United Nations Development Programme
Ukraine
Project Document

Project Title	Civil society for enhanced democracy and human rights in Ukraine, 2017 – 2022 (CSDR)
UNDAF Outcome(s):	**Partnership Framework Area 3.** Governance
	Outcome 3: Government enables the active contribution of civil society in national and local decision-making processes and improved service delivery.
	A new UNDAF is currently being developed for 2018-2022, which will become operational during the second year of the project. According to the new UNDAF, the proposed project will fall under the pillar on "Democratic Governance, Rule of Law and Civic Participation"
Expected CP Outcome(s):	**UNDAF/CPD outcome # 7:** More effective and accountable public institutions respond to the needs of all persons within the jurisdiction of Ukraine, especially the most vulnerable *(also reflected in new UNDAF and CPD).*
	CSDR outcome: Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.
Expected Output(s):	**CPAP Output 5**: Capacity of national and local authorities and CSOs to promote human rights, access to justice and rule of law and to increase transparency and accountability developed.
	CSDR output 1: Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine;
	CSDR output 2: Capacities of human rights actors enhanced to promote and defend human rights in Ukraine;
	CSDR output 3: Enhanced civic youth engagement and youth participation in decision-making at all levels.
Executing Entity:	United Nations Development Programme in Ukraine
Implementing Agency:	United Nations Development Programme in Ukraine

Programme Period:	April 2017- March 2022	2017-2022 AWP budget:	USD 4,280,822.00
Key Result Area (Strategic Plan):			(7.008 DKK / 1 USD exchange rate as of 1 December 2016)
Atlas Award ID:			
Start date:	01.04.2017 (TBC)	Total resources required:	USD 4,280,822.00
End Date:	31.03.2022	Total allocated resources:	USD 4,280,822.00
PAC Meeting Date		o Donor	DMFA
Management Arrangements UNDP (DIM)		Unfunded budget:	0
		In-kind Contributions	· 0

Agreed by UNDP:

List of abbreviations

APR	Annual Progress Report
ATLAS	UN Enterprise Resource Planning System
CBA	Community-Based Approach to Local Development Programme
CIS	Commonwealth of Independent States
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
DHRP	Democratisation, Human Rights and Civil Society Development Programme (2013-2016)
DIM	Direct Implementation Modality
DKK	Danish Krone
DMFA	Danish Ministry of Foreign Affairs
FRR	UNDP Financial Regulations and Rules
HRBA	Human rights based approach
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
NGSA	Non-governmentally controlled areas
NHRI	National Human Rights Institution
PB	Programme Board
RPR	Reanimation Package of Reforms
SAPR	Semi-Annual Progress Report
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
CSDR	Civil society for democracy and human rights in Ukraine (2017 – 2022)
TOR	Terms of Reference
ToT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USD	United States Dollar

I.   SITUATION ANALYSIS (CONTEXT, RATIONALE, THEORY OF CHANGE)

Overview and problem definition

1.1.   General developments

Recent years in Ukraine have been characterized by developments that have drastically changed the political and security landscape, seriously affected the socio-economic situation, undermined national stability and presented challenges to the Government of Ukraine. At the same time, these changes have been providing impetus for ongoing efforts toward much needed democratic governance reform and the fuller enjoyment of human rights in the country.

The 2013-2014 Revolution of Dignity and subsequent armed conflict in Donbas have further thrown back Ukraine's security, economy and public finances with significant consequences for the poorer segments of society, thus exacerbating already existing vulnerabilities. As a result of the conflict, over 10,000 people were killed, over 1,7 mln people were displaced, and over 5 mln people live in the war-affected zone.[1] Estimates assess the impact of the protracted crisis at about 20% of GDP. Since 2015, the economy has slightly recovered, and the outlook is positive, but political instability and the ongoing conflict cast a big shadow over the prospects for lasting improvements of living standards. Moreover, inequality and geographic disparities have risen to unprecedented levels. The ongoing volatility of the political and security environment continues to threaten the country's peace, stability, and democratic development.

Yet despite the war and economic obstacles, Ukraine lives through the period of unprecedented reforms.[2] The post-Maidan governments have prioritized governance reform and some progress has recently been made in a number of areas. Some of these appear to have been driven rather by civil society initiatives, and international advocacy and demands, than owned by the national government. Despite an ambitious and systematic effort to monitor and measure the progress of reforms under the National Reform Council, the perception of the public remains unfavourable regarding the general state and pace of reforms to date, though east-west differences in attitude exist. Recent surveys by the GfK and Kyiv International Institute of Sociology show that 44% of Ukrainians do not perceive any progress in the implementation of reforms, while only 8% of citizens believe they have the capacity to influence the country's situation. Mustering the required political will remains a challenge to reforms and entrenched systems of patronage and state capture predictably resist change. In this context, an active civil society holds promise for promoting and sustaining long-awaited reforms. It has been clearly established that CSOs have a central role to play in driving change, influencing legislation, restoring dialogue and trust with authorities and help build national unity.

