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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Ukraine

Project Title: Civil Society and Youth Support Project (CSYP)
Project Number: 00134264 (Output ID)
Implementing Partner: UNDP (Direct implementation modality)
Start Date: 01.01.2023 **End Date:** 31.12.2026 **PAC Meeting date:** 23.12.2022

Brief Description

The Civil Society and Youth Support Project (CSYP) builds on many years of joint programming by the Danish Ministry of Foreign Affairs (DMFA) and UNDP supporting civil society and youth empowerment. Since the start of the full-fledged war, despite tremendous challenges and displacement, there was a spike in civil society activity. Ukraine's civil society has at large reoriented its activities and strategies in response to the Russian invasion, adapting and innovating practices to meet humanitarian needs and ensure monitoring of human rights violations and abuses. The resilience and capacities that have been cultivated over the past eight years are assessed to have played a significant role in helping Ukrainian civil society to reposition itself during 2022. CSYP contributes to the following long-term result: "Ukraine's civil society and youth are impactful players in strengthening the country's resilience and recovery, democracy and human rights agenda, including issues of respect to diversity and women's rights and social cohesion". The project has a three-dimensional approach. Firstly, it intends to strengthen civil society organizations: focusing first and foremost at the subnational level) to enable active civil society participation in strengthening Ukraine's resilience, sustainable recovery and development processes, link established CSOs with youth groups especially newly emerged initiatives after February 2024 to ensure cross-fertilization in skills. Secondly, the project will work at the central level to create a more enabling policy environment for CSOs and support the national "youth machinery" (Ministry of Youth and Sports (MYS), Parliamentary Committee, the to-be-created Ukrainian Youth Foundation (UYF), All-Ukrainian Youth Center, State Institute for Family and Youth Policy and other entities). At the national level, UNDP will also work with MYS to re-design and transform the Youth Worker Programme by developing additional capacity development exercises, courses, and learning events for the youth workers and will help UYF kick-start its operations. CSYP will support CSOs to monitor the implementation of national-level youth policies to determine progress made and areas needing additional efforts. Thirdly and finally, CSYP is designed to support Ukrainian youth in to actively participate in Ukraine's recovery by honing their skills for good citizenship and leadership. The project will support youth-driven projects and expose young women and men to how local governments operate to implement locally relevant social cohesion initiatives. CSYP is part of the higher-level Danish Neighbourhood Programme (DANEP) for its next programming cycle (2022-2026). CSYP rests on partnerships with national-level entities (primarily, the national "youth machinery", the Ministry of Justice), local-level governments (including municipalities that already benefit from Danish support), CSOs at the national and subnational levels, and youth organizations and initiative groups. Notably, the project and the above-mentioned focus will complement the DMFA-supported Peace and Stabilisation Programme (PSPU), EU Anti-Corruption Initiative (EUACI), and will coordinate its efforts with the Ukrainian-Danish Youth House and the Danish New Democracy Fund.

Contributing Outcome (UNDAF/CPD, RPD):
CPD OUTCOME: 1. By 2023, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent, and non-discriminatory public services.
Indicative Output(s) with gender marker
Output 1.2. National institutions, systems, laws, and policies advance the equitable realization of human rights, especially among vulnerable groups
Output 1.3. Civil society is more engaged in national development processes.
Gender marker: GEN 2

Total resources required:	**USD 2'965'859.11** (7.637 DKK / 1USD rate as of 26.10.22)	
Total resources allocated:	**Donor:**	USD **2'965'859.11** (USD 2'388'926.43 allocated. USD 576'932.68 unallocated)
	UNDP TRAC:	
	Government:	TBD (parallel)
	In-Kind:	TBD
Unfunded:		

Agreed by (signatures):

Ministry of Youth and Sports of Ukraine	UNDP Ukraine
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I. DEVELOPMENT CHALLENGE

1.1 Introduction. Danish support to Ukraine's civil society and youth development through UNDP

UNDP has been cooperating with the Danish Ministry of Foreign Affairs (DMFA) on civil society and youth development for over a decade. Joint initiatives have included CSDP in 2009-2012[1], DHRP in 2013-2017[2] and the current tandem of sister projects: CSDR[3] and HR4U[4]. Over these years, the nature of Danish support to Ukraine's civil society and youth development evolved – alongside the transformations of the Ukrainian society and in response to the needs that Ukraine's governance had at a given point in time. Triangular cooperation between DMFA, UNDP and Ukraine's civil society partners helped weather some of the most challenging societal developments to date and effectively respond to the immediate aftermath of the Revolution of Dignity, temporary occupation of Crimea, conflict in the east of Ukraine, economic instability, the onset of the COVID-19 pandemic, and now the full-fledged war.

Despite the challenges of the ongoing war, Ukraine remains strong and resilient. The central Government has demonstrated extraordinary resilience and capacity in leading and coordinate all crisis response efforts, ensuring sustained public service provision while organising the efforts to restore the country The central institutions likewise. The Ukrainian Civil Society has remained strong and agile since February 2022, and has at large redirected its activities towards emergency response, but also documentation of human rights violations. To ensure a just and inclusive recovery, there is a continued need for strengthening of key national actors – Government, private sector and civil society – whose resilience must be bolstered to lead the country from crisis response to recovery.

The start of the war has coincided with the planned end of the CSDR project. CSDR project was cost-extended until the end of 2022 with a key purpose to sustain and support civil society partners including the members of the CSO hubs Network, human rights and youth CSOs, so they the response remains effective and efficient. While many CSOs have found themselves displaced at least in part, it would be safe to conclude that there was a spike in civil society activity. Throughout the country, people volunteer their time and resources to protect and care for the most vulnerable, including the elderly, women, and children. Civil society and volunteer groups in every region of Ukraine are providing humanitarian aid, psychosocial support, and legal counselling, help with humanitarian relocation/evacuation and temporary housing. The civil society and youth policy implementation infrastructure was able to and continues to withstand the challenges through adapting to the new reality and reprioritising their operations to address the war related challenges. Twelve out of fifteen CSO hubs remain fully operational and even increased the intensity of their activities. The project team has consulted with the members of CSO hubs Network and other CSO partners, as well as conducted series of 30 subnational dialogues with youth councils and concludes that there is an interest among civil society organizations to engage in building resilience and participate in the recovery process.

Acknowledging the current high degree of uncertainty and fluidity of the situation in Ukraine, the project will be closely aligned with UN Transitional Framework for Ukraine September 2022 – December 2023, which provides overarching strategic planning direction for UN operations in the country, remaining adjustable as the situation evolves, and enabling effective coordination with the Government of Ukraine, development partners, and civil society. The project will also be closely aligned with the Ukraine Recover Plan - which identify clear priorities in a roadmap for the recovery over the coming years and goes beyond the restoration of destroyed infrastructure, and focuses on profound transformations into a green, just and prosperous state

The project, as described below, continues allocating Danish resources to areas *where meaningful change is possible* and where the *catalytic allocation of time, human capital and funding* can stimulate broader change. By having this focused, catalytic approach, Danish support rendered through UNDP within the framework of

[1] Please see: https://info.undp.org/docs/pdc/Documents/UKR/CSDP_FINAL_REPORT_w_o_financial_statement.pdf
[2] Please see: https://erc.undp.org/evaluation/evaluations/detail/8162
[3] Please see: https://www.ua.undp.org/content/ukraine/en/home/projects/civil-society-for-democracy-and-rights.html
[4] Please see: https://www.ua.undp.org/content/ukraine/en/home/projects/human-rights-for-Ukraine.html

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Denmark's partnership with the Eastern Neighbourhood countries for 2022-2026 (DANEP) is different from other large-scale multimillion interventions that rely on size and breadth of coverage[5].

This project document describes the planned Civil Society and Youth Support Project (CSYP) that is part of the two-pronged DMFA-supported Programme implemented by UNDP[6]. CSYP builds on the in-depth knowledge of the UNDP Ukraine team of the situation with civil society and youth development in Ukraine. It is also rooted in a nuanced understanding of sub-national developments, national-level cooperation with civil society, youth actors and policymakers, and the power of UNDP's global connections through its country office network. The project is also a response to and a logical continuation of those interventions that UNDP has been carrying out under CSDR (2017-2022) and a synergetic mechanism to build on other DMFA investments: notably, the Peace and Stabilisation Programme (PSPU) and the EU Anti-Corruption Initiative (EUACI). CSYP will closely coordinate its planned activities and programmatic approaches with the Ukrainian-Danish Youth House and the Danish New Democracy Fund where and as appropriate, including through the bi-annual meeting, to ensure synergies.

1.2 Express political economy analysis, CSO and youth development in the country

The full-scale invasion of Ukraine by the Russian Federation started on 24 February 2022, following the territorially limited armed conflict in eastern Ukraine as of 2014, has caused significant civilian casualties, damage to infrastructure and has taken a severe human, social, and economic toll. As of 2 October, over 15,246 civilian casualties were recorded in Ukraine by OHCHR including over 6,114 deaths.[7] Most casualties were registered in Donetsk, Kharkiv, Kyiv and Luhansk regions. The actual figure is likely to be considerably higher as information from some conflict areas experiencing heavy military hostilities is still pending corroboration. The updated UN Ukraine Flash Appeal shows that at least 17.7 million people are in immediate need of emergency assistance and protection[8].

The war has led to the largest displacement within Europe since the Second World War, with an unprecedented humanitarian and migration crisis within the country and the region. According to IOM, 4,2 million Ukrainians have fled and still remain outside of the country[9]. The majority of refugees are women and children (around 90%), as most men ages 18 to 60 are unable to leave the country, in accordance with the Decree of the President of Ukraine on *"Introduction of Martial Law"*. Meanwhile, there are estimated 7,1 million Internally Displaced People (IDP's) inside Ukraine, with the Western and Central regions having a toll on capacities of local municipalities in provision of shelters and basic administrative and social services. The largest number of IDPs reside in the eastern-macro region, which is also where the majority of IDPs originate (61%)[10] The displacement picture remains fluid, with IDP numbers rising by 330,000 over September alone. Basic needs have become critical for a segment of the population. Assessments led in conflict-affected areas indicate that food, water, financial resources, access to medicines and fuel are the major needs. Meanwhile, safety and security risks for both humanitarian actors and civilians continue to hamper access in areas most heavily affected by the conflict.

Ukraine's economy has been severely impacted by the Russian invasion. With a Gross Domestic Product (GDP) set to contract 33% in 2022, a significant part of the economy is damaged or impeded by the war. The recently launched Word Bank-European-GoU Ukraine Rapid Damage and Needs Assessment estimates the reconstruction and recovery needs minimum at USD 349 bn (equals to 160% of Ukraine GDP in 2021), including USD 105 bln of immediate short-term most urgent needs in social infrastructure, winterization, energy, social protection[11]. Meanwhile, Ukraine faces sharp increase of the defense budget, significant downfall of tax and export revenue,

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[5] Thus, for instance, only two USAID's projects – Enhance Non-Governmental Actors and Grassroots Engagement (ENGAGE) activity and Ukraine National Identity Through Youth (UNITY) Activity – combined total over USD 50 million over their respective 5-year spans.

[6] For DMFA planning purposes and keeping in mind the scale of DANEP, all three interventions implemented by UNDP are brought under one umbrella "*UNDP-DMFA Partnership: "Democratization and Human Rights 2022-2026" Project*".

[7] Ukraine: civilian casualty update 3 October 2022 | OHCHR

[8] Ukraine Flash Appeal (March - December 2022), OCHA, https://bit.ly/3pBWvBY

[9] Migration Data and Resources | IOM Ukraine, UN Migration | IOM Ukraine

[10] IMPACT - UKRAINIAN CRISIS Situational Analysis, September 2022; DFS Ukraine Situation Analysis September 2022

[11] Please see: https://www.worldbank.org/en/news/press-release/2022/09/09/ukraine-recovery-and-reconstruction-needs-estimated-349-billion

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making the country dependent on external financing. According to the ILO, over 4.8 million jobs have been lost since the start of the war, equal to 30 percent of pre-conflict employment in Ukraine, which may further increase to 7 million jobs as a result of the escalation of hostilities.[12] The exact magnitude of the contraction will depend on the duration and intensity of the war, and the levels of destruction of productive capacity, as well as damage to arable land, and labour supply.[13] Infrastructure damage has been widespread across the country with conflict-affected areas in the north, east and south worst affected. According to a study from Kyiv School of Economics, the war caused over 108 billion dollars of damage to public infrastructure with 140,000 residential buildings damaged and 3.5 million people estimated to be homeless.[14]

Despite turbulent situation, the Government of Ukraine has demonstrated extraordinary resilience and capacity in leading and coordinate all crisis response efforts, ensuring sustained public service provision while organising the efforts to restore the country. On 24 February 2022, the President of Ukraine issued the decree 64/2022 on the 'Introduction of Martial Law', which was approved by the Verkhovna Rada of Ukraine, introducing it in the entire territory of Ukraine for a period of 30 days, which has subsequently continued to be extended. The resilience of Ukrainian institutions has been on full display since the Russian invasion, with the government continuing to function at all levels. While the main focus in political and economic life has been on the war, implementation of most of the national plans and strategies have slowed down.

Following the outbreak of the war Ukraine submitted its application for EU membership status. On 23 June, the European Parliament adopted a resolution calling for the immediate granting of the status of candidate for EU membership to Ukraine with the European Council followed suit on the same day. The candidate status was granted on the understanding that Ukraine take some key steps, including steps (but not only) such as: implement legislation on a selection procedure for judges of the Constitutional Court of Ukraine (CCU), in line with Venice Commission recommendations; strengthen the fight against corruption through proactive and efficient investigations and completing the appointment of a new head of the Specialised Anti-Corruption Prosecutor's Office; completing the selection process and appointment for a new Director of the National Anti-Corruption Bureau of Ukraine; strengthening of anti-money laundering legislation; implement the anti-oligarch law; adopting a media law that aligns Ukraine's legislation with the EU media services and finalise the reform of the legal framework for national minorities. The European Commission will monitor Ukraine's progress in fulfilling these steps and report on them together with a detailed assessment by the end of 2022. Although there are various precedents, accession criteria, pre-existing funding streams, and established processes, the scale, type, and duration of benefits available to Ukraine from the EU accession path will be unique. Implementation of the EU standards will require steps to be taken in several areas, including strengthening the rule of law, improving human rights, countering corruption and structural economic reforms. The Ukraine's EU candidate status actualises the task to align the national policies with those of the EU and to harmonise the national legislation with the EU acquis. As important as the psychological boost to Ukraine from the EU's political signal, the tangible benefits from Ukraine's candidacy status will be invaluable[15].

Addressing the consequences of the war, the National Recovery Council was established in April 2022 as an advisory body under the President of Ukraine. The main task of the council is development of a cross-sectorial action plan for the recovery and development of the country - the Ukraine Recovery Plan - with contributions from international partners and national civil society organizations. The results of the initial work in 24 thematic areas were shared at a high-level political event, the international Ukraine Recovery Conference (URC 2022) in Lugano, where the Ukraine Recovery Plan was presented with discussions on methods, priorities and principles of recovery, and possibility to implement certain reforms in the current situation.[16] The overall objective of the Recovery Plan goes beyond the restoration of destroyed infrastructure, and focuses on profound transformations into a green, just and prosperous state. At the moment, the Government is working on finalisation of the Recovery Plan following the participatory process of comments by the external stakeholders and development partners.

[12] Please see: The impact of the Ukraine crisis on the world of work: Initial assessments, ILO (11 May 2022), https://bit.ly/3y9yGqn

[13] Please see: Europe and Central Asia Economic Update, World Bank, https://bit.ly/38hGkoo

[14] Please see: DFS Ukraine Situation Analysis September 2022

[15] Please see: Ukraine (europa.eu)

[16] https://www.urc2022.com/conference-materials

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Ukraine's civil society has at large reoriented its activities and strategies in response to the Russian invasion, adapting and innovating practices to meet humanitarian needs and ensure monitoring of human rights violations and abuses. The resilience and capacities that have been cultivated over the past eight years are assessed to have played a significant role in helping Ukrainian civil society to reposition itself during 2022. The war has also given rise to a new wave of volunteering organizations formed by civilians, churches and the private sector, resulting in a sharp increase in number of national and international CSO's that are active inside Ukraine[17]. By the end of July, the number of humanitarian partners had nearly quadrupled. Humanitarian operations have complemented the sustained and incredible efforts of thousands of volunteer groups and Ukrainian civil society organizations, who are risking their lives to support those most in need[18]. It should however be noted that while the general number of CSOs has increased, the number of organisations active in the Eastern oblasts has dropped. Many CSOs that prior to February 2022 were present in territories which are currently not controlled by the Government of Ukraine, have now been displaced or lost their physical offices and equipment, as well as access to communities and beneficiaries.

Several assessments conducted over the recent months have prompted a critical reflection showing that aid organisations need to better align the response with local CSOs' needs, ensuring that the support to them is systematic, holistic and not only financial - with a specific emphasis on provision of psycho-social support to volunteers.[19] Against this background, the Ukraine Humanitarian Fund (UHF) launched in September a specific call with aim of strengthening the capacities of national NGOs, CSOs and volunteer groups, who collectively serve the needs of many thousands of people across the country[20]. It should be noted that lack of access to funding of smaller CSOs and those located in rural areas, are mirroring challenges present in the Ukrainian civil society prior to the outbreak of the full-scale war, where Kyiv based organisations traditionally enjoyed easier access to donors. UNDP work under SCYP is specifically designed to address this issue and will be predominantly focused on the subnational level where the access of CSOs to resources and capacity building is limited.

Human rights activists have become instrumental in documenting and reporting human rights violations and potential war crimes. Since the start of the war, civil society organisations in Ukraine have played an active role in documenting events that display features of crimes defined in the Rome Statute, including forced disappearances[21],[22]. Several coalitions such as the 5 AM Coalition and the offspring Tribunal for Putin (T4P), consisting of human rights organizations with wide range across the country have been formed following 24 February, active in collecting information and documentation of violations of human rights and international humanitarian law committed following the Russian invasion of Ukraine, in close dialogue with the national institutions, including law enforcement[23]. It should be noted that many organisations have significant experience in documenting human rights violations committed in Crimea and Donbas since 2014. Ensuring additional resources, such as the recently published *"Documenting international crimes and human rights violations for accountability purposes: Guidelines for civil society organisations"*, from Eurojust and the Office of the Prosecutor at the International Criminal Court (ICC) and capacity enhancement of Civil Society actors active in the documentation remain vital so that efforts to collect and preserve information that may ultimately become admissible evidence in court.[24]

Enabling elements for civil society introduced in legal frameworks. Several legal measures have been enforced to make it easier for CSOs to operate under martial law, including simplified rules for cross-border in-kind donations and allowing CSOs to independently carry out customs declarations of donations at border crossing points. Additionally on 15 August, the Parliament adopted Draft Laws No. 7363 on amendment of the Law of

[17] Please see: https://www.humanitarianoutcomes.org/sites/default/files/publications/ukraine_review_2022.pdf

[18] Please see: Ukraine Flash appeal (March-December)

[19] Please see: RESPONDING TO THE RUSSIAN INVASION FROM THE GRASSROOTS: An overview of conflict response practices by the Ukrainian civil society from February 24th to May 31st, 2022

[20] Please see: https://reliefweb.int/report/ukraine/ukraine-humanitarian-fund-2022-first-standard-allocation-strategy-1-september-2022-enuk

[21] Please see: https://ccl.org.ua/en/tools/map-of-enforced-disappearances-in-ukraine/

[22] The Rome Statute is the treaty that established the **International Criminal Court,** an international court that has jurisdiction over certain international crimes, including genocide, crimes against humanity, and war crimes that are committed by nationals of states parties or within the territory of states parties.

[23] Please see: https://www.5am.in.ua/en

[24] Please see Documenting International Crimes and Human Rights Violations for Criminal Accountability Purposes: Guidelines for Civil Society Organisations | Eurojust | European Union Agency for Criminal Justice Cooperation (europa.eu)

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Ukraine 'On Volunteer Activity' and No. 7364 'On amendment of the Tax Code of Ukraine' in the second reading[25], aiming at creating favourable preconditions to develop volunteering through public support, tax exemption of volunteer expenses for CSOs for expenses such as medical examination and vaccination of volunteers; traveling, meals, and accommodation of volunteers and participants of the CSO events.[26]

The war has severely affected the young people in Ukraine but, at the same time, motivated them for strengthening civic activism. According to the Ministry of Youth and Sports of Ukraine data as a result of the war, 40% of young people in Ukraine have been affected: more than two million young people have become internally displaced persons and around two million young people have been forced to flee abroad. For children and youth, the situation has been specifically harsh, with disrupted education and psychological traumas. Economic instability in the country, high unemployment and migration (internal and external) rates as well as destroyed youth infrastructure continues to have a negative impact on the wellbeing of young people in Ukraine. At the same time, since the outbreak of the full-scale war, Ukrainian youth have been very active in the emergency response, engaging as volunteers in their communities, helping with distribution of humanitarian aid and to accommodate IDPs and vulnerable population.

Formal structures for youth engagement are vital in the set-up of the joint national government-civil society led emergency response. Prior to the full-scale war, there were more than 300 youth centres and spaces operating in Ukraine as part of the 'youth machinery'. Only days after the Russian invasion, the SpivDiia platform for aid provision and coordination was launched, based on this infrastructure, promoting synergies between civil society organizations, ministries and businesses, resulting in establishment of 23 hubs. SpivDiia has since the establishment channelled humanitarian assistance through a vast network of partners, while delivering a range of services such as psychosocial and legal assistance, offline and online. As of April 2022, 93 youth centres had altered the format of their activities and are actively providing assistance to the civilian population, operating as humanitarian hubs, shelters for internally displaced persons, volunteer centres and assistance centres. While the infrastructure for youth engagement has proven to be vital in the channelling of humanitarian assistance, it should be noted that approximately 35 youth centres are partly or fully damaged.

Scarce funding for national level youth work from 2023, beyond the set-up of the Ukrainian Youth Foundation. The recent years of work in the youth policy sphere in Ukraine have brought important developments, which are now at risk. While work at the policy level in the nearest future will be focusing on the implementation of the activities pertaining to youth in the Ukraine Recovery Plan, it is vital to further support the already developed structures and institutions for youth engagement, to ensure that development gains are not lost, while a youth-inclusive approach remains at the centre. Due to the dire situation with the Ukrainian economy, the funding for the State Target Social Programme "Youth-2025" is no longer available for activities and the Ministry of Youth and Sports at the moment only has funding available for key personnel. Nonetheless, as outlined in the law "*On Foundations of Youth Policy*" the creation of the new the **Ukrainian Youth Foundation (UYF) is under preparation**, designed as an engine to select and fund youth projects across the country - primarily with state funds but also with additional donor resources. While the UYF is particularly articulated as an enabler of youth activities in the Ukraine Recovery Plan, it should be noted that the institution is assessed to be in substantial need of capacity enhancement to perform the work and also funding for project activities.

Youth participation in the recovery work. Recognizing youth as key agents of change in resilience building and sustainable recovery, UNDP is at the moment supporting several processes aiming to understand the specific challenges of youth as well as promote young people's voices and participation in decision making processes at all levels in humanitarian and recovery efforts. Responding to requests from the Ministry, experts are engaged to analyze the current state of the professional network of youth workers and develop a roadmap for the transformation of the **Youth Worker Programme** (YWP), with the aim of providing support to youth workers during and after the war, ensuring it is aligned with the priorities in the Ukraine Recovery plan. Meanwhile, UNDP is during September 2022 supporting the implementation of the pilot phase of the **Youth Mobility Programme,**

[25] Please see https://tax.gov.ua/en/mass-media/news/613101.html

[26] Please see https://csometer.info/updates/ukraine-recent-measures-affecting-cso-operation-during-martial-law-update-august-31

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(with methodology developed under CSDR project in 2021), combining activities aiming at building unity between youth across several oblasts in Ukraine, through low skilled reconstruction work performed by youth groups under supervision and mentorship of skilled construction workers at locations that may be used by young people in the future, such as youth centres, public libraries, sports venues etc.

During the summer and early autumn 2022, UNDP, in cooperation with the Ministry of Youth and Sports of Ukraine supported the NGO "Youth Platform" to organize a series of **youth dialogues** (30), where young people exchanged experiences and discussed the role of young people in humanitarian and recovery efforts, voiced ideas about the role of young people in their community and the larger recovery process of Ukraine. Initial findings show that there is a need for more youth spaces, networks, and platforms to facilitate connections and cooperation with youth across the country as well as access to funding for youth driven activities at the local level. In addition, youth employment programmes and vocational training opportunities as a way to alleviate the dire economic situation are needed. The result of the dialogues will feed into **nationwide research** (supported by ongoing phase of "Civil Society for Enhanced Democracy and Human Rights in Ukraine" (2017-2022), funded by the Danish Ministry of Foreign Affairs), which UNDP jointly with UNFPA are conducting during the autumn 2022. The aim of the research is to produce a comprehensive baseline concerning the specific impacts the war on young people in Ukraine, make available data on perceptions from young women and men from diverse backgrounds in Ukraine, supporting government partners to inform planning and serve as a base for design and roll-out of future evidence-based UNFPA and UNDP YPS-programming, as well as broader work in support of youth engagement, and support to the implementation of the Ukraine's National Recovery Plan by the Government of Ukraine in the area of youth.

The Youth Worker Programme

The "Youth Worker" programme was originally launched in 2014 by the Ministry for Youth and Sports (MYS), State Institute of Family and Youth Policy, and UNDP in 2014. The programme was thereafter joined by UNICEF in 2017 and by USAID (through the DOBRE programme) in 2018. Over the course of its implementation, the Programme became more firmly embedded in Ukraine's national policy frameworks, with balanced inputs from UNDP and other international organisations contributing to its operations. Currently, youth workers work in youth centres and local self-government bodies, with youth CSOs, or youth spaces, as well as in libraries and cultural institutions. They can be both paid employees and work as volunteers.

The Ministry of Youth and Sports manages the contact base of the Youth Worker Programme graduates and uses it to disseminate information, consultation and involving youth workers in different initiatives and projects. In local communities, one person can be both a civil servant responsible for youth policy and a youth worker working directly with young people. There is also experience when local administrations hire youth workers to work in the community, even if there is no youth centre or space.

In 2020, a Civic Union ''Ukrainian Youth Workers Associations'' was founded to unite alumni and trainers of the Youth Worker Programme. The association was created for networking and cooperation between youth workers in Ukraine, their organizations, or joint projects.

Danish support has been critical for the Youth Worker Programme. Thus, DMFA through UNDP has supported creation of 4 specialized courses ("Engagement and management of volunteers", "Youth work in territorial communities", "Civic engagement for youth workers" and 'Public administration of the youth policy'' for civil servants responsible for implementation of youth policy in subnational public administrations). The UNDP-implemented CSDR project established an annual competition of the best practices in youth work and Annual Youth Worker Forum for knowledge and experience sharing within the youth policy implementation community. Finally, in part due to CSDR efforts that included tailored expert support and advocacy efforts, "youth worker" was in mid-December 2021 officially recognized as a profession in Ukraine. UNDP was behind the roadmap for achieving this result.

