which it had an account, became bankrupt. Despite the fact that Khreshchatyk Bank was ranked among Top-10 banks in Ukraine, due to a combination of political and financial factors it collapsed. On April 05, 2016 the National Bank of Ukraine (NBU) recognized Khreshchatyk Bank as insolvent and introduced a provisional administration to manage it. As a result, the bank account of SOTY, NGO was blocked and project implementation suspended.

The Project undertook various attempts to reclaim the funds, but as end of January 2017, the funds were not restituted neither to SOTY, NGO, nor to UNDP account.

The risks of collapse of financial or banking system should be seriously taken into consideration while designing and implementing recovery projects in conflict-affected or crisis environment, as it has direct impact on project performance and delivery.

## 5. LESSONS LEARNED

1. Employment and entrepreneurship support interventions:
  - a. UNDP managed to adopt a modality for subcontracting private companies to create new jobs for IDPs on co-financing basis using 'Contract for professional services'. But this modality consumed significant effort and was not efficient in terms of project staff workload. The most appropriate modality for implementation of new jobs creation through co-financing is 'Micro-capital grant agreement', though in such a case the list of potential beneficiaries will be limited to CSOs/Municipalities.
  - b. Upon finalization of the selection process of beneficiaries for job creation projects a verification site visit should be undertaken to examine beneficiaries' capacities and availability of required resources (human, facilities, equipment, etc.) to implement the project before taking final decision.
  - c. Because of the tight Project deadlines the start-up period for business plans under Business Start-up Grants Contest was limited to 45 days (during this period, after receiving a grant, the applicant had to launch business activities). Unfortunately, in some cases very strong business plans were not supported by the Project because their start-up period exceeded indicated period of 45 days. Business start-up period should be extended to at least of 3 months, as some production activities cannot generate cash flow earlier that period of time (i.e. agriculture).
  - d. The project faced significant difficulties in procuring business consulting services in each target region because of lack of qualified bidders, as it is a quite rare case when business consulting companies can cover all legal, marketing and accounting areas of expertise at once. For each type of business consultations (legal, accounting, marketing) a professional company should be separately contracted. Also there is no need in face-to-face consultations and such companies could provide remote consultations over phone/Internet in all 8 target regions.
2. In a conflict and post-conflict environment the financial sector and banking system are exposed to additional risks, therefore in order to minimize the Project's financial risks while implementing grant programmes, grantees should be advised/obliged to open bank accounts only with trusted or state-owned banks.
3. Social cohesion interventions:
  - a. Work on social cohesion requires continuity and follow-up in order to transfer ownership to respective communities. Half a year period of time is not enough for achieving sustainable results and being able to measure them. The work with the same communities should be continued for at least another half a year with regular evaluations (at least every 3 months) to build on the investment that has already been done.
  - b. The best results in social cohesion efforts are achieved when public community-building events are combined with the dialogue and participatory decision-making events. This should be taken into account while designing new social cohesion programmes and activities.

## Annex 1. UNDP press releases, featured stories and blogs, 2016

1. [Ukraine: Humanitarian assistance, recovery and development need to go hand in hand](#) – 18 January 2017
2. [Young people from East Ukraine learn how to start a career in IT](#) – 19 December 2016
3. [Over 80 small businesses get UNDP support to grow in Donetsk region](#) – 9 December 2016
4. [We need #EachOther: join the national campaign for social inclusion and cohesion](#) – 23 November 2016
5. [27 winning approaches to address the internal displacement challenge and meet IDPs needs in Ukraine](#) – 28 Oct 2016
6. [UNDP: recovery from conflict in Ukraine requires long-term focus](#) – 19 Oct 2016
7. [Ambassador of Japan Visited Donbas](#) – 31 August 2016
8. [Startup grants for IDPs and local communities of Donetsk and Luhansk](#) – 20 July 2016
9. [The Government of Japan provides USD 13.64 million to support people and communities affected by the conflict in Eastern Ukraine](#) – 27 May 2016
10. [Building a new Ukraine together. 2015 Achievements Report](#) – 17 May 2016
11. [Faith helps to make dreams come true](#) – 25 April 2016
12. [From frustration to own business: Internally displaced family from Donbas opens a school cafeteria](#) – 11 March 2016 (in Ukrainian)
13. [Big Stories of Small Business video contest](#) – 20 March 2016
14. [Space for New Business Opportunities in Zaporizhia](#) – 16 February 2016
15. [Ceramics Cluster to Move Sloviansk Entrepreneurs Ahead](#) – 9 February 2016
16. [Restarting life with a new job](#) – 11 January 2016