As any national sustainable development agenda is guided by the Sustainable Development Goals (SDGs), in 2016 UNDP together with the Ministry of Economic Development and Trade of Ukraine conducted national and regional consultations[3] engaging over 500 citizens and experts to prioritise the SDGs for Ukraine. As the result, SDG 16 - *Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels* - was rated as the top goal for Ukraine (with 50 scores weighted rating), SDG 8 (46 scores), SDG 3 (27 scores), SDG 9 (25 scores), and other SDGs scoring 17 points and less. It shows that democracy and human rights issues are among the most important concerns for the people of Ukraine, along with jobs security, good health and well-being, and industry, infrastructure and innovation development.

1.2.   Trends in civil society

Civil society has developed steadily over the past two decades in Ukraine. Attitudes towards civic engagement have been slowly changing, a higher human rights awareness has arisen, especially among the younger generation and in urban centres. Civil society organizations and media outlets, often using social media as a platform, have been playing a very important role throughout the last years. Prior to the 2013-2014 'Revolution of Dignity', the non-governmental sector served as one of the last remaining safeguards against growing verticalisation of power and state capture. Civil society manifests itself in a great variety of forms in Ukraine, including through a large number of civic organizations with different legal formats, purposes and membership

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[1] Ukraine: Nations in Transit, Freedom House 2016

[2] Association Implementation Report, 2016

[3] http://un.org.ua/images/UN_SDG_OCT_UKR_web.pdf

profiles. This includes 'Bodies of Self-Organization of Population' (housing/street committees, micro rayon/settlement committee), 'Public Organizations' (NGOs) or 'Cooperatives'. Many of such organizations have only local reach and are concerned with social services or communal matters. Other civil society organizations (rather than political parties) were however also key protagonists of the Maidan events and have been the drivers of the post-Maidan reform movement. With the emergence of new challenges (annexation of Crimea, armed conflict in the East), civil society has been characterized by two main trends – on one hand strong volunteer movements and people-to-people initiatives, on the other hand the move towards coalition-building to lobby legislative and policy changes for a renewed country. In 2016, civil society actors remained among the strongest elements in Ukraine's democratic transition[4].

The call for good governance was a major demand of the Euromaidan protests, and was also featured in responses to the "World We Want" survey (2015) as the key expectation of Ukrainian citizens of their government. CSOs have been playing a key role as driver of reforms through a wide range of channels, i.e. large national civic platforms like the Reanimation Package of Reforms (RPR), expert groups, policy consultations, and advocacy campaigns. Many former civil society leaders entered parliament in 2014, thus attempting to revive political parties as proactive agents of change, many senior executive officials and advisors also have experience with civil society. Some former CSOs representatives and journalists were elected to the parliament with an explicit mission to fight corruption and promote reforms. Civil society organizations and media are the most active in advocating for the combat of corruption, for transparency and accountability of government, for civil service reform, for energy-sector transformation, and for reforms of the prosecutorial and judicial systems.[5]

However, Ukraine continues to experience a deep economic crisis which presents challenges to civil society organisations, that pursue a variety of strategies in terms of 'business model'. In general, there has been a decrease in funding to CSOs from both the private sector and from state budget, which however has also benefits in terms of their impartiality and independence. Although foreign financial support increased, such funding has been unevenly distributed, with most of this support going to organizations assisting IDPs and other victims of the conflict (over 70% of donor-funded CSOs focus on IDPs, according to 2015 ISAR Ednannia). Overall, the number of registered CSOs decreased by about 2,000 in 2015 due to the political and economic situation, and more are expected to stop their operations in 2017 due to introduction of the new tax legislation.[6]

The legal framework is in general open and supportive for civic engagement and civil society initiatives. However, there is a lack of provisions to stimulate charity and donations from the private sector. As a result, many CSOs are underfinanced or dependent on external donors (UN, EU, USAID).[7]

In 2015-2016, the sustainability of CSOs improved in some areas, including through improved institutional capacity, higher engagement of supporters, and stronger advocacy and public image. More CSOs have developed strategic plans and have improved their internal governance and management systems; however, this was not sufficient to achieve a tangible improvement at all levels in this field. In particular, the 2015 World Giving Index reported a dramatic decrease of volunteerism in Ukraine, with only 13% of respondents saying that they participated in voluntary action in 2014, compared to 26% in 2013.[8]

The public perception of CSOs improved in 2015. A Razumkov Center study of April 2015 showed that 47,7% of Ukrainians completely trust CSOs, while 40,3% do not trust CSOs at all. Another study conducted by Democratic Initiatives Foundation and the Razumkov Center in July 2015 found that 67% of respondents trusted volunteers, while 23% did not trust them.[9] The average cumulative 2015 CSO Sustainability Index was 3.3 out of 5[10], which demonstrated some improvement in institutional capacity, governance structures, engagement of supporters, advocacy and public image.