The full-scale war in Ukraine which started with the Russian invasion as of 24 February 2022 affected youth workers network in Ukraine. According to the Ministry of Youth and Sport of Ukraine, 60 percent of the youth workers are internally displaced. According to this survey, 51 percent of youth workers need an exchange of experience with other youth workers 50 percent require informational support about opportunities in the field of youth sector; and 47 percent mentioned the need for financial support for their initiatives and teams. At the request of the Ministry of Youth and Sports of Ukraine, UNDP plans to analyse the current state of the professional network of youth workers and develop a roadmap for the transformation of the YWP with the aim of providing support to youth workers during and after the war as well as plan initiative of young people's involvement in the recovery processes.

UNDP support is critical for ensuring sustainability and development of the Youth Worker Programme in the conditions of limited state funding during martial law and the subsequent recovery process.

Youth SCORE conducted prior to the war support foundation for more informed decision-making about youth support. In 2021, data was gathered within the framework of a youth-specific study through the methodology of the Social Cohesion and Reconciliation Index (SCORE). Data on the youth group of 18 to 35 was representative of the whole country (nation-wide sample), while data for the younger cohort (14-17 years of age) was sourced from participants from Kyivska, Kharkivska, Khersonska, Vinnytska and Zakarpatska oblasts. A total of 250 respondents participated, aged between 14 and 17 years.

While not a representative piece of research, the youth edition of SCORE showed that adolescents (14-17 years of age) have a higher *trust* in the central authorities (Parliament and President) as compared to the national averages of the responses. Young people in the 18-29 group proved to follow the same trend, however to a lesser extent. The youngest respondents (14-17) also showed significantly less *skepticism* towards reforms, compared with the national average and the older youth group (18-29).

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As far as *identity* and the feeling of *belonging* is concerned, results suggested that adolescent youth (14-17) and older youth (18-29) have a lesser sense of belonging, compared with the national average, and consider migration a future option. Nevertheless, the identity of being Ukrainian is stronger among the age groups adolescents (14-17). The study also suggests that the youngest participants (14-17) are more interested in *contacting* people from the Non-Government Controlled Areas.

Following trends from previous studies, young people aged between 18 and 29 are *less active* than the national average regarding civic activities such as community action, rallies, and devote less time as volunteers or voting. Nevertheless, the group is slightly more active than the average when it comes to online activities (posting and commenting) as well as engaging in NGO activities. Adolescents (14-17) show a significantly stronger civic optimism and belief in cooperation within communities compared with the older youth (18-29) and the national average.

Predictably, both adolescent youth (14-17) and their older counterparts (18-29) are *avid online media* consumers, using Instagram (as a first choice), YouTube and only then Facebook[27].

UNDP in partnership with other UN agencies has commissioned a Human Impact Assessment as well as nationwide research on the impact of war on youth which is being conducted jointly with UNFPA. The results of both studies will be available early in 2023, UNDP will them align and adapt the programming to reflect the needs and the changes in the context.

Gender equality developments and challenges. Recent years the Government of Ukraine (GoU) has committed to multiple initiatives aimed at achieving gender equality and women's empowerment in all spheres of life, inter alia new Election Code, accession to the Biarritz Partnership for Gender Equality, the State Programme on Prevention and Elimination of Domestic Violence and Gender-Based Violence and a number of others. On June 20, the Verkhovna Rada of Ukraine ratified the Council of Europe Convention on the Preventing and combating violence against women and domestic violence (Istanbul Convention). Ratification of the Convention confirms Ukraine's commitment to the introduction of European standards and approaches to the protection of human rights and freedoms. The war in Ukraine has already resulted in higher levels of sexual and gender-based violence, including conflict related sexual violence (arbitrary killings, torture, and sexual violence). Women and girls are primarily and increasingly targeted by the use of sexual violence, including as a tactic of war. In some temporarily occupied territories of Ukraine, conflict-related sexual violence crimes had a systematic character. While women and girls are in general more predominantly subject to sexual violence, not least due to patterns of gender discrimination and inequality predating the conflict, men and boys have also been victims of sexual violence.

[27] For a very detailed portrait of media consumption in Ukraine, please see the recent Internews report: https://internews.in.ua/wp-content/uploads/2021/11/USAID_Internews-Media-Consumption-Survey-2021_ENG.pdf

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II. STRATEGY

2.1 Lessons learned from previous interventions

Against the background of these developments, CSYP is rooted in the lessons learned from the currently ongoing CSDR project as well as the wider democratic governance and civil society work as is implemented by the UNDP Ukraine Democratic Governance Programme. Below is a list of assorted lessons learned or reflections on the earlier-received programmatic recommendations[28] which remain relevant in the current context.

- ***Render support where most needed: at the regional level rather than to the national-level players that may already have ample donor resources. Ensure that CSO Hubs continue to prioritize capacity and thematic development of local CSOs. The focus on CSO-government dialogue at the sub-regional level is a highly relevant objective, given the need to ensure participation in the resilience building and recovery-related decision making the opportunities for which have significantly decreased due to the imposition of the marial law.*** The focus of the project prioritizes regional-level CSOs rather than Kyiv-based players that, in most cases, have ample funding resources compared to their regional counterparts. At the same time, CSYP intends to cooperate with big national-level CSO players to enhance linkages with the subnational actors, develop and implement a comprehensive programme aimed at improving the local democracy situation, which was impeded by the martial law restrictions, including supporting collective civil society advocacy to strengthen the government accountability during recovery process.

- ***At the same time, do not work exclusively with the local/regional level, as local successes may remain just that: a local exception to the national rule.*** Without anchoring at the national level, local successes may never become widely replicated – due to the lack of relevant regulations, practices, or institutional capacities in the capital. To benefit the widest possible circle of CSO actors across the country (both national and sub-national players), CSYP will work on policies that ease the functioning of CSOs in line with some of the pain points identified in the Legal Reform Map for CSOs[29] as well as aid in the implementation of the key policy documents related to the work of civil society and youth sector such as National Strategy for Fostering Civil Society Development (2021-2026), State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, the Law of Ukraine "On Foundations of Youth Policy in Ukraine" and Ukraine's Recovery Plan.

- ***(1) Invest in the Hub Network so that it is sustainable and remains relevant during active war and recovery periods. Support the Network in its organizational development by funding the Network Secretariat's essential needs. Members need to see that it adds value to their work and are willing to maintain it. (2) Support the Network in practicing its mission and vision to ensure the mandate of the Network is clear and shared among all CSO Hub-members. The newly developed Network's strategy 2022-2024 ought to be operationalized and adjusted to the new context. (3) Support the Network to strengthen its communications capacities and to hold regular network meetings every year. (4) Boost the Network's capacity to identify and communicate the funding needs of local communities and CSOs to donors and local authorities. (5) Assist the Network in identifying its strategic position as key oblast civil society actors which can promote networking, aid in coordination of crisis response and develop capacity of emerging civil society actors and volunteer groups. (6) Support the Network and the CSO Hubs in widening the use of the HRBA and developing a gender equality mainstreaming plan.*** Responding to recommendations on the work of the CSO Hub Network, CSYP will prioritize support to the Secretariat of the Network that needs to generate value for the member-CSOs in several areas (as per assessment findings and lessons learned), namely: (1) fundraising for Network-based projects, (2) communicating the value of the Network, (3) helping all members deliver on the Network strategy, (4) helping the members capture their outcome and impact level contributions. The Secretariat will also

[28] The items listed below are selected and abridged from the (1) CSDR Mid-Term Review, (2) the Assessment of CSO Hubs Network Organizational Development & Impact report and (3) the Youth Worker Programme Evaluation.
[29] Please see: http://ednannia.ua/programs/we-support-civil-society

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receive support for organizing meetings for the Network members to meet and mingle to co-design new projects aimed at recovery, assess the development situation on the ground at the sub-national level, and seek potential synergies for new projects. As per the recommendations of CSDR Final Evaluation, CSYP will provide expert support and nudge the Network to design their HRBA approaches beyond those of targeting the vulnerable groups and the gender equality action plans. The meetings of the Hub Network members will be used to seek out new approaches to identify the needs of the communities that the Hubs serve and search for funding sources that may cover those community needs. Based on the results of the most recent CSO hubs Network strategic session supported by CSDR, fourteen out of fifteen CSO hubs are actively involved in providing support to the vulnerable groups, coordinating their response with other local organizations through earlier established networks.

- ***At times, the best support is to substitute targeted financial resource allocation with an enabling environment, relevant advice, and an opportunity to compete as equals.*** Unlike DHRP and CSDR, CSYP will not envisage a pool of grants pre-reserved for the Hubs exclusively. The Hubs will be the first ones to be informed and consulted (without breaking the fair competition rules) on the CSYP-announced opportunities. Thus, for instance, they will be encouraged to apply to the "learning by doing" matching programme for youth CSOs where more experienced organizations and their youth counterparts work together to counter malign narratives in the digital space and enrich each other with skills.

- ***(1) The Youth Worker Programme (YWP) should seek strategic alliances with like-minded national institutions and others policy sectors for the sake of independence from donor support, visibility and scaling-up of the Programme. (2) UNDP should provide strategic advice and assistance in YWP external monitoring and evaluation. YWP should regularly monitor expenses of all stakeholders, sources of YWP funding and analyze costs of its components, disaggregating them per unit - participant, training, module, region, and locality. (3) YWP should foster a greater focus on assuring training quality and encourage more new and innovative teaching and training methods, including online modules and blended learning. YWP should actively mainstream gender and human rights issues, notably in the context of national and local issues arising and youth work responses to them. (4) YWP contents should be more closely aligned with needs of young people and research outputs should be actively used to inform the themes and methods used in response to needs of young people in local communities.*** In response to these recommendations and lessons learned, but also due to the significant context changes since February 2024, SCYP needs to insure relevance and sustainability of the YWP in conditions of limited state funding during martial law and later in the country's post-war recovery. Thus, CSYP will work with the Ministry of Youth and Sports of Ukraine (MYS) and All-Ukrainian Youth Center to transform the YWP both to support the youth workers during and after the war and plan initiatives of young people's involvement in the recovery processes, and other international organisations, which work in area of youth policy to ensure the sustainable development of the programme in the conditions of limited state funding during martial law and the subsequent recovery process.

2.2 Theory of change

Throughout 2021, UNDP Ukraine has been working internally on a comprehensive programme to further support civil society strengthening and youth interventions. Since the start of the war, the designed programme was reassessed based on the current context while considering possible scenarios of further context changes. The civil society and youth policy implementation infrastructure remained resilient and was able to and continue to withstand the challenges through adapting to the new reality and reprioritising their operations to address the war related challenges. Twelve out of fifteen CSO hubs remain fully operational and even increased the intensity of their activities. As noted above, it is crucial to address the following pillars to achieve meaningful progress: (1) continued work on the more enabling regulatory environment for CSOs and better implementation of the already existing provisions; (2) developing capacity of existing and emerging civil society organizations to be actively involved in the process of strengthening the government's and self-governments' accountability during recovery process; (3) strengthening CSO's and youth roles in social cohesion at the local level in light of significant internal displacement; (4) supporting the government of Ukraine in sustaining the established youth policy implementation machinery including the transformation of the Youth Worker programme to be able to respond to current challenges; (5) support to organizing and involving young people (especially young women) in decision-

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making, especially empowered by government counterparts; (6) supporting the civil society response to conflict related human rights challenges.

With this in mind, CSYP will work towards this impact that is aligned with UNDP overall CPD impact level result and the DANEP outcome level results[30]. As such, CSYP aspires to contribute to the following impact[31]:

"Ukraine's civil society and youth are impactful players in strengthening the country's resilience and recovery, democracy and human rights agenda, including issues of respect to diversity and women's rights and social cohesion."

This CSYP **Impact statement** stands on three closely interlinked **Outcome pillars** that represent aspects of the programme's work: (a) supporting civil society actors to promote human rights, accountability and good governance during recovery process through tailored assistance to subnational players, exchanges with youth organizations; (b) working at the policy level to enable civil engagement in the recovery process and sustaining the capacity of the new "youth machinery"[32]; (c) enabling more inclusive and meaningful participation of youth in strengthening resilience and recovery process, based on new skills and catalytic self-development opportunities. CSYP will apply gender equality, HRBA, and (where appropriate) climate change adaptation lens across its project interventions over three Project Outcomes:

1. Stronger, more resilient, and sustainable CSOs, especially at the local level, that promote human rights, accountability and good governance during recovery process.
2. CSO-relevant policies and sustaining the government youth machinery provide an enabling environment for the civil society and youth engagement in the country's recovery
3. Young women and men are better able to propel democratic development and social cohesion[33], including through enhanced interaction with local government.

The three CSYP Project Outcomes are part of the Project-wide high-level **theory of change** (see the relevant Annex for the full version) that may be summarized as follows:

[30] The " Strategic Framework: Denmark's Partnership with the Eastern Neighborhood 2022-26" suggests that DANEP for Ukraine will focus on the following outcomes: (1) "*Strengthened engagement of democratically organized and sustainable civil society actively contributing to and counteracting the reform agenda - including strengthened mobilization and organization of democratic youth organizations*" and (2) "*Actions for gender equality and promoting an inclusive society with respect for diversity in the form of legislation are promoted - and women's and gender equality organizations are strengthened and more vocal in the debate*".

[31] Please note that for the purposes of UNDP digital project management system and the broader UNDP-DMFA Partnership: "Democratization and Human Rights 2022-2026" Project this will be re-cast an Outcome and the three *Outcomes* of CSYP below will be cast as *Outputs*, corresponding to the complexity of DANEP.

[32] Understood as an effective triangle of "policies", "tools" and "actors" in the youth sphere that act on the national and sub-national region. The policies include laws, strategies and regulations that are the foundation for youth empowerment. Tools are the state programmes (with their funded and unfunded commitments), funding streams allocated to state and non-state actors for youth work, as well as capacity development programmes and curricula. Finally, the actors on Ukrainian side include, first and foremost, the line Ministry, the to-be-launched Ukrainian Youth Foundation, as well as the line Parliamentary Committee.

[33] Social cohesion is understood in its broad definition: "[…] the extent of trust in government and within society and the willingness to participate collectively toward a shared vision of sustainable peace and common development goals". Social stability, social integration, or social contract are used as its synonyms. See, for instance: https://cutt.ly/yT109mF

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High-level theory of change [please see Annex for the full version, including detailed assumptions]			
Outputs[34] Output 1.1: CSO Hub Network is supported to become more resilient and has capacity to build dialogue with authorities and mainstream gender and HRBA Output 1.2: A 'learning by doing' matching programme for youth CSOs, activists and more experienced subnational CSOs participating to in enhance digital skills to promote messages of good governance and to strengthen social fabric Output 1.3. CSOs are supported to be actively engaged in the process of strengthening the government's and self-governments' accountability during resilience building and recovery process Output 1.4: CSOs are capacitated to effectively respond to conflict related human rights challenges, safeguard human rights and protect vulnerable population groups in Ukraine including IDPs Output 2.1: Policies that enable implementation of the National Strategy for Fostering Civil Society Development (2021-2026), State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, the Law of Ukraine "On Foundations of Youth Policy in Ukraine" and Ukraine's Recovery Plan are advocated and designed Output 2.2: Capacity development exercises, courses and learning events for the youth workers are designed to address the war and post-war related challenges and institutional capacity of UYF strengthened Output 2.3: Lean engagements to monitor the progress and advise on required advocacy work to remove hurdles in policies aimed at fostering CSO operations or youth engagement in recovery processes launched and stimulate improvements where necessary Output 3.1: A competitive-based programme of selecting practical youth initiatives aimed at engaging young people in the recovery processes (both for youth CSOs and initiative groups) at the sub-national level Output 3.2: Programming on youth civic education / civic literacy, promoting good citizenship, strengthening the social fabric, and	***Outcomes*** Outcome 1: Stronger, more resilient, and sustainable CSOs, especially at the local level, promote human rights, accountability and good governance during resilience building and recovery process. *[For UNDP digital project management system: **Output 1**: Comprehensive approach for developing capacity and building resilience of CSOs designed and implemented]* Outcome 2: CSO-relevant policies and sustaining the government youth machinery create an enabling environment for the civil society and youth engagement in the country's recovery *[For UNDP digital project management system: **Output 2**: CSO- and youth support policies and institutional mechanisms developed and strengthened]* Outcome 3: Young women and men are better able to propel democratic development and social cohesion,	***Higher-level outcomes/Impact*** Ukraine's civil society and youth are impactful players in strengthening the country's resilience and recovery, democracy and human rights agenda, including issues of respect to diversity and women's rights and social cohesion". *[For UNDP digital project management system: **Outcome 1**: Civil society and youth participate in the recovery process, promote democratization and human rights more effectively]*	***Assumptions*** • No more of Ukrainian territories will be occupied due to intensified aggression of the Russian Federation. • Ukraine's governance remains strong in the face of both external and internal challenges. • Despite introduction of the Martial law and somewhat limited citizen and civil society influence on the decision making, the country does not evolve into autocratic rule. • The current COVID-19 pandemic either completely dies out or continues its oscillation without becoming more severe. • Civil society does not see increased regulatory and operational pressure applied to it through passage of new legislation or introduction of administrative barriers, increased media, or even physical pressure. • Financing of the implementation of the civil society and youth policy is significantly decreased due to the country deficit. • Ukraine has increases its cooperation with the IMF, other IFIs and international investors. • The institutional setup of the government stays stable enough, i.e., the relevant Ministry and other core players are not liquidated or reorganized in such a way so as to lose the institutional memory and human capital. • UNDP through CSYP can find trustworthy implementing partner CSOs that have trust of their constituencies and beneficiaries (especially young women and men) and are able to develop solid working connections with the national and local government entities.

[34] For the purposes of the UNDP digital project management system, the Outputs noted in this theory of change table will be re-cast and entered as Activities. Reference: UNDP POPP "Formulate development projects", p.3.0 - "**Develop a project document** that adheres to UNDP quality standards and partner requirements".

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<table>
<tr><td>basics of democratic governance for youth between 14 and 20 years of age delivered
Output 3.3: A skills-building programme for local youth to have practical exposure to how Ukrainian municipalities work designed and implemented to strengthen crisis response at the local level</td><td>including through enhanced interaction with local government

[For UNDP digital project management system: Output 3: Youth capacity development and local initiative support mechanisms developed and tested]</td><td></td><td>• Municipalities selected for partnership through CSYP are genuine in their openness and seeing the benefits of accountability towards local voters.
• Youth are allowed to come and genuinely experience the ways that their municipalities are managed.
• Existing UNDP and DMFA rules, procedures and SOPs are effective in delivering relevant, transparent aid that brings positive results to the beneficiaries.
• UNDP through CSYP recognizes young people to be a positive force in the country's recovery and strengthening social cohesion of the war torn society.</td></tr>
<tr><td>If the following inputs are in place:</td><td>Then…</td><td>Leading to…</td><td>Because</td></tr>
<tr><td rowspan="3">• Sufficient activity funding
• Highly qualified permanent project personnel
• Highly qualified short-term experts
• Practical knowledge of CSO and youth work operations
• Reliable CSO partners
• Creative and enthusiastic youth partners
• Reliable government partners at the national and local level demonstrating genuine political will</td><td>…due to CSYP assistance CSOs become stronger, more resilient, and sustainable, especially at the local level, promote accountability and good local governance during recovery process, and…</td><td rowspan="3">…citizens of Ukraine, especially the younger generations, having better prospects of shaping the countries recovery while defending the country's path of democratization and respect for human rights, gender equality and meaningful inclusion…</td><td>… the civil society will take on an active role in ensuring the government's and local self-governments accountability during recovery process as well as safeguarding human rights and protecting the vulnerable population groups…</td></tr>
<tr><td>… CSO-relevant policies and sustaining the government youth machinery create an enabling environment for democratic civil society operation and youth participation in the country's recovery, and…</td><td>… the development gains of civil society development and established youth policy implementation infrastructure will be sustained and transformed to respond to war and post war related challenges …</td></tr>
<tr><td>… young women and men are better able to propel democratic development and social cohesion, including through enhanced interaction with local government…</td><td>… apart from getting the skills and knowledge, young women and men will be supporting in putting them to practice during active participation in the recovery process in their communities, including in partnership with local authorities, thus gaining first successful experiences of common action.</td></tr>
</table>

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2.3 Compatibility with strategic frameworks

The project is in line with UN Transitional Framework for Ukraine September 2022 – December 2023. Acknowledging the current high degree of uncertainty and fluidity of the situation in Ukraine, the TF provides overarching strategic planning direction for UN operations in the country, remaining adjustable as the situation evolves, and enabling effective coordination with the Government of Ukraine, development partners, and civil society.

The TF is expected to contribute to the following results, in support of the pillars and strategic vectors of the National Recovery Plan:

1. People affected by the war benefit from humanitarian assistance that reduce their vulnerability and displacement, in all areas of the country;
2. National and local capacities are strengthened and data is generated to ensure efficient crisis response and recovery planning;
3. Priority early recovery interventions are contributing to increased and more equitable investment in human capital, more resilient and sustainable green economy and environment, as well as more inclusive and cohesive society.

The CSYP project prioritises early recovery interventions which are contributing to increased and more equitable investment in human capital as well as more inclusive, resilient and cohesive society. As envisioned by the TF the project will utilize adaptive planning approach flexibility and regularly analyse the current uncertainties to map their potential impact on Ukraine's development through scenario planning and foresight.

As far as the national-level policies are concerned, CSYP contributes to the implementation of the Strategy for Fostering Civil Society Development for 2021-2026 by being aligned with its strategic directions, namely: ensuring effective procedures for civic participation in shaping and implementing policies at the national and regional levels as well as grassroots; and creating an enabling environment for emergence and institutional development of CSOs. CSYP activities around civil society policy support are also informed by the Roadmap of Legal Reforms that details over 80 pain points for the civil society and suggests possible policy instruments to alter the situation. The Roadmap, in turn, was one of the foundations for creating the draft Strategy for Fostering Civil Society Development. Moreover, the CSO support work proposed by CSYP fits well with the vision of the new EU Civil Society Thematic programme (2021-2027) that envisages" a dedicated focus on contributing to an enabling environment for civil society, increased efforts for a more inclusive CSO participation in the dialogue on development policy and domestic policies in partner countries and a comprehensive approach to capacity building to strengthen CSO partner capacities".

In terms of support to youth development, CSYP design has been informed by multiple frameworks, as well as qualitative and quantitative research. The wider policy space in which the project functions is set by the Law "On the Foundations of Youth Policy" that envisages, amongst other things, the establishment of UYF which will become an institution anchor for UNDP, as CSYP will contribute to developing the internal guidelines and procedures for the institution and will work with it for possible co-funding of youth initiatives carried out under YWP. The State Programme "Youth of Ukraine" 2021-2025, in turn, the operational vehicles for the national youth machinery in terms of funding, pre-defined activities and priority directions. The project will also be anchored and correspond to key strategic provisions in the Ukraine's Recovery Plan.

Finally, as an element of Danish-funded programming, CSYP was built on the approaches presented in the "Youth in Development: From Policy to Practice" guidance note, and aligned with the Ukraine-specific priorities of the next phase of DANEP. Thus, CSYP outputs and outcomes all contribute to the following Outcome for Ukraine: "Strengthened commitment from democratically organized and sustainable civil

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society that actively participates and promotes the reform agenda - including strengthened mobilization and organization of democratic youth organizations".

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III. RESULTS AND PARTNERSHIPS

Expected Results

UNDP will structure its work through three Outcomes with a cross-cutting communications element that underlies all other interventions.

Outcome 1: ***Stronger, more resilient, and sustainable CSOs, especially at the local level, promote human rights, accountability and good governance during resilience building and recovery process***

This Outcome encompasses CSYP Project priorities that deliver direct support to civil society or build systems that help civil society organizations remain resilient even in complicated situations. The Outcome helps further the following strategic priorities of DANEP: *"Consolidation and strengthening of civil society's active role and ability to influence"* and the following expected results of UN TF "Priority early recovery interventions are contributing to increased and more equitable investment in human capital". The project's outcome making particular emphasis on the strengthening accountability of good governance during resilience building recovery process is of outmost importance considering the limited access to the public information and decision making imposed in the country at war.

Output[35] 1.1: CSO Hub Network is supported to become more resilient and has capacity to build dialogue with authorities and mainstream gender and HRBA

Based on the assessment carried out on the effectiveness of the CSO Hub network in 2021[36] and also considering the results of a strategic session carried out by the members of the CSO hubs Network in August 2022, UNDP through the CSYP Project will, first and foremost, provide targeted **assistance to the CSO Hub Network Secretariat** to deliver value to the 15 members of the network and in line with the Network' strategy updated following the invasion and respective needs' assessment. As per the Management response to the Final evaluation of CSDR project, CSDR has supported the strategic session of the CSO hubs Network members where the key priorities for the Network's strategic development to be relevant in the current context were identified. The support will be rooted in the recommendations of the assessment and will aim at increasing the resilience of the Network and its individual members through enhancing the role and capacities of the Secretariat to coordinate the joint activities of its members, improve the Networks communication, monitoring and evaluation function. The focus will also be put on strengthening the Network's gender and HRBA mainstreaming capacity to better design and implement interventions that address different needs of women and men, including IDPs with a particular focus on the recovery and reintegration processes. If the Secretariat's performance in the first 18 months of the Project is highly satisfactory, UNDP can make a recommendation/request to DMFA to increase the support initially allocated. Engaging CSO hubs Network member to build linkages between civil society and local authorities as well as building capacity of new civil society and volunteer initiatives is highly relevant in the current context.

Output 1.2: A 'learning by doing' matching programme for youth CSOs, activists and more experienced subnational CSOs participating to in enhance digital skills to promote messages of good governance and to strengthen social fabric

Entirely in line with the abovementioned priority of nurturing youth civil society and initiative groups, including women's groups, UNDP will run a **"learning by doing" matching programme** for **youth CSOs** and activists and more **experienced subnational CSOs**. While CSO Hubs will be invited to participate in this programme, it will be open to other subnational CSOs as well on a competitive basis. The intervention foresees that the more experienced CSOs provide their younger counterparts with training, on-boarding, practical education of CSO operations, skills of fundraising or local-level advocacy. The activities under this output would be of a particular importance considering the influx of newly established CSOs and initiatives which emerged after the start of the war, when Ukrainian society consolidated to support each other and withstand hardships imposed by the war.

[35] For the purposes of the UNDP digital project management system, the Outputs listed below will be re-cast and entered as Activities.
[36] The assessment carried out by Solomiya Borshosh and Nataliya Tserklevych as commissioned by UNDP.

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Linking the new self-organized volunteer groups with more experienced civil society actors can help to enrich the civil society landscape of Ukraine. The youth CSOs or initiative groups, in turn, offer their skills in using digital technology, creative non-discriminatory and gender-responsive communications, outreach to younger audiences and "update" the more experienced colleagues regarding what approaches work with youth engagement now. This skills-matching programme will be thematically aimed at **expanding the space for democratic deliberation and strengthening the sense of community** – so that managerial and digital skills are applied to a dedicated theme rather than abstractly. This intervention will contribute to DANEP priority on "*promoting digital mobilization and resilience to counter versatile disinformation and promote technology and digital solutions that increase the democratic space*".