## Annex 2. Affidavit of Performance: broadcast of social advertising

**Client:** UNDP  
**Title:** We Need Each Other  
**Year:** 2016  
**Period:** 14.11 - 21.11

Channel	14.11.16	15.11.16	16.11.16	17.11.16	18.11.16	19.11.16	20.11.16	21.11.16
<b>Novyi Channel</b>	9	9	9	14	12	9	9	9
	12	12	12	24	14	14	14	13
	14	14	14		24	24	24	24
	24	24	24					
<b>ICTV</b>	8	9	8	12	7	9	12	7
	10	12	11	17	10	10	16	10
	16	18	16	21	16	14	20	15
	20	23	21		24	20		20
<b>STB</b>	7	9	9	8	9	9	9	7
	11	10	10		11	11	11	12
	12	14	13		23	18	23	23
	23	20						

### Annex 3. List of grantees provided free-of-charge psychological assistance to IDPs

#	Name of Organization	Region	Type of services provided	# of IDPs benefited
PS/1	Donbas Democratic Development Agency	Donetsk	Consultations, self-help groups	980
PS/2	Community Support Centre	Donetsk	Individual and group consultations	692
PS/3	Rozrada	Kharkiv	Training for local psychologists, consultation by mobile outreach teams	590
PS/4	Kremenchuk City Committee of Youth Organizations	Poltava	Consultations, trainings for children	1,118
PS/5	SOS Children's Village, Luhansk Regional Branch	Luhansk	Psychotherapy sessions	961
PS/6	Women in Western Donbas	Dnipropetrovsk	Consultations, prevention burnout	970
PS/7	Rehabilitation centre of Saint Paul	Odesa	Art-therapy sessions for children	1,176
PS/8	Zaporizhia Regional Branch Charity Fund "Child's Smile"	Zaporizhia	Trainings, face-to-face consultation	348
PS/9	Ukrainian Society of Overcoming the Consequences of Traumatic Events	Donetsk	Consultations, psychological education sessions	989
PS/10	Ukrainian Psychiatric Association	Kyiv	Hotline consultation, trainings	674
PS/11	East-SOS	Kyiv, Donetsk	Support groups for women and children	1,091
PS/12	Magnolia	All Ukraine	National Hotline	1,113
PS/13	Ukrainian Frontiers	Donetsk	Psychotherapy sessions	780
PS/14	Ukrainian House	Kyiv	Face-to face consultations	141

#### Annex 4. List of grantees provided free-of-charge legal aid to IDPs

#	Name of Organization	Region	Type of services provided	# of IDPs benefited
LS/1	Ukrainian Human Rights Council	Dnipropetrovsk	Online/face-to-face consultation	1,121
LS/2	Ukrainian Protection	Donetsk	Hotline, trainings	989
LS/3	Euroleader	Donetsk	Consultation by mobile outreach teams	2,249
LS/4	Committee of Voters of Ukraine in Donetsk region	Donetsk	Online/face-to-face consultation, trainings	1,186
LS/5	Zaporizhia Remedial League 'Universal'	Zaporizhia	Trainings, face-to-face consultation	467
LS/6	Luhanske zemliatstvo	Kyiv, Donetsk, Luhansk	Hotline, trainings	989
LS/7	Human rights	Kyiv	Trainings, face-to-face consultation	7,249
LS/8	Crimean diaspora	Kyiv	Trainings, face-to-face consultation	868
LS/9	Human Rights Centre 'Postup'	Luhansk, Donetsk	Online consultation, face-to-face consultation	1,780
LS/10	Public Platform	Luhansk	Consultations	1,237
LS/11	Coordination Centre of Patriotic Forces 'New Mariupol'	Donetsk	Mobile outreach teams	1,345
LS/12	Committee of Voters of Ukraine on Odesa Region	Odesa	Consultations	538
LS/13	Poltava Human Rights Group	Poltava	Trainings, face-to-face consultation	980
LS/14	Light of Hope	Poltava	Trainings, face-to-face consultation	1,424
LS/15	Chuguyiv Human Rights Protection Group	Kharkiv	Consultations, information	1,256
LS/16	Labour and Health Social Initiatives	Donetsk, Kiev	Consultations, seminars	1,320