Civil society organizations have also called for a renewed "pact" between civil society and the state as well as for a revised approach to interaction between governance structures and the NGO sector more specifically. This led

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[4] 2016 Freedom House Report "Nations in Transit"

[5] Same

[6] https://www.usaid.gov/europe-eurasia-civil-society

[7] https://freedomhouse.org/report/nations-transit/2016/ukraine

[8] https://www.usaid.gov/europe-eurasia-civil-society

[9] https://www.usaid.gov/europe-eurasia-civil-society

[10] http://ccc-tck.org.ua/library/drukovani-vidannya/

to the adoption of the [President's Decree](#) on the National Strategy on Civil Society Development for 2016-2020 providing a general favourable framework for civil society development in the country[11].

A UNDP-supported study seeking to define civil society for Ukraine[12], conducted in 2016, has revealed that the obstacles hindering the development of civil society in Ukraine include: stagnation of institutional capacity building and insufficient state support for capacity building of CSOs; lack of engagement of CSOs in advocacy and implementation of the national policy; limited forms of participatory democracy; lack of state incentives to engage CSOs in educational and public awareness campaigns on pressing issues for society; low participation of CSOs in social-economic development due to the lack of both investments and incentives for social entrepreneurship; lack of established practices to involve CSOs as implementers of earmarked programs at various levels; low capability of CSOs to define, deliver and monitor the quality of social and other socially important services; poor cooperation of CSOs with public authorities hindering cross-sectoral cooperation of CSOs; lack of incentives for volunteer work; limited understanding and insufficient focus on the subject of civil society in curricula of secondary, higher and vocational educational institutions; and lack of a systemized approach to studying and analyzing civil society developments in Ukraine.

1.3. Human Rights

Despite a range for formal legal commitments, Ukraine has a generally poor human rights record. There is a general lack of rights awareness and a weak human rights culture especially related to civil and political rights and freedoms. Social and economic rights are often misunderstood or misconstrued as providing grounds for generous but largely dysfunctional welfare systems. The ongoing reform agenda does not focus on human rights despite the recommendations that were made by UN human rights mechanisms and the fact that rights were a significant factor of concern underlying the 'Revolution of Dignity'.

Following the outbreak of conflict in Eastern Ukraine in 2014 and large-scale displacement of parts of the population, and as a consequence from the annexation of Crimea by the Russian Federation, many human rights actors reported a general deterioration in a number of areas of basic rights and freedoms. At the same time, international organizations have praised charity and volunteering organizations for their efforts to improve the plight of most vulnerable members of society hit hardest by the conflict and the instability resulting from the economic downturn. This has gone hand in hand with increased vulnerability in regard to various forms of gender-based violence, especially in the conflict setting – the share of IDP women reporting at least one instance of violence outside the family before their displacement was three times higher than that of local women during the entire conflict (15.2% against 5.3% of respondents)[13]. Most episodes were caused by one perpetrator whom the victim knew personally; they were alone at the time and did not face any particular threat to personal safety.

In 2016, human rights issues remained on the agenda of the government and there is an ongoing process of implementing the first National Human Rights Strategy, approved by the President in 2015. It addresses both systemic human rights issues and more recent conflict-related challenges. However, this five-year roadmap so far has a 13%-21% implementation rate for the planned activities, according to a joint assessment conducted by the Ombudsperson and a number of human rights NGOs (level of full implementation is 21%, partial implementation – 13%)[14]. While the justice and policing reforms are showing some positive impacts, the rule of law remains weak and thus continues to undermine progress on effective **human rights protection. UNDP's res**earch shows that vulnerable and marginalized groups, such as HIV+ and drug users continue to be subject to significant abuses from various state institutions, and that strengthening support to those groups should be prioritized in future programming.

In the east of Ukraine, primarily the Donetsk and Luhansk Oblasts, the ongoing volatility of the security environment continues to undermine national stability with dire consequences for civilians living in the conflict-affected area. Since the beginning of the conflict in mid-April 2014 until 15 November 2016, OHCHR recorded 9,733 people killed and 22,720 injured, according to the [16th report by the UN Human Rights Monitoring Mission in Ukraine](#). Moreover, as of 15 May, the Ministry of Social Policy of Ukraine registered 1.78 million internally displaced persons. The post-conflict context and economic hardship in Ukraine give this priority issue a new and acute dimension.