Output 1.3: CSOs are supported to be actively engaged in the process of strengthening the government's and self-governments' accountability during resilience building and recovery process

Responding to the increasing threats to shrinking of civic space and decreased civil society-government dialogue, related to the imposition of the martial law and shifting of the government priorities, the following activities will be implemented within CSYP: (1) involvement of residents in the community development; (2) developing capacity of the subnational civil society representatives on participatory democracy, social fabric strengthening, and reintegration of IDPs in partnership with the subnational authorities (3) Prioritizing the needs of residents and IDPs and conducting public discussions with local authorities to improve certain areas of life (for example provision of humanitarian aid, employment, housing issues, education, etc. (4) Review and improvement of local development with active participation of residents and IDPs; (5) Developing the capacity of civil society to perform watchdog function on national and subnational level over the implementation of Ukraine's Recovery Plan.

Output 1.4: CSOs are capacitated to effectively respond to conflict related human rights challenges, safeguard human rights and protect vulnerable population groups in Ukraine including IDPs

The primary focus of this output would be supporting joint efforts of civil society organizations, think tanks and NGOs to safeguard human rights and protect vulnerable population groups in Ukraine including IDPs to ensure the protection and restoration of violated human rights in the context of war, including activities aimed at addressing and supporting survivors of sexual violence in the wartime.
The project will also provide further support through grants and training to national and regional human rights CSOs for conducting educational and awareness campaigns on human rights to a target audience of both rights holders and duty bearers, as well as in strategic litigation, building and promoting nation-wide awareness-raising and advocacy campaigns to resolve and eliminate systemic issues and challenges to rights enjoyment by the citizens of Ukraine affected by war.

Outcome 2: ***CSO-relevant policies and sustaining the government youth machinery create an enabling environment for the civil society and youth engagement in the country's recovery.***

In this set of interventions, UNDP's CSYP Project will work in two domains: (a) provide support the government of Ukraine and Ministry of Youth and Sports in particular in designing new and tracking effectiveness of the existing policies and mechanisms that can "*contribute to ensuring a pluralistic, democratic and member-based civil society, especially with a focus on organizing and involving young people*" and (b) supporting the government machinery that is implementing youth policy to be able to sustain the development gains in the light of significant State and local budget cuts for the youth sector and the need to update and rethink the approaches to be able to implement the Ukraine's Recovery Plan, the State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, and the Law of Ukraine "On Foundations of Youth Policy in Ukraine".

Output 2.1: Policies that enable implementation of the National Strategy for Fostering Civil Society Development (2021-2026), State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, and the Law of Ukraine "On Foundations of Youth Policy in Ukraine" and the Ukraine Recovery Plan are advocated and designed

Moreover, CSYP Project staff and experts will collaborate with the Office of the President of Ukraine (OPU), Secretariat of the Cabinet of Ministers of Ukraine (SCMU), Ministry of Youth and Sports (MYS), the to-be-launched Ukrainian Youth Fund (UYF) and other actors to make sure that the **strategic and operational policies and**

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regulations, including the National Strategy for Fostering Civil Society Development (2021-2026), State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, the Law of Ukraine "On Foundations of Youth Policy in Ukraine", and the Ukraine Recovery Plan have all the **necessary instruments** (subsidiary regulations) in place to achieve stated milestones and end-results. While state financing of the implementation of the State Target Social Programme "Youth 2021-2025" is halted at the present moment due to significant budget deficit, key youth policy documents were considered in the development of the Ukraine Recovery Plan. This stream will involve national youth organizations and associations, including women's groups, through consultations and feedback sessions. This work will be done in close collaboration with CSOs interested in advocating relevant policies.

Output 2.2: Capacity development exercises, courses and learning events for the youth workers are designed to address the war and post-war related challenges and institutional capacity of UYF strengthened

In addition to supporting collaborative and inclusive policy work, CSYP will work to help sustain the institutional "youth machinery" that Ukraine has built up over the recent years and which is outlined in the Law of Ukraine "On Foundations of Youth Policy in Ukraine". CSYP will continue the work with MYS to transform the **Youth Worker programme** to be relevant to the current context, and re-design and conduct **capacity development exercises**, courses and learning events for the **youth workers**, to providing support to youth workers during and after the war as well as aid the youth machinery to plan and execute initiatives aimed at involvement of young people in the recovery processes.
The project will also provide support and guide in establishing and running local youth centres, and will help **build up an institutionally robust UYF** when it is launched. The focus will be also put on strengthening gender mainstreaming capacities to better respond to different needs of women and men from diverse groups, especially the most vulnerable. CSYP will also conduct regular knowledge-sharing events for youth workers in collaboration and with parallel funding (matching state budget funds) from MYS when this funding becomes available.

Output 2.3: Lean engagements to monitor the progress and advise on required advocacy work to remove hurdles in policies aimed at fostering CSO operations or youth engagement in recovery processes launched and stimulate improvements where necessary

Finally, UNDP will support lean but methodologically robust engagements implemented by competitively selected advocacy groups or think-tanks to **monitor the progress and advise on required advocacy** work to remove hurdles in policies aimed at fostering CSO operations or youth work.

Outcome 3: ***Young women and men are better able to propel democratic development and social cohesion, including through enhanced interaction with local government***

In designing the particularities and implementing the Outcome, UNDP will align its programming with the plans of the Ukrainian-Danish Youth House, relevant interventions of the New Democracy Fund (when appropriate), and support rendered by Denmark through the Peace and Stabilisation Programme, Ukraine (PSPU) – especially its Peace and Stabilisation Engagements 1 and 2 (PSE 1 and PSE 2).

Output 3.1: A competitive-based programme of selecting practical youth initiatives aimed at engaging young people in the recovery process (both for youth CSOs and initiative groups) at the sub-national level

Engaging young people in the recovery activities is one of the priorities in the Ukraine's Recovery Plan. The CYSP Project will allocate resources to a competitive-based programme of selecting up to 10 practical **youth initiatives**[37] **(both for youth CSOs and initiative groups) at the subnational level** in 5 annual cycles and supplanting them with learning activities for the target youth. One of the examples of such activities could be scaling up, the pilot of the **Youth Mobility Programme** with the exchange visits of young women and men to different parts of Ukraine".

[37] It is expected that every year, the themes will be different and will be aligned respectively. In general, the scope could include the themes of informal education (civic participation instruments, volunteering, ecology, youth work with vulnerable groups, gender equality initiatives), youth innovation (development digital instruments for civic engagement at the local level), youth infrastructure at the local level (creation youth centers, youth spaces, youth councils), local youth policies (support youth CSOs and youth initiative groups on development youth target programmes for local administration). These topics correlate with the State Programme "Youth of Ukraine 2021-2025" and are likely to be on-demand in the years to come.

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The methodology for the exchanges was developed under CSDR project as well as training materials as related to conflict prevention, social cohesion, non-violent communication as well as recommendations for youth centres which were be responsible for the implementation of Youth Mobility Programme in their regions. The Youth Exchange Programme combines the activities related to building unity and social cohesion with low skilled reconstruction work performed by youth groups under supervision and mentorship of skilled construction workers. The reconstruction sites are selected jointly with subnational authorities and local youth centres and CSOs with the priority given to the sights that may be used by young people in the future such as youth centres, public libraries, sports venues etc.

The Output will be implemented in close cooperation with the All-Ukrainian Youth Centre. This intervention helps further DANEP aim to achieve "*strengthened mobilization and organization of young people in democratically governed and member-based associations with a view to promoting an active and sustainable civil society and democracy from below*." Throughout the design of the second generation of the programme, UNDP will make sure to work towards greater efficiency of funding by exploring opportunities for cost-sharing or parallel funding (most likely, through the Ukrainian Youth Foundation / UYF that is to be established and launched into full operation in 2023). As in the previous phase, MYS will be the core institution to co-steer the implementation of this initiative.

Output 3.2: Programming on youth civic education / civic literacy, promoting good citizenship, strengthening the social fabric, and basics of democratic governance for youth between 14 and 20 years of age delivered

In parallel to this, CSYP will select one or (at most) two national-level civil society actors to deliver programming on youth civic education / civic literacy, **promote good citizenship**, strengthen the social fabric, and provide **basics of democratic governance** for youth between 14 and 20 years of age. CSYP will make a point to select those CSO actors for designing and delivering programming that already have strong regional connections as opposed to the players that mostly operate in Kyiv. While the CSO actors implementing this are expected to work at the national level, the supported programming will be targeted towards involving the **youth from the regions**. To co-design the interventions, UNDP will reach out to organizations such as Plast, BUR (Buduyemo Ukrainu Razom), Ahenty Zmin, and ISAR (to probe for targeting the Youth Banks programme). Whichever implementing CSO is selected, the aim of the programme will be to support young women and men in building the following skills: volunteering for the community (approaches, themes, values of volunteering), Ukraine's governance and the citizen (good citizenship, values and principles, civic duties), community and social fabric (stakeholders, search for the common good, instruments for inclusion and dialogue-building, constructive handling of conflict), gender equality, inclusion and human rights (basics of the concepts and practical cases of implementation in community development, non-discriminatory communications), as well as other relevant themes. The selected approach will be verified for complementarity with the Ukraine Recovery Plan. Additional consultations will be held with the Ukrainian-Danish Youth House and with PSPU to determine possible complementarities with organizations working under PSE 1 to assess whether localities prioritized by PSPU may be proactively included in the programming.

Output 3.3: A skills-building programme for local youth to have practical exposure to how Ukrainian municipalities work designed and follow-on micro-grants designed and implemented to strengthen crisis response at the local level

Finally, under the auspices of this Outcome, CSYP will design and implement a **two-pronged initiative** to target both **young women and men** and **municipal administrations** in selected cities. Municipalities are experiencing significant budget cuts and in turn have to reduce the spending for civil service staff while simultaneously deal with overwhelming challenges of large in country displacement, civil infrastructure destruction, impaired ability to provide administrative and social services to the public. Thus, the skills-building programme will not only give young women and men an opportunity to receive first-hand experience in the municipal work, but also will aid the selected municipalities in crisis response and somewhat reduce the staff-shortage.

The curriculum will be developed in close consultations with youth CSOs that deliver training in the area of civil service for youth (for instance, ULA) to show how the "executive branch"[38] of the city functions, and those that work to educate youth on political processes, including in the local councils (for instance, FRI or Instytut Respublika). Partnership with the National Agency for Civil Service will be discussed for the design of the

[38] The mayor's office and the executive committee of the municipality council.

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curriculum. The learning opportunity will be accessible to youth of selected EUACI municipalities[39] (for instance, Zhytomyr and Chernivtsi), other cities that had earlier received support for democratic governance[40] or mid-sized cities in Kharkivska, Vinnytska, Khersonska, Zakarpatska or Kyivska oblasts. Upon completion of the learning, the **alumni will have access to a pool of micro-grants**[41] for engaging with their municipality and implementing a small project aimed at increasing citizen awareness of how the municipality functions, cooperating on issues of access to information or youth participation in decision-making (for instance, youth policy planning at the local level for the next planning period). The first iteration of such granting will be done as a pilot. Initiatives that contribute to **social fabric strengthening**, i.e., integration of IDPs into the communities, greater trust between the citizens and local governance, as well as between citizen groups, including issues of gender equality and women's empowerment, will be prioritized.

UNDP's Competitive Advantage

As the implementer of this project, UNDP brings value-added and competitive advantages that will help ensure successful project implementation.

UNDP, with DMFA support and funding, has been a trusted player in supporting the development of civil society organizations through the delivery of targeted capacity development assistance, expert support, coalition-building and attention to the regional-level and grassroots civil society. Over the years, UNDP Ukraine has expanded its partnerships with the civil society at the national (advocacy organizations, think tanks, human rights and transparency watchdogs) and regional levels (human rights and democratization promoting organizations). As such, the image of a trustworthy and knowledgeable partner among the civil society organizations is what is brought to the table.

Furthermore, UNDP has, traditionally, been a partner of the Government of Ukraine (in all branches) to provide expert assistance in policy development and implementation and has, over the years, maintained a reputation of a politically neutral actor that puts the quality of the policy process above all. UNDP is well known and respected by Ukrainian authorities at the national and local/municipal level for being able to convene and facilitate an inclusive, balanced dialogue on a given policy issue and foster the search of common ground for versatile policy process players. Moreover, UNDP's approach of running the policy processes through the lens of the gender equality and human rights-based approach (HRBA) adds to the legitimacy of the finite results.

Since the start of the war, UNDP remained to deliver. In March, experts have been deployed to work on crisis governance, mine action, debris management and environmental hazards. UNDP teams are on the ground, working in partnership with the public authorities and civil society to save lives and support relief efforts. In April 2022, UNDP launched a new Resilience Building and Recovery Programme focused on supporting the government's emergency response, ensuring delivery of public services, and building stronger resilience of the host communities and of the internally displaced persons.

UNDP has been supporting the efforts of the Government of Ukraine on the development of the Recovery and Development Plan of Ukraine through technical expertise and contribution to the 24 thematic expert working groups. The draft plan is currently being finalised by the Government and is planned to be approved at the National Recovery Council meeting. Building on the joint programs experience on the ground, UNDP works closely with sister UN agencies and INGOs through Humanitarian Country Teams. UNDP is fully integrated within the humanitarian architecture, including the Humanitarian Flash Appeal and the Regional Refugee Response Plan.

[41] UNDP will select a CSO to administer the micro-grants (up to USD 1000) akin to the mechanism deployed by the US Embassy Department of Cultural Affairs for alumni of the FLEX programme for schoolchildren: https://m.facebook.com/story.php?story_fbid=1336116863241411&id=294273710759070&m_entstream_source=permalink

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Some of the proposed programmatic Outputs and their constituent activities hinge on the trust to UNDP from relevant national-level CSO players and the symbolic significance of the United Nations as the system that prioritizes the protection of the civic space[42].

In terms of youth development, UNDP Ukraine has a positive track record with the national-level authorities (namely, MYS) through the Youth Worker Programme, and a reputation of an open-minded youth development actor with the youth worker community members. UNDP also brings its legitimacy of a global player for social cohesion and empowerment of youth participation in governance to the table.

Globally, UNDP is present on the ground in 170 countries and territories. UNDP Ukraine, therefore, has direct access to a wealth of practical expertise from all over the world and, especially, from countries whose experience of youth and CSO development work can be adapted to fit the local country context.

UNDP has an elaborate system of project management, quality control, grant supervision and internal controls for transparency and integrity of operations (including mechanisms for prevention of corruption and fraud). With highly trained personnel, detailed operational guidelines, and multiple layers of oversight in approval of procurements and financial transactions, the risks of funding mismanagement are greatly reduced.

Resources Required to Achieve the Expected Results

The project will rely on several types of resources required to achieve the desired results. ***Human resources*** will be provided both as a dedicated project implementation team and external experts, as well as through dedicated time of specialists from government counterparts who will contribute to the project implementation process (mainly, MYS but also, potentially, the Ministry of Justice or the Ministry of Digital Transformation). While hardly quantifiable or measurable, ***political will*** and resulting ***administrative resource*** are required to make sure that the re-formulated or designed policies are properly implemented and are not shifted to the back burner or stifled by middle-management within state bodies. The project will also rely on the resources embodied by ***cooperation and information exchange*** between the DANEP implementing partners and the wider development assistance community. The project will also operate on extensive use of ***knowledge resources*** and good practices/lessons learned that could be adapted to the Ukrainian environment. ***Financial resources*** that are required for successful project implementation will come from the project budget, funds of other donor-supported projects that work on CSO and youth development support, state budget funds and, potentially, public-private partnership arrangements.

All due negotiations and effort will be applied to make sure that premises for the operational activity of the CSYP Project be provided by the All-Ukrainian Youth Centre or other premises under the authority of the Ministry of Youth and Sports of Ukraine. If this is impossible, UNDP will seek other adequate premises for the technical assistance team to operate, which may have an impact on the administrative costs of the project implementation.

In such a case, an office space will be rented following applicable UN security standards enabling project beneficiaries to regularly and easily attend meetings, activities, and training at the project offices. Care will be taken to ensure value for money of the rented space, which will include office space as well as meeting/training room for up to 15 persons. The meeting rooms at the UN House will be provided on a pro bono basis.

Local office costs will include: a) office rental costs, including utilities, cleaning, ITC support, IT infrastructure upgrade, reception, connectivity charges (internet, phone calls), minor office supplies; b) office supplies (stationery); c) other services required in the local offices (small repairs, equipment installation, etc.).

The CSYP team will re-use the equipment previously purchased under DHRP / CSDR projects, where possible.

Other resources for CSYP implementation include the provision of small value grants (see the relevant Annex for more details); publications; software development; evaluation; translation and interpretation; travel and subsistence costs for staff and other persons directly assigned to the operations of the project; experience sharing

[42] Please see: https://www.ohchr.org/EN/Issues/CivicSpace/Pages/ProtectingCivicSpace.aspx

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visits; conference services; capacity building events (information, training events); visibility actions (including visibility items, media sensitization, printing, design, audio-visual, website, etc.); costs of security etc.

With the war ongoing, the whole country is assessed as High-Risk area, requiring implementation of additional security risk mitigation measures. The evolving and fluid security situation requires increased resources to ensure staff/personnel security and safety, which cannot fully be born by the CO funding. To cope with the increased security requirements, security costs are incorporated in all development projects, as the Country Office (CO) cannot ensure the increased costs from its core resources. Additional risk mitigation measures include security trainings for staff; procurement of security equipment and personal protective equipment (PPE) and communication means (Satphones, Radios); establishment and equipping of bomb shelters, which is critical to ensure UNDP's ability to continue to deliver programmes/projects. Ensuring winterization contingency for UNDP staff, for increased resilience during the coming winter and with the ongoing energy crises in mind, may include additional needs of purchasing of battery chargers, heating equipment, reserve food/water, lights.

Partnerships

Ukraine's civil society, especially at the national level, is targeted by multiple donors that often apply different methods for identifying and selecting partners and set conditions for the support rendered. Below is the table of the most significant development partners in civil society and youth support. It highlights their main programmatic objectives and ways that CSYP will ensure complementarity, aid-effectiveness, and coordinate/interact with these partners.

Initiative	Focus and main activities	CSYP complementarity and alignment	Coordination modality
EU Delegation grants to CSOs	The EU Delegation in Ukraine runs regular grant competitions to support CSOs in various topics – from democratic governance and human rights to monitoring of Ukraine's Euro-integration or specific themes such as energy or migration. In most cases, the grants administered by the EU Delegation are so significant in size, that only well-established CSOs with numerous internal procedures, auditing rules and regulations and significant absorptive capacity can compete for such funding. The pool of Ukrainian CSOs able to comply with the EU rules and regulations on grant administration is limited and is concentrated overwhelmingly at the national level.	UNDP will monitor the grant competitions announced by the EU Delegation and will inform its CSO partners – first and foremost the CSO Hubs Network – of the upcoming opportunities. While not all Hubs individually would have the absorptive capacity for the funding volumes offered by the EU Delegation, the Network will be able to successfully deliver, should there be a window of opportunity.	Regular monitoring of the EU Delegation initiated competitions, outreach to the responsible EU Delegation officer on a needs-basis. No additional coordination mechanisms. No coordination through the Board meetings.
EU / DMFA EUACI	Integrity, transparency, and accountability are high on the local government agenda despite the war. EUACI is continuing its work on strengthening its capacity to fight corruption and develop communication between the municipality and its citizens in six "Integrity Cities". The CSYP will also make sure to continue to exchanging information with and discussing possible engagement of "integrity cities" and business and human rights related areas as supported by the EU Anti-Corruption Initiative (EUACI). The initiative is despite the war ongoing, while it is readjusting activities and focusing specifically on strengthening transparency at the local level. EUACI's third component that deals with local-level governance , empowered civil society and support to investigative journalism will not only be an continued important source of insights about municipal governance peculiarities in the five EUACI cities, but will also prompt support	UNDP will closely cooperate with the EUACI team to determine which of the integrity cities have the highest potential for hosting CSYP programming that envisages youth empowerment and – potentially – implementation of micro-projects on community social cohesion (including trust between residents and the municipality). UNDP will also make sure to invite EUACI line specialists (EUACI Component 3) as observers to Board meetings, when and if appropriate.	Invitation of the EUACI representative (most likely, Component 3 officer) to the semi-annual Board meetings as observers.

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	to youth-driven initiatives in those cities, where such initiatives will have the biggest impact. "Integrity cities" will also be prioritized for CSYP's component 3 as localities that have already benefitted from development assistance and that are a robust foundation to start building upon. EUACI partner, the Regional Press Development Institute (RPDI) will be consulted when CSYP starts facilitating the emergence of a joint self-defence network of CSOs. The investigative journalist community in Ukraine is, arguably, more advanced in responding to attacks than the civil society, and CSYP will work with RPDI to see if the lessons learned in the journalist community are applicable to the civil society self-defence writ large.		
USAID / ENGAGE	A flagship CSO support and civic education programme supported by the American government, with implementation between October 1, 2016 – September 30, 2023. The programme has recently been extended by 2 years and it remains to be seen what USAID's strategy for supporting the civil society in areas of democratic governance and civic education will be after the programme is expired. ENGAGE, unlike other US-funded initiatives, has been allocating highly differentiated grants to both national and regional CSOs. The programme has also been prioritizing regional work and has invested in having dedicated staff working in the regions per se to monitor promising initiatives and implementation of Pact-funded interventions. ENGAGE works in Kharkivska, Khersonska, Sumska and Zaporizka oblasts.	While ENGAGE is still functioning, UNDP will continue being in close contact with its team, following the pattern set between CSDR and ENGAGE. The CSYP team will benefit from information coming from the target regions that ENGAGE supports and feedback or reviews on performance of organizations at the local level will be sought. Given the extensive knowledge of the ENGAGE team and the trust of the civil society to them, ENGAGE representatives will be invited to participate in project / initiative selection expert groups that CSYP will have to allocate grants.	Regular monitoring of the USAID initiated competitions, outreach to the responsible ENGAGE officer on a needs-basis. No additional coordination mechanisms. No coordination through the Board meetings.
USAID Ukraine Civil Society Sectoral Support Programme	The programme is implemented by the consortium of ISAR Yednannia, Ukrainian Center for Independent Political Research (UCIPR) and the Centre for Democracy and Rule of Law (CEDEM)[43]. The Programme works to improve the social and political environment for civil society and strengthen the ability of civil society organizations (CSOs) to sustain themselves and strengthen the self-reliance of the overall civic sector in Ukraine. The three activity objectives are to: (1) strengthen the ability of society organizations to sustain themselves and the work they do; (2) strengthen the legal enabling environment for civil society; (3) stimulate increased research and learning to better understand civil society's challenges and take advantage of opportunities and best practices. Since the start of the war the Programme remained active while revising their approaches of support provision to civil society and priorities.	UNDP will closely interact with this CSO consortium – whether under the auspices of this Programme or under other initiatives as the sounding board to determine which policies are required for development at the national level and how to better shape them. UNDP may use the consortium's platforms to generate synergies and discuss CSO policy issues that may be beneficial for both programmes (for instance, through thematic conferences, joining each other's polls or data-gathering exercises, etc.)	Regular interaction with the leadership of the three consortium CSOs and working-level exchange of information daily or as needed. No additional coordination mechanisms. No coordination through the Board meetings.
International Renaissance Foundation	IRF is one of the oldest and most established organizations to support civil society development. It has programmes for both well-established national-level CSOs and the smaller regional players. At one point in time,	UNDP will continue its practice of exchanging information with IRF and inviting its experts to participate on selection panels. It will also continue exchanging	Regular monitoring of the IRF initiated competitions, outreach to the responsible IRF officer on a needs-basis. No additional

[43] The Programme description is quoted from https://www.usaid.gov/ukraine/democracy-human-rights-and-governance

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	IRF experimented with having regional representation, but then rolled back this approach.	information on track records of CSOs.	coordination mechanisms. No coordination through the Board meetings.
Embassy of Sweden / CSO institutional development programme	The Embassy of Sweden and its CSO-support initiative occupies a unique niche in Ukraine, as it does not envisage an ongoing competitive-selection-based process. Instead, the Embassy officers single out potential participants of the core support grants programme. The programme concentrates on selecting major, national-level organizations that receive core support. This significant in amounts support allows organizations to stop thinking about day-to-day need for fundraising to stay afloat. Embassy of Sweden continues support to civil society during the war,	UNDP regularly exchanges experience with the relevant Embassy officers and is aware of the organizational development approaches that Sida deploys in Ukraine. There is a major difference in the size of the target CSOs (national-level major players versus regional-level trend-setters). As such, the two entities limit their interactions to exchange of information and higher-level discussions on the needs of the civil society.	Everyday exchange of information. If DMFA prefers, coordination through the Nordic + model could be implemented with the relevant Sida officer invited to the semi-annual Board meetings as observers.
USAID / UNITY	The purpose of the new Ukraine National Identity Through Youth (UNITY) Activity is to foster vested ownership among young people, ages 10 through 35, in Ukraine's democratic, European future by further mobilizing youth leadership around a values-based concept of Ukrainian identity grounded in innovation, engagement, and pluralism[44]. This will be achieved through the following interconnected objectives: 1) Improved innovation, entrepreneurship, and career preparedness skills by youth expand economic opportunities; 2) Youth broaden their engagement in civic and community problem- solving; 3) Youth drive Ukraine's pluralism and respect for diversity; and 4) Research and learning on youth-related data, trends, and approaches inform youth policy and programming. The programme remained operational while focusing on supporting the destroyed youth centers, and progreammes for young IDPs.	UNITY is implemented by IREX in Ukraine, and UNDP has built a robust working relationship with the implementation team over the years. UNITY may decide to support the national-level "Derzhavotvorets" initiative[45] of youth skill-building and education for future central-level civil service. In that case, UNUNFDP will closely coordinate with UNITY colleagues to see if the national and CSYP-supported local-level training agendas can be synchronized at least in part. In parallel, UNDP will continue exchanging information with UNITY and involve its experts into thematic discussions and, potentially, selection committees.	Regular monitoring of the USAID-initiated competitions, outreach to the responsible UNITY officer on a needs-basis. No additional coordination mechanisms. No coordination through the Board meetings.
UNFPA	The United Nations Population Fund (UNFPA) has several thematic areas that it focuses on in Ukraine, including GBV response and gender equality, peacebuilding and recovery, sexual and reproductive health, as well as youth programming and monitoring the wellbeing of youth[46]. UNDP has ongoing information exchange with UNFPA with regards to the situation for youth in Ukraine, and also a joint research project on the theme.	Both UNDP and UNFPA are part of the UN family in Ukraine and will contribute to the consolidated assistance package that is offered to the Ukrainian Government by the United Nations. CSYP experts will continue exchanging information with their UNFPA counterparts and coordinate where appropriate.	Internal coordination through the regular UN Country Team (UNCT) meetings held by the UN Resident & Humanitarian Coordinator

In addition to the abovementioned partners and stakeholders, CSYP – as a project embedded into the overall DANEP-supported activity package for Ukraine, will collaborate and exchange information with the DMFA-supported entities, align programming – where and as necessary and relevant – and ensure collaborative implementation of initiatives, if parties find potential for synergetic efforts.

[44] Ibid.

[45] See, for instance: https://www.kmu.gov.ua/news/vidbulosya-vidkrittya-programi-osobistisnogo-ta-profesijnogo-rozvitku-molodi-derzhavotvorec (Ukrainian only).

[46] Please see: https://ukraine.unfpa.org/en/topics/youth-well-being-index and https://ukraine.unfpa.org/en/topics/programs-youth

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More specifically, CSYP will closely coordinate its activities with the DMFA-funded project "Enhanced citizen engagement for improved community security, strengthened social fabric and increased stability in areas affected by the war in Ukraine" (fully integrated into the UN Recovery and Peacebuilding Programme (UN RPP). CSYP will specifically coordinate closely on RPP's development engagement's concerning the recognition of the potential role youth can play as agents for resilience building and sustainable recovery, specifically under "Output 3: Communities, including women, youth, ex-combatants and other affected groups, have enhanced capacities, are empowered and participate in local level, evidence-based development and decision-making" (with funding from DMFA). While, realizing that CSYP is a project that is expected to deliver nationwide and RPP's activities are mostly linked to the communities in the eastern Ukraine, there will be limited direct overlap of activities if at all. Nevertheless, synergies between the projects will be encouraged through active information exchange on activities planned. Thus, for instance, CSYP will encourage RPP-supported municipalities to express interest in participating in CSYP's component 3 (empowering youth to find out about local governance and implement projects that strengthen the social fabric and social cohesion) and may even have a small quota reserved for such municipalities. CSYP will not duplicate efforts of RPP and, if relevant cities apply, will make sure to discuss the way forwards with RPP experts. As far as development engagement 2 is concerned, CSYP will coordinate with the implementers selected to administer this initiative and will specifically single out "Outcome 3: Communities, including women, youth, ex-combatants and other affected groups, have enhanced capacities, are empowered and participate in local level, evidence-based development and decision-making. Thus, CSYP and RPP will continue exchanging experience and information on approaches to enhance citizen participation in decision-making, nurturing the community fabric, and empowering participation in local governance

The CSYP team will also make sure to continue exchanging information with and discussing possible engagement of "integrity cities" as supported by the EU Anti-Corruption Initiative (EUACI). EUACI's third component that deals with local-level governance, empowered civil society and support to investigative journalism will not only be an important source of insights about municipal governance peculiarities in the five EUACI cities, but will also prompt support to youth-driven initiatives in those cities, where such initiatives will have the biggest impact. "Integrity cities" will also be prioritized for CSYP's component 3 as localities that have already benefitted from development assistance and that are a robust foundation to start building upon

CSYP will continue regularly exchanging information with the team that runs the Ukrainian-Danish Youth House (including the consortium of the Danish Youth Council and the Danish Culture Institute). Amongst other things, CSYP may work with the Youth House's Advisory Board[47] and determine whether there is value in involving it into selecting the youth projects under CSYP. CSYP and the Ukrainian-Danish Youth House will also regularly exchange information on intended events, competitions, or initiatives, and CSYP will request UDYH to disseminate relevant information to its social media subscribers and encourage them to apply to CSYP competitions. In turn, CSYP will, as will be topical and relevant, spread the word of UDYH widely and encourage Ukrainian youth to check out the resources that UDYH offers.

Finally, CSYP will ensure linkages with HR4U where possible – specifically with regards to support to and capacity enhancement of Civil Society. While CSYP is in lead and having a broad focus on this particular focus area, HR4U is working with Civil Society organizations specialized on Human Rights. HR4U will also compliment CSYP initiatives with monitoring data for effective advocacy at the national and international levels, better targeting national stakeholders and further building and anchoring NHRI-CSOs networks at the local level. CSYP will also ensure regular exchange of information and coordination to ensure complementarity between the other projects in the Democratic Governance portfolio[48], which are all providing ongoing support to the Government of Ukraine and its Secretariat in coordinating the crisis response, boost the government crisis response capacities and support to the national counterparts in keeping the public services up and running, ensuring that no one is left behind. This includes technical and advisory support to the Ministry of Justice, Ministry of Development of Communities and Territories, Ministry of Infrastructure, Ministry of Social Policy, Ministry of Health, Ministry of Environment and subnational authorities on recovery planning, monitoring and implementation at all levels. Ensuring enhanced civic engagement and youth participation is key to ensure an inclusive and transparent resilience building and recovery process.

[47] Please see: https://ua.theyouthhouse.org/pro-nas/nasha-struktura/konsultativna-rada (Ukrainian only)
[48]

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HRBA, Gender Equality and Ukraine's international commitments

The Human-Rights Based Approach and Gender Equality are baked into the core of project design. Gender equality lies at the heart of the 2030 Agenda for Sustainable Development, which recognizes that achieving gender equality is a matter of human rights. While being a goal in its own right (SDG 5), gender equality fundamentally cuts across all 17 Sustainable Development Goals and is crucial to process on all targets. It is widely agreed that the SDGs will not be attained if women are denied access to resources and education, employment, and decision-making opportunities. Thus, gender equality and women's empowerment are catalytic enablers that trigger positive multiplier effects across the social, environmental and economic dimensions of development. This understanding informs and guides the design of this project. UNDP has an agency-wide gender equality strategy that provides a road map to elevate and integrate gender equality into all aspects of its work. In Ukraine, the strategy specifies UNDP's commitment to accelerating gender equality and women's economic empowerment, increasing their role in democratic governance, sustainable energy and environment, inclusive development, recovery and peacebuilding, and helping to accelerate progress across all SDGs.

The Project is built in line with the UNDP Gender Equality Strategy 2022-2025[49] and UNDP Ukraine Gender Equality Strategy 2019-2022[50]. Gender mainstreaming and HRBA are, therefore, foundations for all activities of CSYP. The project is inclusive of those groups in Ukrainian society today, which face multi-level discrimination or are vulnerable in many ways. Moreover, all data gathered under the project, as well as statistics and qualitative data obtained through dedicated monitoring and evaluation exercises, will be, to the degree possible, disaggregated by sex, age and other social identifiers to inform further policy change or project course alternations. Gender parity will be sought at training, events, etc. Recruitment procedures will be geared towards enhancing gender functional competencies in the project, ensuring all personnel possess the basic understanding, skills, experience and commitment required to work in a gender-responsive manner. Moreover, the project's communications products (including reports, briefs, and follow-up documentation) will be developed in line with UNDP principles of gender-responsive communications[51] and non-discriminatory language.

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All youth-related components of the project are predominantly focused on empowering young people to meaningfully **participate** in the lives of their communities and promote the **accountability** of the duty-bearer institutions, which correspond to the essential human rights principles. The training courses for youth workers on civic education, social cohesion and media literacy promote inclusive participation, human rights and non-discrimination.

Stakeholder Engagement

In addition to project partners noted above, UNDP will follow the "nothing for us without us" principle when designing new policies to support CSOs or improve assistance to youth initiatives. Intended direct beneficiaries of the project will include CSOs that receive financial and non-financial support through the CSYP project. The constituencies and clients benefitting from services rendered by these CSOs will be indirect beneficiaries. Another group of direct beneficiaries is the youth that participates in the project-initiated trainings, events, competitions and benefits from micro-grants that are allocated under the project. To make sure that the project is well aligned to the needs and expectations of the stakeholders, UNDP will conduct rounds of offline and online consultations (feedback forms, questionnaires) to gather feedback and adjust course, should that be necessary.

South-South and Triangular Cooperation (SSC/TrC)

[49] Please see: https://www.undp.org/publications/gender-equality-strategy-2022-2025

[50] Please see: https://www.ua.undp.org/content/ukraine/en/home/library/womens_empowerment/undp-ukraine-gender-equality-strategy-2019-2022.html.html

[51] Please see: https://www.ua.undp.org/content/ukraine/en/home/library/womens_empowerment/10-principles-of-gender-responsive-communications.html

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The CSYP project is designed based on the experience of previous interventions carried out within the DANEP framework in Moldova and Belarus. UNDP Ukraine will cooperate and exchange experience with other country offices with overall guidance and expert backstopping of the UNDP Istanbul Regional Hub for Europe and Central Asia. Several approaches which were developed and implemented by UNDP Ukraine as a part of CSDR project were shared with other UNDP offices within South-South cooperation. More specifically, UNDP approach to organizational development of civil society organizations, and civil society development and support in general was shared with the Kazakhstan colleagues who aimed to develop similar programming by organizing virtual learning sessions and sharing relevant knowledge products. The Youth Worker Programme which was developed by UNDP in partnership with the Ministry of Youth and Sports and now institutionalized and co-financed by the Government was promoted in the UN's Youth Peace and Security publication[52].

Digital Solutions

The Project will contribute to 'Stronger and more resilient and sustainable CSOs, especially at the local level, that effectively utilize the digital space and promote accountability and good local governance' under Outcome 1. CSYP will engage youth CSOs and activists and more experienced subnational CSOs in a 'learning by doing' matching programme to enhance their digital skills to promote messages of good governance and to counter malign narratives (Output 1.2).

Knowledge

CSYP will generate multiple knowledge products, including studies, reports, training materials, best practice documents, technical documentation, and software code descriptions. The team will make sure that reports and studies are shared with partners and key stakeholders within the Government and discussed with partners outside of the Government. The implementation team will also disseminate training materials and best practice documents within the capacity-building project activities. Should a common portal for DANEP implementing partners materialize, its potential will be used to its fullest. Additionally, knowledge products will be shared through the UNDP online platforms (web, open.undp.org and others). New mechanisms for knowledge collection, storage and sharing, as underpinned by the UNDP "Future Forward" Digital Strategy[53] will be deployed to make sure that experiences received in Ukraine are meaningfully adapted in the digital realm and used worldwide as global knowledge and lessons learned are taken into account in the Ukrainian context.

Sustainability and Scaling Up

As noted in Annexes to this project document, the sustainability of civil society organizations, especially in the dimension of financial sustainability, is an objective that will not be fully achievable through the CSYP project interventions. At the same time, Danish support will be used to increase the chances for the CSOs that receive both direct and indirect (for instance, through a stronger CSO Hub Network Secretariat) support to maximize resource flow from other sources and increasingly operate as one network entity. Both the capacity development activities and direct financial support to CSOs will be aimed at increasing the ability of these organizations to fundraise, collaboratively implement initiatives and continue functioning despite dire financial circumstances.

The project's design also includes interventions that have a built-in sustainability element:

- One of the three project Outcomes rests on facilitation of the national-level policy-making process and empowering institutions (first and foremost UYF) to deliver on their mandates. By investing into the development of these policies and institutional strength, UNDP will make sure that the impact of the project outlasts the implementation timeline and carries on after CSYP completion.
- Through the CSYP project, UNDP will work to increase sustainability of the Youth Worker Programme in line with recommendations received from external evaluation.
- As far as the electronic services designed under the project auspices are concerned, the technical solutions will be designed with digital interoperability considerations in mind, which inherently extends the lifetime of a technical solution and limited maintenance needs based on capacities of the national partners. All

[52] Please see: https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/yps_programming_handbook.pdf

[53] Please see: https://digitalstrategy.undp.org/introduction.html

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considerations on selecting the proper coding frameworks and languages, as well as purchase of off-the-shelf software solutions will be carefully discussed with national authorities and other development partners to make sure all elements of complex solutions work seamlessly.

- At least in part of the interventions that focus on youth empowerment at the local level, UNDP will build on the foundations laid down by other technical assistance projects, including first and foremost the "integrity cities" supported through EUACI.

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IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency considerations have at least two dimensions under the CSYP project. In the internal, institutional aspect, faster and more extensive results may be achieved, as UNDP has an established presence in the country and seamlessly carries over the Danish support from the previous DANEP phase. As such, start-up costs are minimized if not altogether non-existent. Moreover, equipment and furniture that may still be operated and has not been decommissioned will be re-used by the CSYP project. In terms of the external efficiency aspect, the CSYP project is part of a larger, coordinated Danish-supported effort. By strategically using opportunities for coordination and maximization of impact – for instance, cooperating with other implementers under DANEP or by capitalizing on the progress already made in target municipalities – the project will be able to achieve results while reducing activity costs. In terms of funding effectiveness, constant monitoring of the costs invested, and desired results achieved will be carried out and reported out to the Board.

Project Management

The project will be delivered by UNDP Ukraine, which has extensive experience in democratic development. The project will benefit from the institutional structure of the UNDP office as well as UNDP financial, operations, and procurement systems. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP. UNDP has been able to remain operational since the start of the war and deliver results while adhering to the procedures and regulations. The management of the project will remain in the remote working modality with the help of digital tools and digital document signing. UNDP has been able to test and finetune this approach during COVID-19 lockdowns. The project staff will be conducting field visits to the civil society and youth machinery partners on a need basis. If there will be a need, an additional consultancy company will be engaged to support the monitoring and evaluation of project activities. UNDP has initiated a procurement of the portable power stations for the staff to ensure uninterrupted delivery.

The project will be implemented under the auspices of the UNDP Ukraine Democratic Governance portfolio, and UNDP will make sure that the project benefits from coordination and experience exchange with other DG initiatives on human rights, Parliamentary reform, civil society and youth work and expertise in transparency and integrity. The project will be part of a three-component UNDP and DMFA programme, with the other two projects being the new human rights support initiative and the business and human rights pilot intervention.

The project will work closely with the UNDP Istanbul Regional Hub, which can mobilize expert support in various areas, and with which the project has already enjoyed a fruitful collaboration in the areas of sustainable development goals and gender mainstreaming approaches.

Project staff will be based in Kyiv with field trips to cities in Government controlled areas where civil society and youth activities will be implemented for monitoring and representation purposes. The geographical focus of the project will be all government controlled and recaptured areas. In case of significant worsening of the security situation, UNDP will implement the developed Contingency Plan and the project staff will be relocated to location in Ukraine identified by UN DSS.

UNDP Ukraine will exercise adaptive management to address war and post war related challenges, Government's immediate priorities in line with the Recovery Plan and UN Transitional framework. Adaptive management in is a comprehensive approach based on collective inquiry and timely action that uses information about the present, the past and the future simultaneously to make decisions and course corrections. These decisions allow the organization to reactively adapt and proactively anticipate changes and generate new opportunities to achieve the desired results.

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V. RESULTS FRAMEWORK

Intended Outcome, as stated in the UNDAF/Country Programme Results and Resource Framework:
CPD OUTCOME: 1. By 2023, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services

Context indicators as relevant to the project (beyond the direct influence of the project but used to track the broader context in which the project operates):

- CSO Sustainability Index (aggregate indicator) by USAID for Ukraine's CSOs (composite of such dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, sectoral infrastructure, public image). Baseline: 3.2 points [2020]. Target: 3.0 points [2026]. Source: https://csosi.org/
- Democracy Index by the Economist Intelligence Unit (composite of such dimensions: electoral process and pluralism, functioning of government, political participation, political culture, civil liberties). Baseline: 5.81 points [2020]. Target: 6.85 points [2026]. Source: https://www.eiu.com/
- Global Youth Development Index by the Commonwealth (measured on 27 indicators over 6 domains: health and wellbeing, education, employment and opportunity, equality and inclusion, political and civic participation and peace and security). Baseline: 0.66 (107th out of 181 countries ranked). Target: 0.73 (70th out of 181 countries ranked). Source: https://thecommonwealth.org
- Share of youth participating in public life as measured by the Youth Paricipation index based on the results of the annual nation-wide survey Youth of Ukraine" (Ministry of Youth and Sports), annually. Baseline: 26.7% [2021]. Target: 35% [2026]

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

- Indicator 1.2.1: Number of new policies and institutional reforms targeting the most vulnerable groups, including persons with disabilities. Baseline (2016): 0; Target (2023): 7
- Indicator 1.3.1: Number of new policies and strategies developed and operationalized with active CSO participation. Baseline (2016): 0; Target (2023): 10
- Indicator 1.3.2: Number of CSO hubs with strategies and funding to scale up civic engagement. Baseline (2016): 6; Target (2023): 15

Applicable Output(s) from the UNDP Strategic Plan: 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and the rule of law, human rights and equity strengthened

Project title and Atlas Project Number:
Civil Society and Youth Support Project (CSYP)

EXPECTED OUTCOMES	OUTCOME INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS AND LIMITATIONS
			Value	Year	2023	2024	2025	2026	
Outcome 1: Stronger, more resilient, and sustainable CSOs, especially at the local level, promote human rights, accountability and good governance	1.1 Number of local-level initiatives carried out by the CSO Hub Network (at least two of the Hubs working together) without UNDP / DMFA financial support	Project records	0	2022	2	5	7	7	CSYP will request that, as part of the support rendered to the CSO Hub Network Secretariat, the data be collected and reported annually. There are no major risks linked to the collection of this indicator data.
	1.2 Number of civil society representatives (including from women and women-led organizations) with strengthened capacities for civic engagement and	Project records and CSO grantee reports	0	2022	100 (60 women; 40 men)	200 (120 women; 80 men)	300 (180 women; 120 men)	400 (240 women; 160 men)	The data will be collected and verified by the project team through grantee reports and reports on capacity development activities implemented by the CSYP directly. Additional data will be collected through a questionnaire

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during recovery process. *[For UNDP digital project management system:* ***Output 1****: Comprehensive approach for developing capacity and building resilience of CSOs designed and implemented]*	inclusive dialogue (disaggregated by sex)								administered among CSO representatives to analyse the self-assessment of their capacities for civic engagement. There are no major risks linked to the collection of this indicator data.
	1.3 Number of local development decisions reviewed with active participation of community members, including IDPs	Project records, CSO grantee reports, official records of municipalities	0	2022	4	10	16	20	The data will be collected and verified by the project team through grantee reports and reports and cross-checked via websites of local municipalities. One of the risks associated with the data collection may be that local self-governments may be unwilling to regularly update their websites with official decisions due to the Martial Law.
	1.4 Number of people accessing human rights protection services provided by civil society organizations (disaggregated by sex, status as IDP and other relevant social categories)	Project records, CSO grantee reports	0	2022	3,000	6,000	9,000	11,000	The data will be collected and verified by the project team through grantee reports. Monitoring visits will be conducted to selected CSO partners. There are no major risks linked to the collection of this indicator data.
Outcome 2: CSO-relevant policies and sustaining the government youth machinery create an enabling environment for the civil society and youth engagement in the country's recovery *[For UNDP digital project management system:* ***Output***	2.1 Number of policies adopted on national and oblast level with active youth and/or civil society participation	The project records and CSO grantee reports	TBD	2022	10	23	30	35	The data will be collected and verified by the project team through grantee reports. The first year the CSOs and youth groups will be developing advocacy campaigns and beginning implementation. Information on all adopted policies as reported by the grantees will be cross-checked through official government and local self-government websites. There are no major risks linked to the collection of this indicator data.
	2.2 Share of the graduates from the Youth Worker Programme who report that they use the knowledge obtained through training in their practical work (disaggregated by sex)	A questionnaire administered among youth workers who have experienced new training modules, courses	0	2022	>85% (85% for each of the sexes)	>85% (85% for each of the sexes)	>85% (85% for each of the sexes)	>85% (85% for each of the sexes)	The first year will be spent on designing the relevant courses and interventions and piloting their use with full-scale implementation planned for 2023. Data will be gathered by CSYP and its government counterparts administering the capacity development programmes for the youth workers. There are no

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***2**: CSO- and youth support policies and institutional mechanisms developed and strengthened]*		designed by CSYP							major risks linked to the collection of this indicator data.
Outcome 3: Young women and men are better able to propel democratic development and social cohesion, including through enhanced interaction with local government *[For UNDP digital project management system: **Output 3**: Youth capacity development and local initiative support mechanisms developed and tested]*	3.1 Percentage of youth projects (both for youth CSOs and initiative groups) at the sub-national level that have success fully been implemented	Project records (CSYP or sub-grantees)	0	2022	>80%	>90%	>90%	>90%	Data on the success rate of the youth projects will be gathered by CSYP, grantees or government partners – depending on the modality of funding allocation. Youth projects are – inherently – a risky area, and a certain degree of initiative failure should be anticipated. It is, nonetheless, expected that the share of unsuccessful or semi-successful projects will drop as CSYP progresses and further perfects its approaches. There are no major risks linked to the collection of this indicator data. *The project is considered successful if at least 70% of the targets are achieved.
	3.2 Share of participants of youth civic and social cohesion education activities who report applying their new knowledge within a year of completing the programme (disaggregated by sex)	Questionnaire administered among graduates / alumni	0	2022	n/a	>70% (70% for each of the sexes)	>70% (70% for each of the sexes)	>70% (70% for each of the sexes)	It is estimated that throughout 2022, CSYP and its CSO partners will design the courses, youth engagements and relevant materials, and the first graduates will be able to report on the use of their new skills in late 2023 / early 2024. One of the risks linked to this indicator is that regardless of the rigour of selecting the participants for such capacity and leadership development programmes, each cohort may be different, including in alumni abilities to apply the skills and knowledge gained.

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	3.3 Share of young women and men graduates of the skills-building programme at Ukrainian municipalities who are considering careers in the public sector (disaggregated by sex)	A questionnaire administered among young men and women, participants of the skills-building programme	0	2022	n/a	>50% (50% for each of the sexes)	>50% (50% for each of the sexes)	>50% (50% for each of the sexes)	CSYP will survey the young women and men before and after the skills-building (internship) programme about their carrier aspirations which will be later compared to assess the progress. There are no major risks linked to the collection of this indicator data.

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VI. MONITORING AND EVALUATION

Following UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans. The project does not envisage significant difficulties with the Monitoring and Evaluation of the project activities

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
Track results progress	Progress data against the results indicators in the RRF will be collected, entered in UNDP Ukraine internal monitoring platform (IMRP), and analysed to assess the progress of the project in achieving the agreed outputs.	Monthly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		USD 9,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Design and Appraisal QA (at the project inception) Implementation QA (biennially). Closure QA (at operational closure of the project)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least every 6 months. Should the situation worsen rapidly, and significantly immediate course corrections will follow	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the	Semi-annually, and at the end of the project (final report - during 6 months after end of the project)			

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	annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Semi-annually, after submission of the progress report and at the end of the project. Additional reviews to be held as needed.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

The project will undergo a DMFA-led mid-term review in mid-2024. The ToR for the mid-term review will be agreed between the DMFA and UNDP by April 2024.

Evaluation Plan

Evaluation Title	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	SP Output 2.4 Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement	CPD 2018-2023 output 1.3. Civil society is more engaged in national development processes	A final evaluation will be carried out within 3 months to project's closure to capture performance against the updated OECD-DAC evaluation criteria (Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability) in line with UNDP Evaluation Guidelines.	UNDP DMFA Ministry of Youth and Sports	USD 15,000

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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTCOMES	PLANNED OUTPUTS	Planned budget by year							
Category		2023	2024	2025	2026	RESP. PARTY	Source	Budget Description	Total
		USD	USD	USD	USD				USD
Sub-Project 1: Civil Society and Youth Support Project (CSYP) 2023 - 2026									
Outcome 1: Stronger, more resilient, and sustainable CSOs, especially at the local level, promote human rights, accountability and good governance during resilience building and recovery process. *[For UNDP digital project management system: Output 1: Comprehensive approach for developing capacity and building resilience of CSOs designed and implemented]* Gender marker: GEN-2	CSO Hub Network is supported to become more resilient and has capacity to build dialogue with authorities and mainstream gender and HRBA	USD 50 811,77	USD 41 438,49	USD 12 585,44	USD 3 323,23	UNDP	DMFA	71300 Local Consultants 72600 Grants	USD 108 158,93
	Output 1.2: A 'learning by doing' matching programme for youth CSOs, activists and more experienced subnational CSOs participating to in enhance digital skills to promote messages of good governance and to strengthen social fabric	USD 43 476,31	USD 44 278,53	USD 43 361,70	USD 19 915,86	UNDP	DMFA	72600 Grants 71600 Travel	USD 151 032,40
	Output 1.3: CSOs are supported to be actively engaged in the process of strengthening the government's and self-governments' accountability during resilience building and recovery process	USD 46 276,44	USD 23 699,49	USD 17 281,68	USD 16 756,46	UNDP	DMFA	71300 Local Consultants 72600 Grants	USD 104 014,06
	Output 1.4: CSOs are capacitated to effectively respond to conflict related human rights challenges,	USD 47 816,58	USD 22 947,56	USD 22 030,73	USD 21 505,51	UNDP	DMFA	71300 Local Consultants 72600 Grants 75700 Trainings and Conferences	USD 114 300,37

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	safeguard human rights and protect vulnerable population groups in Ukraine including IDPs								
	Output 1.5: Effective project management	USD 37 731,15	USD 37 731,15	USD 37 731,15	USD 37 731,15	UNDP	DMFA	71400 Contractual services – Individ 73100 Rent & Utilities	USD 150 924,60
	Sub-Total for Outcome 1	USD 226 112,24	USD 170 095,21	USD 132 990,70	USD 99 232,21	UNDP	DMFA		USD 628 430,37
	Sub-Total Outcome 1 (implementation)	USD 188 381,09	DKK 132 364,06	DKK 95 259,55	DKK 61 501,06	UNDP	DMFA		USD 477 505,77
Outcome 2: CSO-relevant policies and sustaining the government youth machinery create an enabling environment for the civil society and youth engagement in the country's recovery *[For UNDP digital project management system: Output 2: CSO- and youth support policies and institutional mechanisms developed and strengthened]* Gender marker: GEN-2	**Output 2.1:** Policies that enable implementation of the National Strategy for Fostering Civil Society Development (2021-2026), State Target Social Programme "Youth 2021-2025", National Youth Strategy 2030, the Law of Ukraine "On Foundations of Youth Policy in Ukraine" and Ukraine's Recovery Plan are advocated and designed	USD 37 375,71	USD 23 623,25	USD 23 623,25	USD 22 966,80	UNDP	DMFA	71300 Local Consultants 75700 Trainings and Conferences	USD 107 589,01
	Output 2.2: Capacity development exercises, courses and learning events for the youth workers are designed to address the war and post-war related challenges and institutional capacity of UYF strengthened	USD 70 688,46	USD 64 932,47	USD 41 094,09	USD 30 437,90	UNDP	DMFA	71300 Local Consultants 75700 Trainings and Conferences 74200 Printing, Design, Translations	USD 207 152,93
	Output 2.3: Lean engagements to monitor the progress and advise on required advocacy work to remove hurdles in policies aimed at fostering CSO operations or youth engagement in recovery processes launched and stimulate improvements where necessary	USD 36 105,88	USD 36 105,88	USD 36 105,88	USD 35 449,43	UNDP	DMFA	72600 Grants	USD 143 767,07
	Output 2.4: Effective project management	USD 18 865,58	USD 18 865,58	USD 18 865,58	USD 18 865,58	UNDP	DMFA	71400 Contractual services – Individ 73100 Rent & Utilities	USD 75 462,30
	Sub-Total for Outcome 2	USD 163 035,63	USD 143 527,18	USD 119 688,80	USD 107 719,71	UNDP	DMFA		USD 533 971,32

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	Sub-Total Outcome 2 (implementation)	USD 144 170,05	DKK 124 661,60	DKK 100 823,23	DKK 88 854,14	UNDP	DMFA		USD 458 509,01
Outcome 3: Young women and men are better able to propel democratic development and social cohesion, including through enhanced interaction with local government *[For UNDP digital project management system: Output 3: Youth capacity development and local initiative support mechanisms developed and tested]* Gender marker: GEN-2	**Output 3.1:** A competitive-based programme of selecting practical youth initiatives aimed at engaging young people in the recovery processes (both for youth CSOs and initiative groups) at the sub-national level	USD 100 789,59	USD 90 789,59	USD 26 167,59	USD 28 306,90	UNDP	DMFA	72600 Grants 71600 Travel	USD 246 053,67
	Output 3.2: Programming on youth civic education / civic literacy, promoting good citizenship, strengthening the social fabric, and basics of democratic governance for youth between 14 and 20 years of age delivered	USD 81 607,39	USD 81 607,39	USD 22 930,24	USD 24 194,11	UNDP	DMFA	72600 Grants	USD 210 339,13
	Output 3.3: A skills-building programme for local youth, to have practical exposure to how Ukrainian municipalities work designed and implemented to strengthen crisis response at the local level	USD 55 783,42	USD 110 146,88	USD 110 147,40	USD 38 922,76	UNDP	DMFA	71300 Local Consultants 72600 Grants 74200 Printing, Design, Translations 75700 Trainings and Conferences	USD 315 000,45
	Output 3.4: Effective project management	USD 18 865,58	USD 18 865,58	USD 18 865,58	USD 18 865,58	UNDP	DMFA	71400 Contractual services – Individ 73100 Rent & Utilities	USD 75 462,30
	Sub-Total for Outcome 3	USD 257 045,97	USD 301 409,43	USD 178 110,81	USD 110 289,35	UNDP	DMFA		USD 846 855,55
	Sub-Total Outcome 3 (implementation)	USD 238 180,40	USD 282 543,85	USD 159 245,23	USD 91 423,77	UNDP	DMFA		USD 771 393,25
Total implementation		USD 570 731,54	USD 539 569,52	USD 355 328,00	USD 241 778,97	UNDP	DMFA		USD 1 707 408,03
Total management costs		USD 75 462,30	USD 75 462,30	USD 75 462,30	USD 75 462,30	UNDP	DMFA		USD 301 849,20
Total disposable amount		USD 646 193,84	USD 615 031,82	USD 430 790,30	USD 317 241,27	UNDP	DMFA		USD 2 009 257,24
Unallocated Funding		USD 129 809,82	USD 245 196,59	USD 129 809,82	USD 72 116,44	UNDP	DMFA		USD 576 932,68
						UNDP	DMFA		
Direct Project Cost (4%)		USD 31 040,15	USD 34 409,14	USD 22 424,01	USD 15 574,31	UNDP	DMFA		USD 103 447,60
Security Cost (1%)		USD 8 803,23	USD 9 758,71	USD 6 359,63	USD 4 417,00	UNDP	DMFA		USD 29 338,57

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General Management Support (8%)		USD 65 267,76	USD 72 351,70	USD 47 150,70	USD 32 747,92	UNDP	DMFA		USD 217 518,09
Levy (1%)		USD 24 116,83	USD 9 767,48	USD 6 365,34	USD 4 420,97	UNDP	DMFA		USD 29 364,94
Total Sub-Project 1		USD 889 925,95	USD 986 515,44	USD 642 899,80	USD 446 517,91	UNDP	DMFA		USD 2 965 859,11

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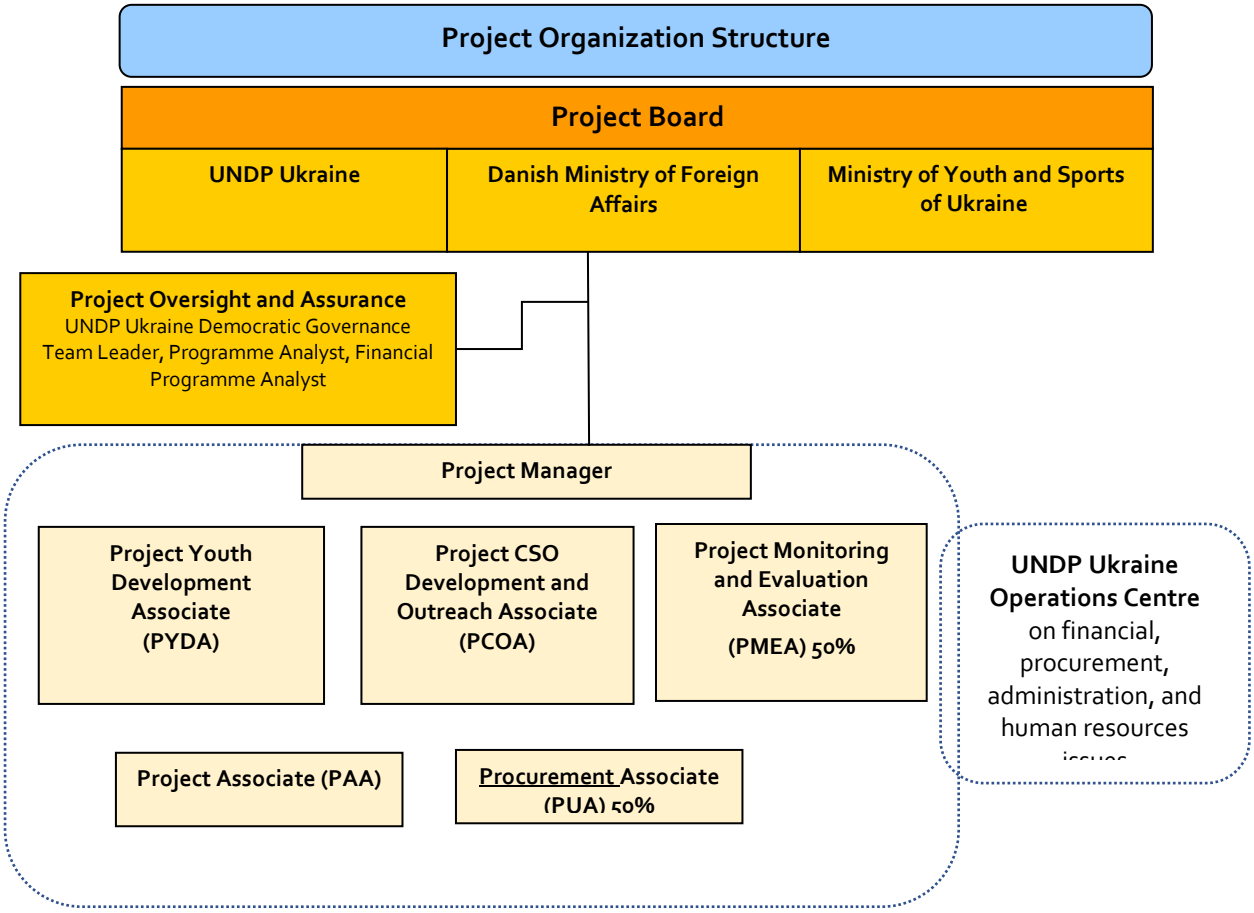
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Currently the Government of Ukraine is dealing with unprecedented challenges caused by the ongoing war, while the workload of the public servants has increased multiple times. It is expected that the number of public officials in the state apparatus will decrease during the coming period with the state budget regularly in deficit, as the incomes cover only one third of the current expenditures.

Hence, this project will be implemented by UNDP in Ukraine under the Direct Implementation Modality (DIM). Project implementation will be governed by provisions of the Project Document, its annexes, UNDP Programme & Operations Policy & Procedures (POPP). UNDP shall be responsible for the management of the project, primarily concerning the responsibility for the achievement of the outputs and the stated Outcome. Similarly, UNDP will be accountable to the Project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

To ensure national ownership, UNDP is working closely with the national counterparts, ensuring their active participation in annual planning in development of objectives, activities and indicators, based on consultations with, and by requests of, the partners. The partners play an active role also in results harvesting and are provided with regular progress reports and reporting on cost utilization.

The Project Organization Structure is outlined in the diagram below.



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The project will receive overall guidance and strategic mandate from the **Project Board.** The board is the governance entity responsible for formulating consensus-based decisions for the project when guidance is required by the Project, including recommendation for approval of project revisions (the role and responsibility of the Project Board are standard as per UNDP POPP). The Project Board will consist of representatives UNDP Ukraine, Danish Ministry of Foreign Affairs and Ministry of Youth and Sports of Ukraine and will be chaired by UNDP. Other stakeholders will have an opportunity to partake in Board meetings as agreed between Board members. An indicative TOR for the Board is presented as Annex to this Project Document.

Project Oversight and Assurance. The Project Oversight and Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. UNDP Programme Specialist (Team Leader) holds the Project Oversight role, and the Programme Analyst is responsible for Quality Assurance.

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

The technical assistance team will consist of the following staff:

- Project Manager (full-time managerial capacity to liaise, coordinate and supervise all three components of the project, serve as the one-stop-shop entry point for all Government counterparts, ensure quality-control for the project's deliverables).
- Project Youth Development Associate (PYDA).
- Project CSO Development and Outreach Associate (PCOA).
- Project Monitoring and Evaluation Associate (half-time, monitoring, evaluation and reporting for the project);
- Procurement Associate (PUA) (half-time, assisting the project with procurement of goods and services)
- Project Associate (PA) (financial management).

All professionals in the technical assistance team shall have the capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders. UNDP Ukraine will provide organisational, HR, procurement and other related assistance.

Indicative TORs for the project team members are presented in the annexes to the project document.

Financial management. Financial management of the project will be conducted under the UNDP Financial Regulation and Rules (FRR).

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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ukraine and UNDP, signed on 18 June 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."
This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the necessary guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's,

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

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.
ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

f. If an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

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

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

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

i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the competent national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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XI. ANNEXES

Annex 1. Project Quality Assurance Report *(to be added)*

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Annex 2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Civil Society and Youth Support Project (CSYP)
2. Project Number (i.e., Atlas project ID, PIMS+)	n/a
3. Location (Global/Region/Country)	Ukraine
4. Project stage (Design or Implementation)	Design
5. Date	14.10.2022

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
UNDP Ukraine has been following the so-called "Danish Human Rights Based Approach (HRBA) model" since 2014, which rests on four pillars: "participation and inclusion", "accountability", "non-discrimination" and "transparency". Mainstreaming HRBA and gender into the work and advocacy of civil society organizations at the subnational level will be continued to have this approach strongly rooted in everyday activities of CSOs to further contribute to strengthening democracy and human rights in the society as means to achieve the Sustainable Development Goals. The project will be part of a three-component UNDP and DMFA programme with the other two projects being the new human rights support initiative and the business and human rights pilot intervention.
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The project will apply a gender equality lens across its project interventions over three (3) Project Outcomes by: (i) strengthening gender mainstreaming capacity of the CSOs and Ukraine's "youth machinery" to better respond to the crisis caused by the war in Ukraine, and respond different needs of women and men from diverse groups, especially the most vulnerable and IDPs; (ii) using gender-responsive communications.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The project is not explicitly designed to target environmental sustainability as a standalone objective. As far as resilience is concerned, the project CSYP will closely coordinate its activities with the DMFA-funded Peace and Stabilization Programme (PSPU), especially development engagements 1 ("Strengthened community security and social cohesion") and 2 ("Strengthened contribution from civil society to resilience").
Briefly describe in the space below how the project strengthens accountability to stakeholders

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The project will perform its activities in partnership with the Ministry of Youth and Sport, the All-Ukrainian Youth Centre (AUYC) and CSOs Hub Network, which will serve as knowledge hub at subnational level. As such, the project makes sure that the target Ministry and AUYC are using their regular channels for information disclosure and proactive citizen awareness-raising in line with Ukraine's laws and regulations on freedom of information. The project also proactively uses platforms of its sister-projects (conferences, seminars, online public events) to share information with broader constituencies and call onto the stakeholders to explore the progress made towards strengthened civic participation and engagement. UNDP Ukraine, as a country office, also proactively informs the public about the project, its progress, the government partners involved and expected results to be achieved.
Multiple knowledge products will be produced within the project, including studies, reports, training materials, best practice documents, technical documentation, and software code descriptions. Reports and studies will be shared with partners and key stakeholders within the Government and discussed with partners outside of Government.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
No Risks identified as per SESP Attachment 1				

	QUESTION 4: What is the overall project risk categorization?		
	Low Risk	X	**Low impact and probability**
	Moderate Risk	☐	
	Substantial Risk	☐	
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)

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	Question only required for Moderate, Substantial and High-Risk projects				
	Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
	if yes, indicate overall type and status		☐	Targeted assessment(s)	
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's Empowerment	☐			
	Accountability	☐			
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐			
	2. Climate Change and Disaster Risks	☐			
	3. Community Health, Safety and Security	☐			
	4. Cultural Heritage	☐			
	5. Displacement and Resettlement	☐			
	6. Indigenous Peoples	☐			
	7. Labour and Working Conditions	☐			

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	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?	**No**
P.2 Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?	**No**
P.3 Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?	**No**
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	**No**
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [54]	**No**
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	**No**
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	**No**
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g., during the stakeholder engagement process, grievance processes, public statements)?	**No**
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	**No**
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	**No**
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	**No**
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	**No**
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
Would the project potentially involve or lead to:	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	**No**
P.14 grievances or objections from potentially affected stakeholders?	**No**
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	**No**
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
Would the project potentially involve or lead to:	

[54] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

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1.1	adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	**No**
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	**No**
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	**No**
1.4	risks to endangered species (e.g., reduction, encroachment on habitat)?	**No**
1.5	exacerbation of illegal wildlife trade?	**No**
1.6	introduction of invasive alien species?	**No**
1.7	adverse impacts on soils?	**No**
1.8	harvesting of natural forests, plantation development, or reforestation?	**No**
1.9	significant agricultural production?	**No**
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	**No**
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	**No**
1.12	handling or utilization of genetically modified organisms/living modified organisms?[55]	**No**
1.13	utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)[56]	**No**
1.14	adverse transboundary or global environmental concerns?	**No**
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	**No**
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	**No**
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	**No**
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	**No**
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	**No**
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	**No**
3.3	harm or losses due to failure of structural elements of the project (e.g., collapse of buildings or infrastructure)?	**No**
3.4	risks of water-borne or other vector-borne diseases (e.g., temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	**No**
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	**No**
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g., food, surface water purification, natural buffers from flooding)?	**No**
3.7	influx of project workers to project areas?	**No**
3.8	engagement of security personnel to protect facilities and property or to support project activities?	**No**

[55] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[56] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

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Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	**No**
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	**No**
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	**No**
4.4	alterations to landscapes and natural features with cultural significance?	**No**
4.5	utilization of tangible and/or intangible forms (e.g., practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	**No**
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	**No**
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	**No**
5.3	risk of forced evictions?[57]	**No**
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	**No**
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	**No**
6.2	activities located on lands and territories claimed by indigenous peoples?	**No**
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant, and the project would be categorized as either Substantial Risk or High Risk*	**No**
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	**No**
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	**No**
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	**No**
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	**No**
6.8	risks to the physical and cultural survival of indigenous peoples?	**No**
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	**No**
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	**No**
7.2	working conditions that may deny freedom of association and collective bargaining?	**No**
7.3	use of child labour?	**No**
7.4	use of forced labour?	**No**

[57] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

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7.5	discriminatory working conditions and/or lack of equal opportunity?	**No**
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?	**No**
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	**No**
8.2	the generation of waste (both hazardous and non-hazardous)?	**No**
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	**No**
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	**No**
8.5	the application of pesticides that may have a negative effect on the environment or human health?	**No**
8.6	significant consumption of raw materials, energy, and/or water?	**No**

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Annex 3. Theory of Change and Assumptions

The theory of change going down to the Activity level is presented below:

<table>
<tr><th colspan="2">Theory of change</th></tr>
<tr><td>Outcomes (at the Sub-Project level)</td><td>• Stronger, more resilient, and sustainable CSOs, especially at the local level, promote human rights, accountability and good governance during recovery process.
• CSO-relevant policies and sustaining the government youth machinery create an enabling environment for the civil society and youth engagement in the country's recovery.
• Young women and men are better able to propel democratic development and social cohesion, including through enhanced interaction with local government.</td></tr>
<tr><td colspan="2">If</td></tr>
<tr><td rowspan="11">Output level</td><td>Ukraine's civil society especially the newly created organizations after February 2022 receives relevant support during the war and recovery period with engagement of experienced CSO group (Hubs) through an empowered network Secretariat which is up to their needs related to the humanitarian, recovery and resilience building related activities,</td></tr>
<tr><td>And if</td></tr>
<tr><td>regional CSOs are building linkages on a local level, learn from their youth counterparts on new approaches of working in the digital age and in turn, contribute to the capacity development of newly established CSOs and volunteer groups,</td></tr>
<tr><td>And if</td></tr>
<tr><td>Civil society and youth receive necessary support to raise their capacity for strengthening the government's and self-governments' accountability the war and recovery process</td></tr>
<tr><td>And if</td></tr>
<tr><td>the National Strategy for Fostering Civil Society Development (2021-2026), National Programme "Youth 2021-2025", the Law of Ukraine "On Foundations of Youth Policy in Ukraine" and Ukraine Recovery Plan have all the necessary instruments (subsidiary regulations) in place to achieve stated milestones which also reflect the contextual changes, priorities and challenges and civil society is actively engaged in tracking the progress in their implementation while advocate for building a dialogue with authorities even during a martial law enforcement,</td></tr>
<tr><td>And if</td></tr>
<tr><td>continued support is in place to sustain and transform the "Youth Worker" government programme to be relevant in the war and posr war context as well as institutional assistance is in place for the to-be-created Ukrainian Youth Foundation, and based on the lessons learned from the "Youth Worker" programme, support to practical youth initiatives (both for youth CSOs and initiative groups) contributing to the resilience building and recovery process at the subnational level is rendered alongside learning activities for the target youth</td></tr>
<tr><td>And if</td></tr>
<tr><td>UNDP delivers successful programming on youth civic education / civic literacy, promoting good citizenship, strengthening the social fabric, and providing basics of democratic governance for youth between 14 and 20 years of age,</td></tr>
<tr><td>And if</td></tr>
</table>

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	the municipality-oriented programme that explains the inner workings of municipal governance supports its alumni in delivering practical micro-projects in cooperation / consultation with the local government,
Then	
Outcome level	***Ukraine's civil society and youth are impactful players in strengthening the country's resilience and recovery, democracy and human rights agenda, including issues of respect to diversity and women's rights and social cohesion."***
Leading to	
Impact level for two project sub-projects	*Ultimately contributing* ***to resilience and recovery of***
Because	
Causal link assumptions	• The civil society will receive instruments to actively participate in and shape Ukraine's recovery, and dedicated support for testing approaches and implementing impact initiatives in cooperation with youth organizations or initiative groups where relevant. • Ukrainians will find it easier to establish and run CSOs and unite to address conflict related human rights challenges and hold government and self-governments accountable during recovery process as well as protecting civic space. Apart from getting the skills and knowledge, Ukraine's young women and men will be supported in putting them to practice, including in partnership with local authorities, thus gaining first successful experiences of common action.
And assuming the following preconditions apply	
Preconditions	• Civil society does not see increased regulatory and operational pressure applied to it through the passage of new restrictive retaliatory legislation or the introduction of administrative barriers, increased media, or even physical pressure. • UNDP can find trustworthy implementing partner CSOs that have the trust of their constituencies and beneficiaries (especially young women and men) and are able to develop solid working connections with the national and local government entities. • Municipalities selected for partnership are genuine in their openness and seeing the benefits of accountability towards local voters. • Youth are allowed to come and genuinely experience the ways that their municipalities are managed.

The core **assumptions** underlying CSYP are:

1. Ukraine can avoid further deterioration of the security situation at its borders (i.e., intensified aggression of the Russian Federation). Russian Federation will not occupy more of the Ukrainian territory. The key Government decision making centre remain functioning in Kyiv.
2. The hostilities are localised to the contact line. Power and electricity systems in Ukraine event if affected will be restored fast. Banking system, internet, public transportation and access to fuel remain stable on the government-controlled territories.
3. Ukraine's governance remains strong in the face of both external and internal challenges. The imposition of the Martial Law is not used by the Government to evolve into autocratic rule. Free and fair elections are held on schedule (2023 and 2024) in a process that is widely recognized as democratic.
4. Significant in-country displacement, loss of jobs and economic opportunities, will negatively impact the social fabric, as seen from the conflict of 2014. The tensions between the members of the host communities, IDPs and returnees are expected to increase.
5. Civil society does not see increased regulatory and operational pressure applied through passage of new legislation or introduction of administrative barriers, increased negative media, or physical pressure. Narratives that picture the civil society writ large as "agents of the west" and elements of "external governance" remain marginal, and do not erode existing level of trust to CSOs.

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6. Ukraine's economy will continue to be severely impacted by the Russian invasion. Significant spending will continue be channelled to the defence budget. The country will be significantly dependent on external financing. The funding in the state budget and in municipality budgets to support civil society or youth-driven projects will be scarce at least during the first years of the project implementation, but likely across the whole project implementation.

7. The institutional setup of the government stays stable enough, i.e., the relevant Ministry and other core players are not liquidated or reorganized in a way that results in loss of institutional memory and human capital.

8. UNDP through CSYP can find trustworthy implementing partner CSOs that have trust of their constituencies and beneficiaries (especially young women and men) and are able to develop solid working connections with the national and local government entities.

9. Municipalities selected for partnership through CSYP are genuine in their openness and seeing the benefits of accountability towards local voters. Youth are allowed to come and genuinely experience the ways that their municipalities are measured.

10. Existing UNDP and DMFA rules, procedures and SOPs are effective in delivering effective, relevant, transparent aid that delivers positive results to the beneficiaries. No unforeseen circumstances emerge that render these operational procedures ineffective, and UNDP and DMFA continue dialogue and resolve upcoming issues promptly through the existing project governance architecture (including the Board).

11. UNDP through CSYP recognizes young people to be a positive force in the process of Ukraine's recovery in developing a tolerant, inclusive society and mending the destroyed social fabric.

12. The Government and municipalities take a course on a steady recovery despite ongoing hostilities in the certain parts of Ukraine. This course is supported including financially by Ukraine's international partners.

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Annex 4. Risk Analysis

Project Title: Civil Society and Youth Support Project (CSYP)	**Award ID:**	**Date:**

#	Event	Risk Valid From/To	Risk category and sub-category	Impact, Likelihood and Risk Level	Impact, Likelihood & Risk Level	Risk Treatment	Risk Owner
1	A serious intensification of the ongoing war involves Ukraine entirely	14.11.2022 31.12.2026	8. Safety and Security (8.1 Armed conflict)	**Effect**: The situation on the battlefield is extremely dynamic. While Ukraine seems to be holding an upper hand and gradually recaptures territories occupied by Russia in the first few months of the war with extensive military support from the West. There is still a considerable risk that recently announced mobilization by the Russian Federation and change in the war tactics may change this trend. This assessment is based on dozens of analytical articles, reviews and modelling, there is no sure way to predict the real potential for the risk to materialize. The situation on Ukraine's borders and in the temporarily occupied territories is changing upon hour and must be constantly monitored to enable proper response. Significant increase in hostilities will furthermore destabilize Ukraine's governance, divert all resources available to countering the aggression or responding to its immediate aftermath. **Likelihood**: 2 **Impact**: 5 **Risk level**: Substantial	**Likelihood**: 2 **Impact**: 5 **Risk level**: Substantial	Intensified aggression against Ukraine may pause on most activities aimed at supporting free and democratic media, participatory decision-making, transparency, youth work and related interventions. Those flows of international aid and programming that are allowed to continue will likely be diverted to strengthening humanitarian response and support to Ukraine's ability to defend itself. In this situation, UNDP will reach out to DMFA with a rapid response plan for reallocation of the costs for programming.	Project manager
2	A political crisis is sparked by the introduction of Martial law, current security uncertainty and deterioration of economy	14.11.2022 31.12.2026	8. Safety and Security (8.2 Political Instability)	**Effect:** It is likely that some degree of political instability is to be expected, but there is a wide range of scenarios in how deep the crisis may run. Small- to mid-scale political crisis may not be as disruptive and may even act as a catalyst for civil society and youth mobilization. A larger-scale crisis - for instance massive strikes, large-scale protest movements that have a permanent character (as	**Likelihood:** 2 **Impact:** 3 **Risk level:** Moderate	Should UNDP see serious deterioration of the situation or signs that suggest a need to reformulate program approaches, a Board Meeting will be called to discuss a fast-response plan to reallocate financial and human resources to areas of civil society support and youth development that are seen as most topical at that point in time. The degree of change proposed and	Project manager

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				opposed to one off events), delayed or significantly postponed Parliamentary or Presidential elections, or civil unrest will, on the other hand, detract the attention from recovery, predictable developments and divert attention to liquidation of immediate concerns rather than investment into stable, predictably functioning systems. The effect on proposed programming will be major, as UNDP will have to propose significant re-prioritization of resources for different activities and - potentially - a temporary halt to some of them to invest more efforts into the most topical ones.		the concrete areas that will be prioritized will depend on the essence of the political crisis.	
3	An energy and / or economic crisis challenges sustainable development of the country and leads to reduced social cohesion (i.e., trust between the citizens and government)	14.11.2022 31.12.2026	8. Safety and Security (8.2 Political Instability)	**Effect:** As a result of the military hostilities critical infrastructure of Ukraine was significantly damaged. As a result of attacks energetic, transport infrastracture is damages, hospitals, educational establishments. As well millions of Ukrainians are relocated in or out of the country, business closed or relocated. All this carouses significant economic, energy and humanitarian crisis. Maturation of these risks into reality will not have a direct impact on implementation of CSYP. At the same time, such events will have a profound impact on the levels of government support by citizens, will stimulate political rifts, and further stress out the population, shortening their planning timespan. In this case, the "survival logic" may start prevailing over the "logic of common social good", and certain programmatic elements may need to be changed to address the emerging trends.	**Likelihood:** 4 **Impact:** 2 **Risk level:** Moderate	UNDP will build its civil society and youth support programming around the narratives of resilience and recovery (being able to adapt to adverse circumstances and arrive at a beneficial result for the community). The CSYP larger focus on the regional level is expected to play well in this case - as data in Ukraine show that local government authorities are consistently much better trusted than the central government counterparts. As such, the risk will mostly be mitigated by tracking the situation closely and making minor adjustments to programming as necessary.	Project manager
5	Ukraine's youth support policies remain unimplemented due to the shift of the priorities and failure of the	14.11.2022 31.12.2026	7. Strategic (7.5 Government Commitment)	**Effect:** Support to youth, civil society, culture, or other similar "soft" engagements usually is the first one to dwindle at times of economic or social crisis. The government will most likely keep the funding for the Ministry of Youth and Sports. All-Ukrainian Youth Center staff, and will provide support for the establishment of the National Youth Foundation. The funding for activities and policy implementation	**Likelihood:** 2 **Impact:** 4 **Risk level:** Moderate	UNDP will utilize a two-pronged strategy to minimize that risk, should it start materializing: (a) mobilize its network of CSOs, youth workers and youth activists to advocate for reversal of the cuts / reinstatement of support, (b) if the cuts / de-prioritization are stemming from outside of MYS, work with them to restore the support. UNDP will also work through its other projects (namely,	Project manager

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	government to allocate resources			will experience significant budget cuts. Even though initially SCYP was designed to serve as a catalytic entity. CSYP programming was revised to account for this threat and more funding were allocated for the support of the youth policy implementation machinery and soft activities. The project will still count on political state support to successfully However, should the State fail to finance the designed and tested programming closer to the end of the project to ensure its sustainability, s successful project outputs will remain examples for demonstration, successful MVPs (minimum viable products) without a prospect for replication / upscaling		those that render assistance to the Office of the Prime Minister) to suggest renewed support and government commitment.	
6	Despite tailored assistance programme to the regional CSOs (especially the regional CSO Hubs and their Network), capacity remains low and resilience suboptimal	14.11.2022 31.12.2026	3. Operational (3.8 Capacities of the partners)	**Effect:** UNDP's current CSDR project has approached assessment of the needs and the capacity of the CSO Hubs Network diligently and has incorporated the internally validated results of the assessment into the CSYP approaches and architecture. Assistance to the Hubs will be rendered in line with their needs as assessed throughout the appraisal exercise. It is, therefore, unlikely that the Hubs' capacity will remain low even after they receive the tailored support through their Secretariat. UNDP's knowledge of the regional CSOs will be used to select the most promising actors. The effect on programming will be significant, as the CSO Hubs' Network has been receiving targeted support from DMFA and failure of the network members to significantly advance forward will be seen a weakness of development programming. While there is no expectation that the regional CSOs will be able to drastically build their membership base, it is expected that they take stock of their constituency and start work on building up their volunteer base proactively.	**Likelihood:** 2 **Impact:** 4 **Risk level:** Moderate	UNDP through CSYP will carefully monitor the assistance that the Hubs receive as a Network (through their Secretariat) and will make sure that this support is rendered in stages - to capture progress made and take corrective action in case that is needed. Ultimately, if significant, palpable progress of the network is not achieved by the end of project Year 2, the Project Board will receive a proposal on how to restructure support.	Project manager
8	The CSO activists and specialists, as	14.11.2022 31.12.2026	3. Operational (3.8 Capacities	**Effect:** It is almost certain that many persons who receive enhanced skills and abilities through CSYP	**Likelihood:** 5	CSYP will make sure to build an element of sustainability considerations into its programming	Project manager

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	well as youth that CSYP invests in, leave their localities as soon as they can to move to bigger cities, leaving their communities without strong civil society again and again		of the partners)	will ultimately leave their communities and move to oblast centres or to the capital. The "capital brain drain" is not a new phenomenon for the Ukrainian civil society and the new phase of Danish support is unlikely to change this trend. While such movement of talent is inevitable, it does not mean that it is true for all civic activists and young leaders, as some of them continue working in their communities, while having a strong connection to colleagues in Kyiv.	**Impact:** 1 **Risk level:** Low	by targeting not only *individuals* (who may move) but also organizations, networks, and institutions.	
9	Youth, while possessing remarkable levels of energy and talent, continue to be disorganized and tend to have passing interests, not necessarily completing the projects they started	14.11.2022 31.12.2026	3. Operational (3.8 Capacities of the partners)	**Effect:** The other side of this risk that is almost a given when working with youth, is creativity and ability to think outside the box. Young people in Ukraine also tend to be centered on their own benefit and instant gratification rather than the "distant" common good. By working with youth, CSYP is already accepting the risk that is part of youth programming. While the rate of success for youth-generated projects and ideas will be lower than for projects implemented by professional CSOs or adult initiative groups, the process of project or initiative implementation in the case of young women and men is as important as the result of their activity. Even if a youth project gets derailed and fails in completion, the young people will have received skills of problem-solving, teamwork and collaboration.	**Likelihood:** 5 **Impact:** 1 **Risk level:** Low	CSYP will deploy a two-pronged strategy to minimize the risk: (a) reaching out to youth through graduates of the Youth Worker programme or CSOs that have ample experience in youth capacity development and leadership motivation, and (b)applying rigorous selection criteria to make sure that young people selected for participation as part of CSYP have a higher probability of succeeding.	Project manager
10	Local government is uncomfortable with the idea of involving youth into issues of transparency, integrity, access to decision-making, thus undermining the collaborative approach to youth empowerment	14.11.2022 31.12.2026	7. Strategic (7.5 Government commitment)	**Effect:** The risk is unlikely to manifest simply because the process for selecting the municipalities for cooperation will be targeted at selecting those administrations that are open towards youth and have no concerns about involving them. Should this risk materialize, nonetheless, it will have a serious impact on the success of youth projects in this locality.	**Likelihood:** 1 **Impact:** 4 **Risk level:** Low	Apart from pre-selecting the most cooperative cities, the CSYP team will make sure to determine who the municipality focal point is and discuss with the mayor and the focal point the expectations from the joint intervention. If after that misunderstandings and conflicts still take place, CSYP will either decide to terminate cooperation with such a municipality (after determining that the station is not a misunderstanding).	

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11	Against the background of 2023 Parliamentary and 2024 elections, involvement with youth is interpreted as working to influence young voters rather than inclusive youth work not aimed at any political force	14.11.2022 31.12.2026	5. Reputational (5.1 Public opinion and media)	**Effect:** In the pre-election period, especially as one engages with issues of youth political participation, suspicions will run rife, even if they have no substance to them. The impact is not likely to be significant, as both UNDP and DMFA have developed a reputation for political neutrality and support to good governance under any administration.	**Likelihood:** 5 **Impact:** 1 **Risk level:** Low	CSYP will make sure to communicate principles of UNDP and DMFA programming clearly to make sure that political neutrality (i.e., cooperation with any party currently represented in Parliament) is adhered to.	
12	Claims of failed integrity, collusion in grant allocation, "grant laundering" are made (oftentimes by an organization or individual who failed to receive support)	14.11.2022 31.12.2026	2. Financial (2.3 Corruption and fraud)	**Effect:** It is certain that throughout five years of CSYP operation, at least one case emerges where UNDP is accused of grant "bid-rigging" (failing an organization or individual that believe themselves worthy of a grant / support). As CSYP intends to work mostly with regional CSOs and youth empowerment, and since grant support ceilings are very low (small-scale grants), the impact is not expected to be severe as the claimants - even if not persuaded by counterarguments and the dialogue process, are unlikely to raise a broad campaign against UNDP or DMFA.	**Likelihood:** 5 **Impact:** 1 **Risk level:** Low	UNDP has an internal procedure of running the grants process that recently underwent a regular inspection and was deemed very sound. UNDP's Democratic Governance cluster, implementing CSYP, also has a clear escalation channel for dealing with such issues. DMFA will always be brought on board and consulted if such an issue goes beyond control.	

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Annex 5. Board TOR

UNDP Standard Terms of Reference (ToR) for the Project Board of the Civil Society and Youth Support Project (CSYP)[58]

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the CSYP Project Board are as follows:

1) **High-level oversight of the project** (as explained in the "Provide Oversight" section of the PPM). This is the primary function of the Project Board. The Project Board reviews evidence of Project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project implementation modality.

   The Project Board reviews updates to the project risk log.

2) **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

[58] This standard TOR may be revised at the first Board meeting to introduce amendments or approve a new version of the Board Terms of Reference. The first Board Meeting shall approve the rules of procedure and Board regulations.

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- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report.
- Address any high-level project issues as raised by the project manager and project assurance.
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment).
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[59].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Foster coordination between the various donors and government-funded projects and programmes.
- Ensure coordination with multiple government agencies and their participation in project activities.
- Appraise the semi-annual and annual project implementation report.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Act as an informal consultation mechanism for stakeholders.
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses.
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

III. Composition of the Project Board

Every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation. The three categories of Project Board members are the following:

1) **Project Director/Executive(s):** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive role for CSYP is UNDP (as the Project is implemented in direct implementation (DIM) modality). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the [Project Board or Project Steering Committee]. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. **The Project Executive is: UNDP Ukraine Deputy Resident Representative**.

2) **Beneficiary Representative(s):** This is an individual representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry

[59] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

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associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The full list of **Beneficiary Representative(s)** will be **determined in close consultation with the Danish Ministry of Foreign Affairs (DMFA)** as the Development Partner.

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[60]. There can be multiple development partners representatives in the Project Board if additional funding is secured. Currently, the only **Development Partner for CSYP is DMFA**.

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard [Project Board or Project Steering Committee] Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet 2 times annually within 15 days after receiving the regular Project Progress Report.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All Board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in additional official correspondence between UNDP and DMFA.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[61]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting Board members in performing their duties must be formally disclosed if not avoidable. Where a Board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No Board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the Board.

All Board members should be presented with the list of rules and regulations governing the work of the Project Board, which will include the responsibilities already outlined and indicate agreed Board practices and logistics.

V. Standard Outputs of the Project Board Meetings

[60] Except for responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

[61] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

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In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of Annual Work Plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[62]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board meeting should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each set of minutes should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g., global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: **UNDP Ukraine Programme Specialist, Democratic Governance (Team Leader)**.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: **CSYP Project Manager**.

[62] Including audit reports and spot checks.

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Annex 6. Indicative TORs project key personnel

1.

Functional Title	**Project Manager (full-time)**
Post Level	NPSA10
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2023-2026**

Scope of Work

1. **Delivery and stakeholder management** to ensure effective implementation and achievement of results:

- Leads the day-to-day project implementation and ensures achievement of targets as outlined in the project work plan.
- Ensures that the quality of project inputs meets the expected standards and are sufficient to produce project outputs and targets.
- Maintains close liaison with national project partners, ensuring optimum participation and promoting ownership of national authorities in the implementation of the project.
- Develops a detailed project implementation plan, coordinates and supervises the work of project experts and consultants, including the preparation of the terms of reference for consultants, national experts and subcontractors recruited under the project, forward planning of project activities and budget expenditures, activity scheduling, and reporting.
- Provides guidance and expert inputs into all components, ultimate in-project clearinghouse for achieving the overall project outputs.
- Provides substantive input to the project activities and outputs and ensure timely implementation of project's activities, including reporting on progress vis-à-vis planned activities and expected outputs.
- Ensures gender-related economic, environmental, public research and analysis, to contribute to the formulation of policies, programme interventions, procedures, guidelines and tools.

2. Ensure **quality project management**:

- Executes project activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Ensure timely preparation of project work plan, procurement and staffing plans, and other related documents for timely commencement of the project activities.
- Monitor project inventory, attendance records, filling system. Assure correct personnel management and procurement of goods/services.
- Implements project work plan and ensures that the project remains within the tolerance level of the approved work plan, coordinating the sequence of project activities according to technical requirements.
- Conducts regular monitoring to ensure achievement of targets in line with the annual work plan and that project implementation at all levels complies with the corporate SoP.
- Act as a principal representative of the project during assurance review meetings, evaluations and in discussions and, hence, be responsible for preparation of review and evaluation reports such as the Annual Project Report (APR) for the consideration of the UNDP.
- Through constant engagement and leadership manages critical issues, troubleshoots problems and develops solutions to the overall processes of project implementation.
- Captures lessons learned during project implementation.
- Assume direct responsibility for managing the project budget, ensuring that:
- project funds are made available when needed and are disbursed properly.
- accounting records and supporting documents are kept.
- required financial reports are prepared.
- financial operations are transparent, and the project is ready to stand up to audit at any time.
- Report regularly to and keep the UNDP CO up to date on project progress and problems, if any.
- Ensure that the Atlas Project Management module is updated on a regular basis.
- Ensure compliance with UNDP project management policies and procedures.

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• Ensure compliance of project's business processes with UNDP Ukraine Standard Operating Procedures. • Assures implementation of gender equality accountability framework and Gender equality Results Based management at project level.
3. Support **knowledge building and knowledge sharing** in the CO: • Identifies best practices and lessons learnt from the project and from other initiatives that can be helpful to the project in achieving its goals and objectives. • Effectively contributes to learning and knowledge sharing in gender analysis and gender mainstreaming. • Coordinate project's objectives and activities with other development partners. • Participate in PR and media activities. Assure project web-site update. Coordinate distribution of the project related information. • Establish and maintain dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the project's mission. • Perform other duties as requested.

Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Master's degree (or equivalent) in Economics, Business Administration, Project Management, Social Sciences, or a different relevant field. • Bachelor`s degree with 2 additional years of relevant experience can be accepted in lieu of Master's degree.
Min. years of relevant Work experience	• Minimum of 7 (seven) years of experience with master's degree and minimum 9 (nine) years with bachelor's degree in project management and/or programme/project coordination, project component coordination, managing a team of experts.
Required skills and competencies	**REQUIRED SKILLS:** • Experience in working with UN agencies, other development partners, the government on programming in sustainable development, civil society development etc. • Excellent analytical and writing skills. • Excellent organizational and communication skills. **CORE COMPETENCIES:** **Achieve Results** Demonstrate focus on achieving quality results and impact • Consistently strive to meet or exceed excellence standards • Hold self and others accountable for results • Efficiently establish appropriate plans and resources for self and others to accomplish **Think Innovatively** • Look beyond conventional approaches and established methods • Propose new ideas, approaches and solutions to problems • Seek patterns and clarity outside boxes and categories while resisting false certainty and simplistic binary choice **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways • Participate in, support, contribute to or drive meaningful change in UNDP

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	• Be comfortable with ambiguity and effectively managing multiple demands **CROSS-FUNCTIONAL COMPETENCIES** **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results **Project Management** • Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals **Risk Management** • Ability to identify and organize action around mitigating and proactively managing risks **PEOPLE MANAGEMENT COMPETENCIES** **Show Managerial Courage** • Face up to organizational and people problems • Not be afraid to take decision and action when and as needed • Not hold back anything that needs to be said, respectfully and diplomatically • Address conflict in a timely manner, not allow conflicts in teams linger • Help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse **Demonstrate Empathy and Emotional Intelligence** • Enable the wellbeing of the team(s) • Read a group's emotional currents and power relationships, identifying influencers, networks, and organizational dynamics; adapt leadership styles at the appropriate times **Motivate and Direct** • Create and communicate a compelling vision and purpose • Align people and resources with organizational vision, strategy, objectives • Understand and proactively builds the team/organization culture **Manage Performance and Ensure Accountability** • Ensure regular conversations with people about work • Provide positive and constructive feedback • Discuss poor performance in a timely manner • Provide praise and recognition, as well as ensure accountability **Lead with Humility** • Be authentic and transparent, act with integrity • Be accessible and available to team members they lead • Encourages debate and discussion, creating a culture where people are comfortable to challenge senior leaders and feel listened too • Be modest, giving credit for success to others and admit own shortcomings
Desired additional skills and competencies	• Proficiency in use of office software packages (MS Word, Excel, etc) and advance knowledge of spreadsheet and database packages, experience in handling of web-based management systems is an advantage. • Experience of working in international organizations/projects (preferably in democratic governance, sustainable development, social cohesion, youth policy, economic recovery, etc.) will be considered as an advantage. • Familiarity with UN/UNDP procedures and experience with ATLAS would be an asset;
Required Language(s) (at working level)	Fluency in English and Ukrainian is required.

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2.

Functional Title	**Project Youth Development Specialist (fulltime)**
Classified Level	NPSA7
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2023-2026**

Scope of Work

1. Support the **project implementation**, focusing on the following tasks:

- Support the implementation of the project low value grants scheme, including development of calls for proposals, other documents and forms, setting up proposal evaluation criteria, organizing the work of selection panels, preparation of grant lists, and other relevant duties, and lead this work specifically for the youth work component.
- Summarize information on grants awarded by the UNDP through the project and shares it with the supervisor for monitoring and planning purposes.
- Contribute to the project annual and quarterly work-plans preparation and report with regard to the CSYP small grants scheme and youth component.
- Provide information on UNDP and project grant-making procedures and reporting requirements to potential and current grantees during regional information sessions and orientation sessions.
- Support cooperation with the project partners that aid in the implementation of the project small grants scheme to ensure its effectiveness.
- Participate in the review and evaluation of grant project proposals and analyse grant project work plans.
- Support monitoring performance to ensure achievement of project performance targets and proper use of funds by reviewing grantee programmatic and financial reports, performing site and event visits to grantees, participating in the public events organised within the youth component.
- Maintain regular contacts with all project grantees on programmatic and financial issues concerning grant projects' implementation.
- Facilitate provision of guidance to all potential grant applicants to support the completion of applications, including concept notes and full-fledged proposals
- Consult grantees on financial accounting and reporting issues concerning grant project budget follows the UNDP SOPs.
- Support the analysing of grantee programmatic and financial reports and prepare summaries of grant project activities, results achieved, and financial resources used.
- Closely liaise with UNDP Ukraine programmes to ensure proper coordination of actions and activities related to grants payments.
- Support of drafting the mid-year and annual reports on issues concerning the youth component and grants schemes.
- Prepare project-related correspondence, maintain contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc.
- Perform other functions/tasks when required.

1. Oversee the **capacity development and policy support** of the Ministry of Youth and Sports, focusing on the following tasks:

- Provide on-demand support for Ministry of Youth and Sports regarding "Youth Worker programme", creation of a new state-supported entity – the Ukrainian Youth Foundation (UYF) and all other project-related requests.
- Facilitate informed policy recommendations to support new quality of expertise on youth policy, improving the funding approaches vis-à-vis youth projects and developing capacities of youth CSOs.
- Facilitate professional, clear and timely communication with partners and stakeholders, as required to ensure seamless project implementation.
- Support the preparation and dissemination of semi-annual and annual report on the project's implementation and interventions.
- Assist in the creation of knowledge products that detail lessons learnt and best practices in project.
- Provide sound contributions to knowledge networks and communities of practice.

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• Perform any other functions and responsibilities that may be assigned by the UNDP management.

Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Master's degree (or equivalent) in business administration or economics, international relations, social sciences or related fields • Bachelor`s degree with 2 additional years of relevant experience can be accepted in lieu of Master's degree.
Min. years of relevant Work experience	• Up to three years with master's degree and minimum full two years with bachelor's degree of progressive experience in youth work, administration or programme support service, preferably in cooperation with international technical assistance or other related settings. **CORE COMPETENCIES:** **Achieve Results** • Demonstrate focus on achieving quality results and impact. • Consistently strive to meet or exceed excellence standards. **Think Innovatively** • Propose new ideas, approaches and solutions to problems. **Learn Continuously** • Actively pursue opportunities for learning and self-development professionally and personally. • Keep abreast of new developments in one's professional area. **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working. • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways. **Act with Determination** • Pursue everything with motivation and drive. • Not give up in the face of adversity and setbacks; demonstrate resilience and composure. **Engage and Partner** • Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others. • Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results. **Enable Diversity and Inclusion** • Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people. • Fully accept and value all people, creating an inclusive environment. **Cross-functional competencies**

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	Entrepreneurial thinking • Ability to create clarity around UNDP value proposition to beneficiaries and partners and to develop service offers responding to client needs based on UNDP's organizational priorities and mandate. **Effective Decision Making** • Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources. **Knowledge Generation** • Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need. **Knowledge Facilitation** • Ability to animate individuals and communities of contributors to participate and share, particularly externally. **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results. **Communication** • Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. **Digital Awareness and Literacy** • Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed. **Working with Evidence and Data** • Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making. **Technical competencies:** **Events Management (including retreats, trainings and meetings)** • Support offices with event management including venue identification, accommodation, logistics, catering, transportation, and cash disbursements, etc.
Required skills and competencies	• Experience in the usage of computers and office software packages (Word, Excel etc.); experience in handling of web-based management systems.
Desired additional skills and competencies	• Experience of working in international organizations/projects (preferably in democratic governance, sustainable development, social cohesion, youth policy, economic recovery, etc.) will be considered as an advantage. • Experience in grant-making and within technical assistance projects is an asset. • Familiarity with UN/UNDP procedures and experience with ATLAS would be an asset;
Required Language(s) (at working level)	Fluency in English and Ukrainian is required.

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3.

Functional Title	**Project CSO Development and Outreach Associate**
Classified Level	**NPSA7**
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2022-2026**

Scope of Work

1. Ensure support **for the project implementation,** focusing on the following key tasks:

- Support developing civil society capacity to engage in promoting democracy and fostering participatory and result-driven Government-CSO dialogue in Ukraine.
- Analyse project components, support with developing project resource profiles and timelines. Assess delivery issues and work with national counterparts to build common understanding and coordination on project activities.
- Promote the stable CSO hubs' Network and its work to engage citizens in the decision-making at the subnational level.
- Provide expert support on the issues relevant to local NGOs development, organization of grant competitions among local and national NGOs on the priority issues requiring civil society involvement and development of the CSOs.
- Provide support to coordination and monitoring of grant contests for NGOs, schedule meetings/workshops, develop agenda for workshops, participate in identification of consultants for the short-term assignments needed for the project implementation, etc.).
- Support with analysing the existing policies for CSO-government dialogue at subnational levels, liaise between the CSOs community and relevant national stakeholders on implementation of the National Strategy for Civil Society Development and propose course of action for development of better enabling policies pertaining the civil society development.
- Contribute to project implementation in line with project documentation and approved work-plans.
- Support with preparation of the Grant Agreements with grantees, review and approve grantees' programmatic reports.
- Contribute to evaluation of grant project proposals, analysing project work plans and budgets.
- Contribute to preparation of the annual and quarterly project work-plans and up-dates.
- Perform other duties as required.

- Ensure **effective communications and outreach support** to the project implementation:

- Contribute to design and implementation of communication/outreach strategy for the project, ensuring sound visibility of Danish Ministry of Foreign Affairs and UNDP.
- Promote, advocate and raise awareness around the project activities, results, flagship initiatives through a variety of communication vehicles, such as roundtable discussions, press conferences, briefing session, interviews, report launches, etc.
- Coordinate with relevant units and personnel to ensure that the project achievements are communicated to the relevant stakeholders in an effective and timely manner to support strategic positioning of the project to existing and potential partners.
- Track and monitor print and social media and report relevant information to senior staff to inform strategy development.
- Update the website and social media channels, ensure consistency in branding.
- Organize public events such as roundtable discussions, press conferences, briefing sessions, interviews.
- Review of translations, contacts with printers and other suppliers to ensure production quality and timely production of communication materials.
- Support organisation of the capacity-building activities and awareness-raising initiatives (trainings, workshops, awareness-raising events, info-campaigns, etc.) as necessary.

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- Provide support to Project's monitoring and reporting activities.
- Design talking points and process Project's materials for different audiences.
- Contribute to the identification of best practices and lessons learned.
- Collect information, prepare press releases, articles, key messages and other advocacy materials.
- Assist in translation, adaptation, or rewriting of information received for the local context.
- Participate in the training for the operations/programme staff.
- Sound contributions to knowledge networks and communities of practice.
- Produce analytical and public relations-related documents.
- Produce regular reporting for the project.
- Liaise with communication personnel of other UNDP projects.
- Ensure regular update of the portal of practices and submit regular updates on the UNDP Ukraine website and to Danish Ministry of Foreign Affairs if required.
- Make sure that all products, communications, awareness-raising materials, curricula, video and print products properly include issues of gender equality and gender equity and help promote equal opportunities for women and men.

Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Master's degree in Business or Public Administration, Economics, Communications, Media / Public relations, international relations, Social Sciences or other related fields. • Bachelor`s degree with 2 additional years of relevant experience can be accepted in lieu of Master's degree.
Min. years of relevant Work experience	• Up to three years with master's degree and minimum full two years with bachelor's degree of practical experience in the field of NGO development, in project/programme formulation, management, operations including communications and outreach support or a different relevant field, preferably in international organizations.
Required skills and competencies	• Experience in the usage of computers and office software packages (Word, Excel etc.); experience in handling of web-based management systems. **CORE COMPETENCIES:** **Achieve Results** • Demonstrate focus on achieving quality results and impact. • Consistently strive to meet or exceed excellence standards. **Think Innovatively** • Propose new ideas, approaches and solutions to problems. **Learn Continuously** • Actively pursue opportunities for learning and self-development professionally and personally. • Keep abreast of new developments in one's professional area. **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working. • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways. **Act with Determination** • Pursue everything with motivation and drive.

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	• Not give up in the face of adversity and setbacks; demonstrate resilience and composure. **Engage and Partner** • Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others. • Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results. **Enable Diversity and Inclusion** • Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people. • Fully accept and value all people, creating an inclusive environment. **Cross-functional competencies** **Entrepreneurial thinking** • Ability to create clarity around UNDP value proposition to beneficiaries and partners and to develop service offers responding to client needs based on UNDP's organizational priorities and mandate. Effective Decision Making • Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources. **Knowledge Generation** • Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need. **Knowledge Facilitation** • Ability to animate individuals and communities of contributors to participate and share, particularly externally. **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results. **Communication** • Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. **Digital Awareness and Literacy** • Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed. **Working with Evidence and Data** • Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making. **Technical competencies:** **Events Management (including retreats, trainings and meetings)** • Support offices with event management including venue identification, accommodation, logistics, catering, transportation, and cash disbursements, etc.

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Desired additional skills and competencies	• Experience of working in international organizations/projects (preferably in democratic governance, sustainable development, social cohesion, youth policy, economic recovery, etc.) will be considered as an advantage. • Familiarity with UN/UNDP procedures and experience with ATLAS would be an asset;
Required Language(s) (at working level)	Fluency in English and Ukrainian is required.

4.

Functional Title	**Project Monitoring and Evaluation Associate (Part-time)**
Classified Level	NPSA 7 (part time)
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2023-2025**

1. Ensure **Quality Reporting, Monitoring, Evaluation, Assessment & Research Planning:**

- Develop and refine Project results and M&E Frameworks. Ensure that Project components have results-based annual work plans with indicators, baselines and targets, established at the outcome, output and activity levels.
- Ensure optimal use of evaluation by providing guidance and coordination in preparation of timely management response to all mandatory evaluations, follow up on the implementation of management response actions.
- Consolidate lessons learned and recommendations from the completed evaluations to ensure continuous learning and implementation of best practices by UNDP in the design of interventions.
- Provide support to the project, programme, other evaluations by providing documentation, relevant data and evidence as requested.
- Ensure high quality and accuracy of Project results presented in donor reports and communications materials.
- Ensure that evaluations, assessments and other M&E products are designed and implemented in accordance with established UNDP quality standards, and the results are disseminated in a timely manner to stakeholders in order to improve performance and contribute to wider learning.
- Ensure integration of SDG targets into Project reports and strategies.
- Ensure timely and quality input to UN corporate reporting platforms and corporate reports and plans: IWP, ROAR, IATI, Atlas project module, UN INFO, IMRP.
- Collect data and report on the contribution of Project to the achievement of UNDP Strategic Plan and UNDP in Ukraine Country Programme Document outcomes and outputs.
- Ensure mainstreaming of gender equality in all aspects of M&E and reporting, promotion of a safe and enabling environment free of any kind of discrimination and abusive behaviour, and gender-responsive communications based on corporate principles.

2. Ensure provision of high-quality support to **Knowledge Management and Capacity Building**:

- Identify and formulate evaluation and audit findings, lessons learned from evaluations and studies to be integrated into broader UNDP knowledge management.
- Promote the shared responsibility of M&E function among all staff members and partners through communication, training, learning and development activities Project-wide.
- Support in building capacities of Project staff and stakeholders on best practices in RBM, UNDP rules and guidelines on project cycle, UNDP Strategic objectives and interlinkages.
- Collaborate and coordinate with other UN agencies, government agencies, NGOs, and other organizations on monitoring and evaluation issues; keep abreast of latest development and professional norms, standards, tools and methodologies.
- Perform other functions as requested by management.

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Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Master's degree in Business or Public Administration, Economics, Management, Political or Social Sciences, Data or Business Analytics or other related fields is required. • Bachelor`s degree with 2 additional years of relevant experience can be accepted in lieu of Master's degree
Min. years of relevant Work experience	• Up to two years with master's degree and minimum full two years with bachelor's degree of practical experience in the field of programme/project development, monitoring and evaluations, RBM, donor reporting or other relevant fields is required;
Required skills and competencies	• Experience in the usage of computers and office software packages (Word, Excel etc.); experience in handling of web-based management systems. **CORE COMPETENCIES:** **Achieve Results** • Demonstrate focus on achieving quality results and impact. • Consistently strive to meet or exceed excellence standards. **Think Innovatively** • Propose new ideas, approaches and solutions to problems. **Learn Continuously** • Actively pursue opportunities for learning and self-development professionally and personally. • Keep abreast of new developments in one's professional area. **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working. • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways. **Act with Determination** • Pursue everything with motivation and drive. • Not give up in the face of adversity and setbacks; demonstrate resilience and composure. **Engage and Partner** • Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others. • Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results. **Enable Diversity and Inclusion** • Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people. • Fully accept and value all people, creating an inclusive environment. **Cross-functional competencies** **Effective Decision Making** • Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources.

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	Knowledge Generation • Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need. **Knowledge Facilitation** • Ability to animate individuals and communities of contributors to participate and share, particularly externally. **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results. **Communication** • Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. **Digital Awareness and Literacy** • Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed. **Working with Evidence and Data** • Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making.
Desired additional skills and competencies	• Experience of working in international organizations/projects (preferably in democratic governance, sustainable development, social cohesion, youth policy, economic recovery, etc.) will be considered as an advantage. • Familiarity with UN/UNDP procedures and experience with ATLAS would be an asset. • Experience in journalism, public relations and active media contact base would be an asset.
Required Language(s) (at working level)	Fluency in English and Ukrainian is required.

5.

Functional Title	**Project Associate**
Classified Level	NPSA6
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2023-2026**

Scope of Work

1. Ensure **effective financial, administrative, logistical and organizational support to the project implementation**, focusing on achievement of the following results:

- Perform administrative support functions to facilitate the implementation of project activities, including personnel matters, attendance records, travel arrangements, facilitating missions, office maintenance, reception/registry, procurement, contracting, communications, inventory.
- Contribute to the project annual and quarter detailed implementation work plans and reports preparation in a timely and quality manner based on the requirements of the UNDP and project donors.

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• Facilitate project recruitment and personnel management. Assure due selection process of project experts and consultants is in place through advertisements in mass media, participate in the selection process. Collect the documentation required for the recruitment and contract extension, promotion, separation and other related administrative actions. • Prepare documents for contracts issuance and payments and assist in the process of procurement and delivery of project goods and services. • Ensure that travel arrangements and authorizations, mission requests, passport and visa requests and extensions, flight bookings and all other matters related to travel of international and national project staff inside and outside Ukraine are correctly and timely authorized and processed. • Assist with the project audit, monitoring, and evaluation. • Keep accurate electronic and paper filing, correspondence register and filing, information and records systems. • Keep updated project inventory records and assure that UNDP regulations on the equipment use, storage and proper maintenance are adhered to. Assure that the project equipment transfer/disposal is being done under UNDP rules. • Assist with project documents and correspondence translation and interpretation as needed. • Manage project stationery and office supplies, distribution of stationery supplies as required, purchase office equipment and furniture when needed. • Handle project telephone enquiries and correspondence. • Assure that due security measures are in place concerning the project office. • Draft project-related correspondence, maintain a database of contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, project counterparts, contractors, grantees, consultants, suppliers, collects relevant information on best services and expertise providers, etc. • Support the implementation of the project low value grants scheme, including organizing the work of selection panels, preparation of grant lists, verification of financial reports of the project sub-grantees and other relevant duties. • Summarize information on grants awarded by the UNDP through the project and share it with the supervisor for monitoring and planning purposes. • Develop and maintain the grants project filing system (in electronic and paper form). • Provide information on UNDP and project grant-making procedures and reporting requirements to potential and current grantees during regional information sessions and orientation sessions. • Assist in preparation and monitoring of the Project and operational budgets and maintain necessary budgetary controls and records. • Control and monitor the finance and budget activities of the Project. • Perform such other duties as may be assigned.
2. **Ensure implementation of operational strategies,** focusing on achievement of the following results: • Assure smooth operations of the project by following established operational rules and procedures, including preparation of the supporting documentation for contracts and payments. • Provide day-to-day financial management, and financial operations support to the project in accordance with UNDP rules and regulations and relevant Standard Operating Procedures (SOPs). • Maintain contacts with UNDP Operations Centre on a variety of the operations related issues: finance, procurement, administration, IT and human resources.

5. Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Master's degree in business administration, management, economics, human resources, finance, accounting, social sciences or other related fields. • Bachelor`s degree with 2 additional years of relevant experience can be accepted in lieu of Master's degree
Min. years of relevant Work experience	• Up to two years with master's degree and minimum full two years with Bachelors of practical experience in the field of administration, finance, programme/project support or other relevant fields;
Required skills and competencies	**REQUIRED SKILLS:**

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	• Experience in the usage of computers and office software packages (Word, Excel etc.); experience in handling of web-based management systems. **CORE COMPETENCIES:** **Achieve Results** • Demonstrate focus on achieving quality results and impact. • Consistently strive to meet or exceed excellence standards. **Think Innovatively** • Propose new ideas, approaches and solutions to problems. **Learn Continuously** • Actively pursue opportunities for learning and self-development professionally and personally. • Keep abreast of new developments in one's professional area. **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working. • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways. **Act with Determination** • Pursue everything with motivation and drive. • Not give up in the face of adversity and setbacks; demonstrate resilience and composure. **Engage and Partner** • Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others. • Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results. **Enable Diversity and Inclusion** • Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people. • Fully accept and value all people, creating an inclusive environment. **Cross-functional competencies** **Entrepreneurial thinking** • Ability to create clarity around UNDP value proposition to beneficiaries and partners and to develop service offers responding to client needs based on UNDP's organizational priorities and mandate. **Effective Decision Making** • Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources. **Knowledge Generation** • Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need. **Knowledge Facilitation**

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	• Ability to animate individuals and communities of contributors to participate and share, particularly externally. **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results. **Communication** • Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. **Digital Awareness and Literacy** • Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed. **Working with Evidence and Data** • Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making. **Technical competencies:** **Procurement** • The ability to acquire goods or services from an external provider. **Contract Management** • Knowledge of contract management concepts, principles and methods, and ability to apply this to strategic and/or practical situations. **Shared Services - HR** • Understands and applies main processes and methods of HR Management. Possesses basic knowledge of organizational policy and procedures relating to HR and applies them consistently. **Inventory Management** • Each office to ensure sufficient inventory items are available for use as well as reporting for items which are beyond the corporate threshold of $5K and above. **Events Management (including retreats, trainings and meetings)** • Support offices with event management including venue identification, accommodation, logistics, catering, transportation, and cash disbursements, etc.
Desired additional skills and competencies	• Experience of working in international organizations/projects (preferably in democratic governance, sustainable development, social cohesion, youth policy, economic recovery, etc.) will be considered as an advantage. • Familiarity with UN/UNDP procedures and experience with ATLAS would be an asset;
Required Language(s) (at working level)	Fluency in English and Ukrainian is required.

6.

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Functional Title	**Procurement Associate**
Classified Level	NPSA6
Duty station (City and Country)	**Kyiv, Ukraine**
Duration of service	**2023-2026**

Scope of Work

Ensure **effective procurement support to the project implementation**, focusing on achievement of the following results:

- Contribute to project staff in preparation of the Project Procurement Plan based on the Annual Work Plans and its timely and regularly updating according to the project activities;
- Maintain global procurement platform PROMPT and other corporate procurement systems from the Project'sside;
- Organize procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations. Support the procurement process to ensure that it is fair, competitive, transparent, ethical and provides best value for money as well as the procurement action is in accordance with UNDP rules and regulations, procedures and instructions;
- Implement sourcing strategy;
- Development and update of the rosters of suppliers, implementation of supplier selection and evaluation;
- Prepare submissions to Contract, Asset and Procurement Committees, facilitate supportive information and document flows;
- Verify Terms of Reference (TOR)/technical specifications/Statement of Work (SOW) according to UNDP regulations, required evaluation criteria and scoring;
- Assist project management in preparation/revision of Project Implementation Plan and Project Procurement Plan;
- Serve as a secretary of the tender procurement processes of the project including: prepare all procurement documents, distribute and present relevant documentation to the members of the committee; coordinate procurement evaluation committee meetings; prepare procurement evaluation committee reports as well as maintain records of all documentation and reports;
- Implement proactive contract management, timely follow-up on the purchase orders fulfilment, communicate with suppliers and resolve issues which may arise along the supply process;
- Conduct contract management on every stage of supply chain proactively identifying potential critical parts and making suggestions for improvement;
- Maintain and improve the contract management system and to ensure that accountability to donors and internal stakeholders is met;
- Work in a close liaison with the responsible person or be responsible for ensuring timely verification and receipt of shipping documents, goods receipt, clearance, facilitating quality control and distribution;
- Liaise as necessary with the stakeholders of procurement processes which may include but not be limited to, international and national suppliers, service providers, external bodies and end users as needed along the procurement and supply process;
- Prepare Purchase orders (POs) and contracts, performance management of procurement contracts. Implement the internal control system which ensures that Purchase orders are duly prepared and dispatched. Ensure timely corrective actions on POs with budget check errors and other problem;
- Prepare and present reports on the project procurement;
- Support to the management on physical assets disposal. Review of assets and recommendation of physical assets for disposal. Documentation preparation for submission to Contract Review Committees; follow up on request and liaise with requesting unit and maintenance for disposal action and entry in ERP system (Atlas) of all the requisite details for recording disposals. Oversight of disposal of items and accuracy of inventory data;
- Monitor the transportation of products purchased under the project;
- Review logistics documentation ensuring that all necessary documents are properly prepared;
- Ensure timely distribution of shipping documents and related documents to local service providers;
- Ensure timely delivery and proper transfer of products to the recipients;
- Maintain adequate filing and documentary evidence of all procurement and contract management processes as required by UNDP policies and procedures;
- Ensure that all Project's needs are met through the timely provision of appropriate supplies and other logistical support to all areas of operation;

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• Assist in problem solving, bottlenecks prevention, risk analysis of the procurement processes within the Project.

5. Minimum Qualifications of the Successful IPSA

Min. Academic Education	• Secondary Education is required or • Bachelor's Degree in Procurement, Logistics, Management, Economics, Law, Business Administration, Public Administration, Engineering or other relevant areas will be given due consideration but it is not a requirement.
Min. years of relevant Work experience	• Minimum 6 years (with Secondary Education) or 3 years (with Bachelor's Degree) of relevant experience, on the national or international level, in procurement/supply chain, logistics or related areas. Desired experience • Working experience with UN procurement procedures will be considered an advantage. • Prior experience with a UN Agency or International Organization in the field of procurement is highly desirable.
Required skills and competencies	**REQUIRED SKILLS:** Experience in the usage of computers and office software packages (MS Word, Excel) and advance knowledge of spreadsheet and database packages, experience in handling web-based management systems. **CORE COMPETENCIES:** **Achieve Results** • Demonstrate focus on achieving quality results and impact. • Consistently strive to meet or exceed excellence standards. **Think Innovatively** • Propose new ideas, approaches and solutions to problems. **Learn Continuously** • Actively pursue opportunities for learning and self-development professionally and personally. • Keep abreast of new developments in one's professional area. **Adapt with Agility** • Be flexible in handling change, and adopt new ideas, approaches and ways of working. • Seamlessly adapt to working within new situations or contexts, with new people, and in different ways. **Act with Determination** • Pursue everything with motivation and drive. • Not give up in the face of adversity and setbacks; demonstrate resilience and composure. **Engage and Partner** • Act in a way that demonstrates empathy and emotional intelligence, showing consideration for the needs and feelings of others. • Demonstrate and encourage teamwork and co-creation internally and externally to achieve joint objectives and results. **Enable Diversity and Inclusion**

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	• Treat all individuals with respect, consider ethical implications and respond sensitively to all differences among people. • Fully accept and value all people, creating an inclusive environment. **Cross-functional competencies** **Entrepreneurial thinking** • Ability to create clarity around UNDP value proposition to beneficiaries and partners and to develop service offers responding to client needs based on UNDP's organizational priorities and mandate. **Effective Decision Making** • Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources. **Knowledge Generation** • Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need. **Knowledge Facilitation** • Ability to animate individuals and communities of contributors to participate and share, particularly externally. **Results-based Management** • Ability to manage programmes and projects with a focus at improved performance and demonstrable results. **Communication** • Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. **Digital Awareness and Literacy** • Ability and inclination to rapidly adopt new technologies, either through skilfully grasping their usage or through understanding their impact and empowering others to use them as needed. **Working with Evidence and Data** • Ability to inspect, cleanse, transform and model data with the goal of discovering useful information, informing conclusions and supporting decision-making. **Technical competencies:** **Procurement** • The ability to acquire goods or services from an external provider. **Contract Management** • Knowledge of contract management concepts, principles and methods, and ability to apply this to strategic and/or practical situations.
Desired additional skills and competencies	• Working experience with UN procurement procedures will be considered an advantage. • Prior experience with a UN Agency or International Organization in the field of procurement is highly desirable.

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Required Language(s) (at working level)	Fluency in English and Ukrainian is required.
Professional Certificates	Procurement Certification is an asset.

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Annex 7. Low-Value Grants (LVG) under the Project

Provision of grants under the Project follows the UNDP Operational Guide on Low-Value Grants (LVG).

The LGVs to be issued under the Project will be issued for the **following purposes**:

- Strengthening resilience and sustainability of CSOs, especially at the local level, to promote accountability and good local governance.
- Monitoring the progress on removing hurdles in policies aimed at fostering CSO operations or youth work.
- Increasing youth and civil society participation to propel democratic development and social cohesion, including through enhanced interaction with local government.

The **overall budget** for LVGs under the auspices of the Project shall not exceed an equivalent of USD 785,000 and will be subdivided between several calls for proposals (CFPs).

Funding provided to each grant recipient cannot exceed $150,000 per grant. To receive multiple grants, the grant recipient must have produced the results agreed to in the prior grant agreement, and a new grant agreement must be approved by the Grant Selection Committee. The same entity could receive separate grants under different UNDP projects with a cumulative ceiling of $300,000 in the programme period.

The Project Board may review the themes and amounts of grant funding.

The **Grant Selection Committee** will, thus, be the authorised body in charge of the review, selection and appraisal of submitted grant project proposals. The Grant Selection Committee shall have the following tasks:

- Approve final set of criteria that the grant proposals will be assessed against.
- Review and appraise grant project proposals.
- Recommend project proposals for funding or rejection of project proposals.

Grant Selection Committee members will be appointed during project LPAC meeting and may include UNDP staff, UNDP project staff, recognised experts in the subject area, government partners, UN agencies and academia. The Grant Selection Committee may decide to request independent expert opinion during the LVG proposal appraisal process. Meetings of the Grant Selection Committee will be held subject to the submission of the grant project proposals. The Selection Committee meetings will be organised and facilitated by CSYP team.

The Project Board will review the list of Grant Selection Committee members and approve grant eligibility criteria.

The CFPs will be advertised through the web sites of the following organisations:

- UNDP Ukraine: www.undp.org.ua and its Facebook page
- GURT Resource Centre: www.gurt.org.ua
- Civic Space Portal: www.civicua.org
- as well as other relevant social networks, information portals and email lists

The further steps in the **LVG proposal assessment process** will follow this sequence:

- The CSYP team pre-screens LVG project proposals against the eligibility criteria to be admitted for the Grant Selection Committee review and appraisal.

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- The Grant Selection Committee convenes and reviews all eligible LVG project proposals based on evaluation criteria and recommends those that have gained the biggest number of points for concluding the agreements.
- Based on the capacity assessment results of the short-listed CSOs, the CSYP team prepares the Grant Selection Committee minutes (list of CSOs recommended for funding).
- UNDP concludes grant agreements with the CSOs.

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Annex 8: Ukraine's New Youth Machinery: Elements and Mandates

Context of youth policy administration in Ukraine

- Funding for youth policy is provided by the state, regional and local budgets and other sources. Since 2015, the Ministry of Youth and Sports (MYS) has been cooperating with international partners, mainly with UN agencies to co-fund activities. The budget necessary for implementation of youth policy is defined on an annual basis as part of the budget process. Funding for the National Targeted Programme "Youth of Ukraine 2025" is channeled through MYS. The state budget does not provide funds to regional and local administrations for the development of youth infrastructure (decentralization). At the same time, local administrations are free to design collaborative programs and projects.
- There is no formalised and institutionalised mechanism for cross-sectoral cooperation between different state actors. Involvement of other ministries in the implementation of youth policy is based on inter-ministerial working groups and/or meetings. Partnerships and cooperation are carried out within the framework of separate agreements on cooperation between institutions.
- There is no strong administrative system of youth policy in Ukraine. At the national level, methodologies and programs are being developed that are shaped as recommendations for local administrations.
- The process of decentralization transfers the powers from the centralized management to the local self-government bodies and forms a new approach - from "work with youth" to "youth participation". At the same time, the organisation of work with youth on the local level, does not have a clear definition in decentralization documents. Youth issues remain for consideration by local self-governments. The amount of funding and the number of specialists responsible for work with youth will be determined by the local community on its own. However, according to the Government's Decree №35 "the heads of regional state administrations have to report on the number of trained youth workers in each oblast as a part of their KPI.
- The regional and local administrations and municipalities may initiate creation of public youth councils under general provisions of the law that specifies participation of civil society in decision-making processes. There is no special legal framework for youth councils.

National level

Governance

The main Government authority responsible for implementing the youth policy in Ukraine is the Ministry of Youth and Sports of Ukraine.

Ministry of Youth and Sports of Ukraine (the Youth Policy Department)
Under MYS:

Ukrainian Youth Foundation (in proses of establishment) Financial, institutional and project support for youth and children's NGOs	**All-Ukrainian Youth Centre**: promoting development of regional and local youth centre, development new form and methods of youth work and teaching youth centre's staff	**State Institute for Family and Youth Policy:** analytic support of the Youth Policy

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At the legislative level The Committee on Youth and Sports and Verkhovna Rada of Ukraine oversees youth issues. Committee activity directions are national-patriotic education of children and youth, state youth policy, physical education, sports and sporting activities. The Committee is empowered to consider and to give conclusions for draft legislations in the field of youth, which are being prepared for submission to the parliamentary voting.

Civil society main partners:

Association of Youth Centres (est.2018)	Association of Youth Councils (est.2020)	Association of Youth Workers (est.2020)	Other all-Ukrainian Youth NGOs

Regional level

Governance
The main authorities responsible for the youth policy on the regional level are The Departments on Youth and Sports within the Regional State Administrations, accountable and controlled by Chairman of RSA and the Ministry of Youth and Sports of Ukraine.

Architecture of youth policy governance at the regional level:

The Departments on Youth and Sports within the Regional State Administrations. Responsible for development and implementation Youth Target Programme	**Regional Youth Council** under the Regional State Administration or Regional Council	**Regional Youth Centre (under the Regional Administration or Regional Council:** educational activities for local youth centres**,** support network of the local administration

Civil society: can receive support through the annual regional contests of the project for youth NGOs.

Local level:

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At the local (municipal) and district level, youth policy departments or sectors are placed within relevant departments responsible on youth, sports and/or education and social services. It should be noted, that in 2015 Ukraine began the decentralization reform and the structures of youth policy-decision making are in process of changes. The regional and local administrations and municipalities may initiate creation of public youth councils under the Regulation on Regional and Local Youth Councils.

Architecture of youth policy governance at the local level:

Youth Council Not created everywhere	**Responsible department or specialist**	**Youth Centre** Not created everywhere

Civil society: Local administrations may delegate the implementation of youth policy to youth NGOs, unless an appropriate administrative unit or youth center is not established.

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Annex 9: Youth in Ukraine: A Context Brief

Youth in Ukraine

The United Nations defines adolescents as including persons aged 10-19 years and youth as those between 15- 24 years without prejudice to other definitions by Member States. Together, adolescents and youth are referred to as young people. Due to limitations on data available, the term can refer to various age groups up to 34 years old - as many surveys follow the Ukrainian legislation, which defines youth as being individuals between the ages of 14–35.[63]

In Ukraine, there are six and a half million young people (aged 10 to 24), or one sixth of the total population, who will soon begin defining the future of the entire country. Young people make decisions that affect both their own well-being and that of their families, communities and of the entire nation. Societies that are focused on engagement of young people have more opportunities to thrive, while risks arising from the exclusion of young people from public life entail depopulation, stifled economic growth, deteriorating security situation, and disturbance of public peace.

In line with this, the importance of data about the development of, and well-being of young people, becomes increasingly important, ensuring the capturing of the complex situation yet cohesive image of how young people live, to reflect their needs, wishes, expectations and orientation. Some resources available provide insights, such as the Youth Assessment Participation Index, supported by UNDP Ukraine as well as the Youth Well-being Index, developed with support from UNFPA Ukraine, which is identifying the most important aspects of life and well-being of youth, youth development trends, methods of youth well-being, as well as their own assessment of available data on various aspects at the municipal level. [64] In addition, the UN Youth Working Group in Ukraine launched a report in 2019, describing key challenges for youth, as well as recommendations.[65]

Key challenges for youth in Ukraine

War**:** The full-scale war in Ukraine which started with the Russian invasion as of 24 February 2022 affected every young Ukrainian man and woman. According to the Ministry of Youth and Sports of Ukraine, more than 2 million young people have become internally displaced and another 2 million have been forced to leave the country which constitutes 40% of the total number of young people in Ukraine.

Health: HIV remains a serious threat affecting young people, despite several positive trends being observed in recent years. Even though young women are more likely to take an HIV test, do so more often, and possess an overall higher knowledge of HIV prevention, women in Ukraine aged 15-24 remain more likely than men of the same demographic to be affected by this epidemic. Since 2016, 142 youth-centered health service centers have been in operational across the country, successfully provide young people with services, including HIV testing and on-site treatment of STIs.

Education: Despite a high literacy rate and a comparatively high tertiary education enrolment rate, Ukraine faces challenges both in terms of the quality of the education provided, and in matching between the job market and young people's education.

Employment: The youth unemployment rate in 2017 was 18.9%, with women and younger individuals showing lower employment rates than men and those in the upper age ranges of 'youth,' respectively. Unsurprisingly, youth in rural areas faced a higher risk of unemployment than those living in urban areas. Four out of five youth who have informal employment are working in the formal sector: this shows a degree of non-compliance with the provision of social security and benefits to employees among employers in Ukraine. This is further exacerbated in the conflict affected areas.

[63] "The State of Youth in Ukraine", 2019, UN Youth Working Group
[64] https://ukraine.unfpa.org/en/topics/youth-well-being-index
[65] "The State of Youth in Ukraine", 2019, UN Youth Working Group

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Participation: Current legislation is recognizing increased youth participation as a key area to focus on. The Youth Participation Assessment Index from 2020 shows that the level of youth participation remains low, with only 16.7% of youth participating in society66. In line with this, a youth-specific study from 2021, via Social Cohesion and Reconciliation Index for Eastern Ukraine (SCORE), showed that the age group youth (18-29) is in general less active comparing with the national average with regards to civic activities such as community activities, take part in rallies, devote time as volunteers or voting. Nevertheless, the group is slightly more active than the average when it comes to online actives (posting and commenting) as well as engaging in NGO's. The age groups adolescences (14-17) show a significantly stronger civic optimism and belief in cooperation within communities comparing with the age group youth (18-29 and the national average.[67]

Volunteerism: Volunteering has been recognized in the legislation as a key tool to promote informal learning, active citizenship, and youth involvement. Nevertheless, young people's understanding of opportunities to volunteer are limited and engagement in volunteering activities remains at a low level. Despite dissemination of information about volunteer organizations, the volunteer movement and the benefits of volunteering, awareness of these remains low among young people.

The war of the Russian Federation against Ukraine has shown in practice how important this direction is for the country now. Every second young person is engaged in volunteering: physically - assisting with humanitarian aid to the population, virtually - working in the Internet space for the sake of Ukraine's cyber security.

Youth Policy Infrastructure

Responding to some of these challenges, there has been a notable development in the youth policy infrastructure during the last five years, with a particular steep development in 2021. In March 2021, the President issued an order setting the" National Youth Strategy 2030"[68] into motion, followed by adoption of the Law of Ukraine "On Foundations of Youth Policy" in April 2021, which led to the state targeted program "Youth of Ukraine 2021-2025"69, approved by the government in 2021, and leveraged the Youth Participation Index as a tool to assess its progress. It is expected that the implementation of the programme will increase youth civic activity in public life by 20 percent over the coming five years. The programme focuses on strengthening social cohesion among young people, intensifying the involvement of young people in decision-making processes, raise the culture of volunteering, increasing the level of youth competencies, including civic participation, etc. The target of the Programme is to increase the share of young people engaged in public life to 25% (up from the current 16,7%).

The new legislation also envisages the creation of a new state-supported entity – the Ukrainian Youth Foundation (UYF) and, as this is written, preparations for the official launch of the institution are underway. UYF is a state-funded angel investor, an expert centre and think-and-do tank to seek out and deploy innovative youth policies to support young women and men in their initiatives. This entity shall be responsible for shaping the new quality of expertise on youth policy, improving the funding approaches vis-à-vis youth projects and developing capacities of youth CSOs.

It should be noted that recent development is following the successes of the "Youth Worker programme", originally launched in 2014 by the Ministry for Youth and Sports, State Institute of Family and Youth Policy, and UNDP in 2014. Over the years, the Programme has become embedded in Ukraine's national policy frameworks. Currently, youth workers are engaged in youth centres and local self-government bodies, within the youth CSOs, or youth spaces, as well as in libraries and cultural institutions. The Ministry of Youth

[66] Youth Participation Assessment Index, Ministry of Youth and Sports, 2020

[67] UNDP project "Social Cohesion through Youth Participation project" delivered a youth-specific study, via Social Cohesion and Reconciliation Index for Eastern Ukraine (SCORE) in 2021

[68] On the official portal of the Verkhovna Rada: https://zakon.rada.gov.ua/laws/show/94/2021#Text

[69] On the official website of the Cabinet of Ministers: https://www.kmu.gov.ua/npas/pro-zatverdzhennya-derzhavnoyi-cilovoyi-socialnoyi-programi-molod-ukrayini-na-20212025-roki-ta-vnesennya-zmin-do-deyakih-aktiv-kabinetu-ministriv-ukrayini-579-020621

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and Sports manages the contact base of the Youth Worker Programme graduates and uses it to disseminate information, consultation and involving youth workers in different initiatives and projects.

The instrumentalization of the policy the process has been characterized by a gradual, but steady, increase in the number of youth councils and youth centres over the last few years. According to figures from regional state administrations, there were a total of 124 youth councils (advisory bodies) on a local and regional level in the autumn 2021. Of them, 101 youth councils were established in local governments and with mayors (14 in Chernihiv oblast; 18 in Kherson oblast; 17 in Violin oblast, 4 in Donetsk oblast; 11 in Rivne oblast; 7 in Zakarpatska oblast, and 30 in Vinnytska oblast. It should be noted that the legislation is not characterizing creation of youth councils as mandatory but determined by the local self-government body independently. A similar steep development can be seen in the establishment of Youth Centres. Now there are approximately 250 active youth centres operational across Ukraine, engaging young people on a local level in a variety of activities. This should be compared with the 10 youth centres that existed in 2011.

As of September 2, 2022, as a result of the military aggression of the Russian Federation, 35 objects of youth infrastructure worth about UAH 100 million (approximately USD 3.4 million) were affected, 9 of which were destroyed and 26 more were damaged, other 60 objects are under occupation, and there is currently no information about their condition regarding damage or destruction. In those regions of Ukraine where there are no active hostilities, youth centres and youth organizations have transformed their work since the first days of the war. Most of them currently operate as temporary shelters for IDPs, humanitarian aid collection centres, volunteer coordination hubs, and provide assistance to those in need.

The Ministry of Youth and Sports is taking measures to find donor assistance and raise funds for the restoration of youth centers damaged as a result of the hostilities, in particular for ongoing and major repairs, reconstruction, technical support, and the purchase of equipment and inventory.

Youth engagement in Civil Society

In addition to the engagement possibilities that the youth policy infrastructure is offering and advocating for, there are around six organizations[70] working with and for youth on a national level, in the forms of civil unions or in the form of civil society organizations, of which the majority is supporting different aspects of young people's participation in public life, such as promotion of volunteerism and active citizenships. A few has local branches in the regions. Considering the complex legislative situation around and registration of civil society organizations in Ukraine, it is difficult to assess how many civil society organizations that are either youth led, having youth as beneficiaries, or have the status of youth organizations (members maximum 35 years old), as the official data is lacking.

In terms of youth platforms, there are only a few organized platforms at the national level on a regular basis, which are connected to the profession of youth workers, or to the functions of entities (associations or councils). Now, there is no recurring youth-led platform.

It should be noted that there is a lack of data with regards to the situation concerning non-traditional youth engagement is in Ukraine, capturing of small initiatives on a local level and prevalence of smaller networks or engagement/activism online. Furthermore, in depth evidence-based data is lacking on exploration of driving forces and motivation for engagement (and non-engagement).

[70] 1, **National Ukrainian Youth Association – NUMO**, (NGO): The purpose of NUMO is to ensure the participation of young people in the public life of Ukraine and the world to form an effective open youth policy. 2**. Plast** is a Ukrainian scout organization whose goal is to promote comprehensive patriotic self-education of Ukrainian youth based on Christian morality, conscious, responsible and full-fledged citizens of local, national and world communities, and leaders of Ukrainian society.3. **FRI** is an all-Ukrainian youth public organization of young people, created by the citizens of Ukraine based on unity of interests for joint implementation their rights and freedoms. 4. **Ukrainian Volunteer Service -** A non-profit organization whose mission is to create a culture of volunteerism and mutual assistance in Ukraine. 5. **BUR** emerged as a volunteer action in 2014 to rebuild homes destroyed by the war in eastern Ukraine. However, over time, BUR has become a movement that forms a new generation of responsible Ukrainians who create change. That is why BUR is about building, but not only houses, but bridges of communication between Ukrainians. 6. Civil Union Youth Council

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After 24 February 2022

The platform "Spivdiia" (spivdiia.org.ua) is a platform created since the beginning of the war by active youth together with the Coordination Center for Humanitarian and Social Affairs of the Office of the President of Ukraine for gathering information about needs and providing operational assistance to the civilian population.

In order to create interaction between state and non-governmental organizations and the civilian population, the Ministry of Youth and Sports, as part of the activity of the "Spivdiia" platform, launched the activity of 23 "Spivdiia hubs" based on youth centers in 18 regions of Ukraine (Volyn, Zhytomyr, Ivano-Frankivsk, Kyiv, Lviv, Ternopil, Kharkiv, Khmelnytskyi, Cherkasy, Chernihiv, Mykolaiv, Odesa, Sumy, Vinnytsia, Dnipropetrovsk, Poltava, Zaporizhzhia regions and the city of Kyiv).

The mission of "Spivdiia hubs" is to support the civilian population, especially young people, particularly in order to provide psychological and legal support, assistance and adaptation to life during the war, promotion of employment and support of young entrepreneurs, etc.

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Annex 10: CSO Financial Sustainability and the Hubs' Network: Considerations and Way Forwards

Financial sustainability of civil society organizations (community organizations, service-CSOs, volunteer unions, think-tanks, charitable foundations, various alliances and associations) is the *least developed dimension of CSO sustainability*, as noted in the 2020 Civil Society Organization Sustainability Index for Ukraine as published by USAID in September 2021. Data presented by USAID / ENGAGE as part of the regular Civic Engagement Poll[71] mirrors this trend.

Ukrainians are much more likely to support those causes that are spiritual / ethically mandated in essence, the ones where they can feel a quick result and "warm glow"[72], or the ones where they do not have a choice / are used to doing so as a legacy of previous practices.

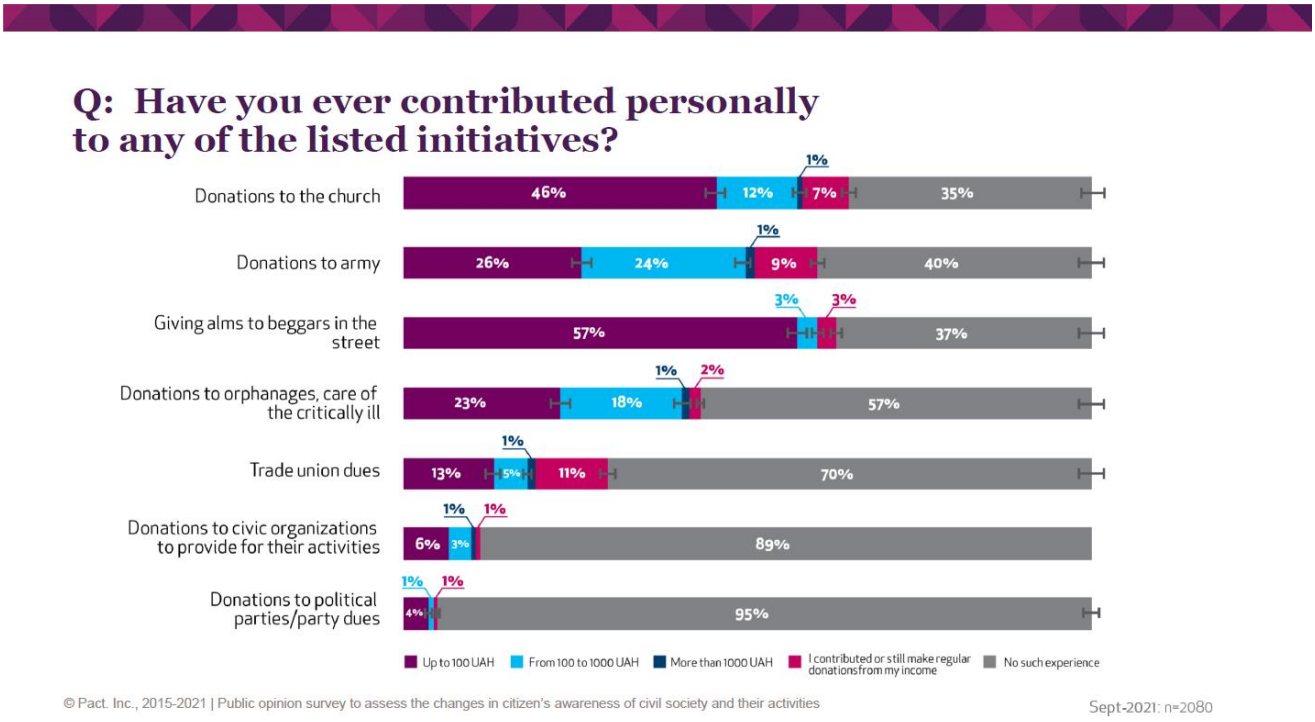

Figure 1: Ukrainians donate to the church, Army or vulnerable groups

ENGAGE data clearly demonstrates that Ukrainians tend to donate to the Church (spiritual motive and ethical obligation as well as tradition), the Armed Forces (ethical motive and wide media coverage, especially in 2014-2015 where volunteer contributions helped re-build the army; personal stories of combatants), and to the vulnerable – people experiencing homelessness or extreme poverty and ill children (the feeling of moral obligation, pity, or instant pleasant feeling of "warm glow"). Ukrainian trade unions (as DMFA is aware through its cooperation with ILO and support to independent trade unions in Ukraine) are – despite efforts to rebuild them – still very much a legacy of the Soviet past where dues are paid *not because of the perceived value of being in a trade union* (mostly for healthcare workers, educators or mining industry professionals) but because this is a tradition and there is peer pressure to comply.

Donations to CSOs – as data demonstrates – are rare and, these days, are mostly reserved for the CSO players who can *market a vivid, fun, infotainment media product*. Thus, ENGAGE attempts to funnel dozens of thousands of dollars into CSO "journey to self reliance" have paid off *mostly with media organizations* ("Telebachennia Toronto" and "Bihus Info") or with those CSOs that have offered their Facebook audiences an engaging politically related content that gave citizens the satisfaction of symbolic vengeance against authorities (the AntAC campaign to raise funds for Facebook advertisements against corrupt politicians

[71] Please see extended analysis here: https://engage.org.ua/eng/missing-out-on-opportunities-despite-potential-benefit-citizens-are-skeptical-about-engaging-in-cso-activities-or-supporting-them-financially/
[72] See, for example: https://thedecisionlab.com/reference-guide/psychology/warm-glow-giving/

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"Sickle their rating"[73].) Another example of initiatives that can cost recover at least some of their expenses is the MocRec YouTube channel of investigative reporting that offers humorous and *acridly critical content*[74]. In all these cases, the citizen-donors / patrons provide support as they are exposed to humorous or critical content they enjoy watching and are funnelled through online payment systems to make their contributions. Most of the citizen-donors come from the capital region or major cities and are *affluent enough to support* such content. Central-level think-tanks and pro-democracy CSOs do not receive donations, no matter how much donor funding has been allocated into getting them ready and able to do so.

Needless to say, at the regional level that has *population with lower incomes* and in cases where a given CSO cannot offer popular entertaining or political content online, the situation with CSO membership and, even more, with the membership fees, is dire. Indeed, organizations that gather funds for the military, care for the elderly or provide charitable assistance to ill children or poor families, can still come by with funds – both from people and from small businesses.

At the same time, chances of effective membership boost and flow of donations for *such causes as citizen participation, local democracy or other "elusive" themes* that are *hard to "touch physically"* are extremely slim. Plainly stated, a local citizen would rather donate to a cause of supporting their local parish or to cure an ill child than to a local activist organization that works to monitor public procurement of schools or communal enterprises or advocates access to information and open data.

Against this backdrop, support to – especially – local-level civil society organizations that *do not deliver "hard" services to citizens* (gather funds for renovations, provide practical care for the vulnerable, collect funds to help the Army) is destined to *remain donor-driven in the years to come*. Moreover, donor funding practices of burdensome reporting, procurement, internal governance structures and short grant implementation cycles (12 to 18 months) mean that instead of working with the communities, CSOs are destined to be on the *constant lookout for more and more funding to survive*. In this case, regional organizations rarely, if ever, can afford to pay for services of other CSOs or associations – they spend the lion's share of their time seeking grants to survive and carrying out donor reporting and do not have spare funding to pay for memberships in CSO associations.

The Danish support to the CSO Hubs and the relevant network has largely been an exception to the above-noted rule, as the Hubs have enjoyed sustained support (financial, expert, capacity development) and have had reduced pressure over the years to do "fire alarm mode" fundraising. Yet, even with the DMFA support and UNDP guidance, the Hubs or the Secretariat of their network have not been able to secure most of the funding from local businesses or citizens. While some notable success stories exist (namely, the Kherson Hub as a community foundation model, Mykolaiv hub with its experience of introducing the paid services as a means of diversification of financial resources, or Lviv Hub that experimented with a social enterprise and rendered services contracted by the municipality), replication of these approaches in case of a youth and human rights CSO might not always work properly. Also, such diversification does not result in

With low interest of the citizens (especially at the regional level) to the themes of democratization, human rights, access to information, transparency and integrity, inability to offer humorous or acridly political content for sale, and low potential for delivering "tangible" activities for citizens (collecting funding for charitable donations or reconstruction of physical infrastructure), *the Hubs and the Network Secretariat are likely to continue depending on donor funding* at least in the short-term.

At the same time, understanding that allocation of financial resources to Hubs directly in a privileged manner should not continue over the course of the next programmatic cycle, investments will be made into building the Secretariat with the functions that enable better fundraising from other donors, businesses or – potentially – from citizens in some cases (this will be the smallest share of the donations and likely only for certain initiatives / drives). Phasing out of the direct, limited competition support to Hubs will stimulate the organizations to use their strengthened capacities to seek funding elsewhere and a stronger, better

[73] Please see: https://www.serpom.org.ua/
[74] Please see: https://www.youtube.com/channel/UCR1y7rbMF8HPXBvffFoxdhg

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equipped Secretariat can use the competitive advantage of the Network (as opposed to individual Hubs) to seek out non-DMFA funding.

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Annex 11: Ukrainian Youth Foundation: Background from the Law of Ukraine on Main Foundations of Youth Policy (unofficial translation)

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Section VII
UKRAINIAN YOUTH FOUNDATION

Article 23. Main foundations for operation of the Ukrainian Youth Foundation

1. The Ukrainian Youth Foundation (hereinafter – Foundation) is a budget-funded legal entity that is mandated by the Cabinet of Ministers of Ukraine to support youth projects and deliver on certain tasks within the realm of youth policy.

2. The Foundation is subordinate to, is accountable to and is under control of the central government body that shapes and implements youth policy [currently – the Ministry of Youth and Sports of Ukraine].

3. The Statute of the Ukrainian Youth Foundation is adopted by the Cabinet of Ministers of Ukraine after receiving the relevant draft from the central government body that shapes and implements youth policy. The Foundation shall identify youth projects that will receive grants in accordance with its Statute.

4. The main objectives of the Foundation are the following:
1) conduct expert selection of youth projects, allocate grants for their implementation, monitoring of the implementation of youth projects.
2) foster implementation of activities that further implementation of youth policy, develop innovative approaches, methods, and instruments of youth work.
3) cooperate with Ukrainian and foreign physical persons and legal entities that are state- or privately owned.
4) create an enabling environment for implementing youth projects, including by controlling their implementation.
5) stimulate development of new, competitive, and inclusive youth projects.
6) support implementation of international projects and international cooperation programmes, including foreign exchange programmes and promoting a positive image of Ukraine globally.
7) support youth and children's organizations and other elements of youth work at all stages of implementing the projects that are funded through the Foundation.

5. To deliver on its mandates, the Foundation:
1) identifies and gets the approval of the central government body that shapes and implements youth policy for the priority directions of youth policy that the Foundation will be called to support.
2) identifies the standard operating procedures and criteria for competitive selection of youth projects that may receive support from the Foundation along the lines of the Statute of the Foundation.
3) publishes the rules of the competitive selection of proposals for youth projects that are seeking support from the Foundation.
4) creates and runs the registry of youth projects that have been submitted to the Foundation seeking support and publishes the data as open data in accordance with the law.
5) allocates grants to youth and children's organizations and other entities that conduct youth work.
6) ensures transparent, proper, and effective utilization of its funds.
7) receives civil rights and obligations as per the civil legislation, including by concluding agreements, contracts (including with foreign entities) and through other binding agreements and is held responsible for violating the law.
8) enjoys rights, including property rights in intellectual property.
9) receives and analyzes reports on implementation of youth projects that have received the Foundation's support.
10) informs the public about the Fund's operations and the youth projects it has supported.

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11) carries out certain tasks under the auspices of youth policy that are delegated by the central government body that shapes and implements youth policy.
12) carries out other mandates that are part of its Statute.

6. The Foundation is run by its Board and Directorate.
Control over the Foundation's performance is carried out by the Board. Day-to-day management of the Foundation is done by the Directorate.

7. The Board shall comprise eight persons:
Two individuals identified by the standing line Verkhovna Rada Committee that deals with youth policy.
Two individuals identified by the central government body that shapes and implements youth policy.
Four persons selected amongst representatives of youth and children's organizations, student self-government bodies at the university / college / vocational school level or youth councils as a result of a competition that is described in the Statute of the Foundation.
The Board is chaired by its Head. The Head of the Board carries out this function on a voluntary [unpaid] basis and is selected from among the members of the Board as per the Statute of the Foundation.
The same person cannot be selected to be the Head or a member of the Board for more than two terms.
Members of the Board carry out their work on a voluntary basis [unpaid]. Expenses that arise from the Board carrying out its functions are covered by the Foundation.
The Board composition has a three-year mandate.

8. The following individuals cannot be members of the Board:
1) if (s)he was classified as legally incapacitated or who have limited legal capacity.
2) if (s)he has a criminal record that has not been fully served or annulled.
3) if (s)he throughout the year preceding taking office were charged with a corruption offense.

9. The Foundation's Directorate is the permanent executive body of the Foundation that manages the day-to-day operations of the Foundation.
The Directorate comprises members on contracts that are signed according to the Statute of the Foundation.
The number of persons in the Directorate and its structure are approved by the Board after receiving the draft proposal from the Foundation's CEO. The CEO is part of the Directorate. The CEO is competitively selected by the Foundation's Board according to the SOPs envisaged by the Statute of the Foundation.
The contract with the CEO is signed by the central government body that shapes and implements youth policy for a four-year term.
The same individual cannot be re-elected to perform as CEO more than three times in a row.

10. Competitive selection of youth projects that will receive funding from the Foundation is carried out by experts.
The personal composition of expert councils of the Foundation is shaped on a competitive basis as per procedures laid out in the Statute of the Foundation and approved by the Foundation's Directorate.
Neither employees nor individuals who manage or supervise the Foundation may participate in competitions to become a selection expert.

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Annex 12: All-Ukrainian Youth Center – Functions, Mandates, Approaches[75]

The All-Ukrainian Youth Centre (AUYC) is an expert and resource centre for youth work that works to develop youth infrastructure and youth work across Ukraine. The mission of AUYC is to support youth work through youth centers in accordance with youth needs and best international practices. Contributing to this mission, AUYC provides guidelines to youth centers across the country on how to work with youth, creates opportunities for networking of youth workers all over Ukraine, develops guidelines, materials, templates, and model regulations for youth centers countrywide, advocates for more and better youth infrastructure at the grassroots, carries out educational events for youth workers and shares latest news with these professionals.

AUYC's work is governed by the Law of Ukraine "On Foundations of Youth Policy", which designates AUYC as the *main actor in fostering the development of regional and local youth centres*. As such, AUYC reaches out to authorities in the regions where youth centers do not exist and helps existing centers to start up and perform their functions. In 2021 – 2022 AUYC is on the road in those regions of Ukraine, where youth centers are not in place to nudge local executive bodies and councils to create such centres.

In parallel, AUYC helps existing centres to assess and build their capacity and ensure smooth operations. Close collaborations have been established with Lviv, Donetsk and Kharkiv regional youth centers with others to join soon. AUYC provides advisory services to youth centres and other players in the realm of youth policy so that they can implement youth projects and programmes across the country. AUYC, thus, cooperates with other stakeholders or, on its own, assesses the capacity of youth centres or youth spaces and other actors in youth development. Based on this information, as well as the requests from agencies that cooperate with youth, AUYC designs and implements programmes to support the development of youth centres in line with youth needs and requests.

To achieve this objective, AUYC relies on its cadre of qualified trainers who develop capacities of youth workers and maintain a wider network of trainers and facilitators across Ukraine.

Apart from this, AUYC gathers, perfects, and disseminates successful practices of youth work, offering help with application of these practices and methodologies for applying these practices. AUYC also strives to support practices of transparent and accountable management of youth centres, including through the development of improved internal governance policies and instructions.

Finally, AUYC works with programmes such as UReport and Effective Management for Youth Centres, partakes in regular programming of the First Youth TV Channel and creates additional opportunities for professional development of youth workers.

[75] Adapted from https://auyc.org.ua/ (Ukrainian only)

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Annex 13: CSDR Results and Lessons Learned

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

1.1. As confirmed by the results of an independent assessment, the project was successful in strengthening the institutional capacity of 6 CSO hubs of the second wave and their integration into the CSO hubs Network. The Network now covers 15 regions of Ukraine and has a stronger impact on reform processes at the local level. Organizational Support approach though successful in not an end in itself and the project therefore should focus on supporting subnational initiatives with the involvement of the CSO hubs on the ground.

1.2. The COVID-19 related crisis and lockdown have expedited the need for digitalisation and online has become the new normal. Not all civil society organizations and youth workers were prepared for this shift in a modality of our everyday activities. Youth workers and civil society organizations especially those working in the remote places, small cities and villages require additional support and education to master the online tools of civic engagement, cooperation with local authorities and youth work.

1.3. The project was successful in engaging subnational civil society in building dialogue with subnational authorities, advocating for changes and making local self-government more accountable and transparent. However, with the decentralization reform in the full swing after the local elections of 2020 this process should be continued further to ensure encoring of citizen's participation practices into the territorial communities.

1.4. CSO hubs Network member has proved their effectiveness in the implementation of the small-grant programmes and supporting the grass-roots initiatives in the communities. With the Secretariat established as the key coordinating, monitoring and external communication body of the Network, the members can focus better on mentoring, supporting and guiding local activists in identifying priority areas for involvement, monitoring the implementation of subnational programmes and advocacy for changes.

CSDR output 2: Capacities of human rights actors enhanced to promote and defend human rights in Ukraine:

2.1. Mainstreaming HRBA and gender into the work and advocacy of civil society organizations at the subnational level should also be continued to have this approach strongly rooted in everyday activities of CSOs to further contribute to strengthening democracy and human rights in the society as means to achieve the Sustainable Development Goals.

2.2. Civil society monitoring of the international human rights commitments of Ukraine is a crucial activity to be continued with UNDP support. Under CSDR project 14 alternative/shadow reports were submitted to the UN Treaty bodies and the subsequent advocacy for the implementation of Ukraine's human rights commitments on a national level was implemented. It should be noted though that the human rights promotion and protection was never at the top of key priorities of Ukrainian authorities, the progress in the implementation of Treaty Body and UPR recommendations is quite slow but steady which is why the civil society oversights is so important. The sister HR4U project through its work with the OO is in a good position to sustain this activity in the future.

2.3. As the conflict in the East and conflict related human rights violations continue the process of documenting these violations should continue as well. UND supported CSO coalitions have prepared at least 6 submissions to the International Criminal Court (ICC) since beginning of the project in 2017. At the end of 2020, the ICC Prosecutor has concluded that there is a reasonable basis to believe that a broad range of conduct constituting war crimes and crimes against humanity within the jurisdiction of the court have been committed in the context of the situation in Ukraine. This work is closely related with topic of transitional justice which falls under the jurisdiction of Ministry of Temporary Occupied Territories. The

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ministry plans to establish a resource centre which will also serve as a depository of collected cases. UNDP in partnership with the IDRPB and UNOHCR is working on establishing transitional justice system in Ukraine.

CSDR output 3: Enhanced civic youth engagement and youth participation in decision-making at all levels.

3.1 The Youth Worker Programme originally co-designed by UNDP and Ministry of Youth and Sports is now institutionalized by the Government. The Government has increased funding for the Youth Worker Programme from 1.2 to 2.4 mln. UAH in 2021. Since its launch, the Programme has evolved to include several specialized courses such as civic education, engagement and management of volunteers, youth work in territorial communities. It still needed to ensure that the graduates of the civic education for youth workers course receive seed funding for implementation of their initiatives from the National Youth Foundation (to be established in 2023) in the future. YWP in general and the established long-term partnership with the Ministry is a great opportunity to mainstream key democracy and human rights values into the youth policy implementation.

3.2 Supporting grass-root youth initiatives aimed at promoting democracy and human rights. As shown by the results of the assessment, smaller community level initiatives demonstrate greater impact and contributing to the development of the youth policy implementation infrastructure over longer period. The impact of civic initiatives on the positive changes in local communities should be evaluated over a longer time. For ex, a group of young activists from Nizhyn city, which was supported by UNDP through the "Youth Bank Programme" in 2017 has continued its advocacy activities which led to the establishment of comprehensive youth policy eco-system in their community. As of January 2020, a youth council and youth centre were established and specialized municipal programme "Youth of Nizhyn - 2022" was adopted by the city council with the active engagement of young people.

3.3 Cooperation with and support to the key state institutions on the development and implementation of the key youth policy documents, training programmes and methodologies. As seen by the results of the CSDR project implementation, the Ministry of Youth and Sports sees UNDP as a reliable expert partner which can provide necessary support and expertise. This partnership should be nurtured and continued to ensure the sustainability, institutionalization and state funding for the developed programmes and approaches (for ex. YWP, Youth 2025 programme, Youth Participation Index, etc.). The developed policies are in line with the international best practice, focus on youth participation, include measurable results of effectiveness. Young people are actively involved and consulted during the policy development process.

3.4 When it comes to the youth engagement and implementation of the initiatives in the territorial communities ongoing support and mentoring is the key to their success not so much the funding itself.

3.5 The piloting of the school civic budgets instrument was successful and received significant attention from the teachers and school children community. This instrument though not yet institutionalised by local governments should be promoted further to let younger youth generations to experience democracy and consequences of their decisions and activities first-hand.