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[11] For English version of the Strategy check Annex 1 in the study "[Defining civil society for Ukraine](#)".

[12] http://dhrp.org.ua/en/blog-publications/1165-20160421-en-publication

[13] Gender-based violence in the conflict-affected regions of Ukraine. Analytical report. Ukrainian Centre for Social Reforms. 2015.

[14] http://helsinki.org.ua/articles/rik-implementatsiji-natsionalnoji-stratehiji-u-sferi-prav-lyudyny-vysnovky-ta-zauvazhennya/

The protracted economic crisis and the armed conflict have deepened the existing gender gaps, and negatively affected gender equality and human rights - disproportionately increasing gender discrimination, women's time poverty (i.e. the fact that women do more work than men because of gender divisions of labour that cause most of the burden of housework and care work to fall on women and girls) and risks of gender-based violence. This is also underpinned by gaps in legislation, low capacity of law-enforcement bodies and limited forensic services.[15]

The Global Gender Gap Index of Ukraine[16] has deteriorated in 2016, shifting to 69th ranking out of 144 countries. The review of the achievement of the MDGs[17] indicated only partial achievement of the Goal 3 on Gender Equality with women's political representation still low and with and increasing gender pay gap leaving gender equality as an unfinished business (MDG Ukraine Report 2000 - 2015).

Although Ukraine has current legislation calling for equal rights and opportunities and is a party to a number of international gender equality treaties, implementation and efficient mechanisms for enforcement, accountability and monitoring of these frameworks are not fully in place. Gender equality and women's rights as well as the new challenges brought by the conflict have not yet become a priority under the Government's comprehensive reform agenda that, whilst covering eighteen sectors, does not integrate gender equality perspectives at any levels.

Although some women's groups have a higher capacity to engage in critical development and crisis related issues, there are numerous areas where Ukrainian women the capability "to access different stages of decision making, developing of gender-sensitive policies and programmes, lack of possibility to counteract against the practices assaulting their dignity, impairing their chances for decent life", as stated by a UN human rights treaty body.[18]

Gender based violence (GBV) is one of the most widespread forms of human rights abuse especially in those population segments most affected by conflict. While the eastern oblasts have historically been among the most crime-affected regions of Ukraine, the intensity of particularly serious crimes has grown in the conflict-affected regions in 2014 as compared with 2013 and presently, it is almost twice as high as the Ukraine's average rate.[19] The report also notes an increase of violence against women in the regions bordering the areas of the ATO. "In total, women who have survived any criminal offense in the conflict-affected regions made 38.3% of the total number of female survivors of crimes in Ukraine during the period from the beginning of 2013 to midyear 2015. This share is notably larger than the share of the conflict-affected regions in the total number of population of Ukraine and in the total female population, given the general demographics of the country." However, also other parts of the population are affected by the conflict, in particular ex-servicemen and their families.

The NGO "La Strada Ukraine" noted a sharp increase in complaints in 2014, by around 40% to 7,725 of which 72.2% were related to domestic violence. In 2015, there were almost 6,000 calls for assistance in only the first six months of the year. However, NGOs and services such as shelters and hotlines for victims of domestic violence lack adequate resources and do not cover the whole country. There are no dedicated centres for victims of sexual violence in the country, and some shelters were run by NGOs that were closed in 2014 due to lack of government funding.[20]

The human rights situation in the non-government controlled areas – so-called 'Donetsk people's republic' and 'Luhansk people's republic' - has been marked by continuing restrictions on fundamental freedoms, exacerbating the isolation of persons living in these regions and their access to information. A higher number of civilian casualties has been reported in armed group-controlled territories than in Government-controlled areas of the conflict zone, indicating that civilians in territories controlled by the armed groups continue to be particularly at risk of injury and death. In the temporarily occupied territory of Crimea, OHCHR documented several cases of abuses in detention and ongoing sanctions against members of the Mejlis. The continued prosecution of Crimean Hizb-ut-Tahrir members in Russian courts, and transfer of detainees from Crimea to penitentiary facilities in the

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[15] The UN Human Rights Monitoring Mission in Ukraine's reports, http://www.un.org.ua/en/information-centre/news/1870

[16] http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=UKR

[17] http://www.un.org.ua/images/documents/3710/2015%20MDGs%20Ukraine%20infographics%20photo%20eng.pdf

[18] 2016 CERD Report: http://noborders.org.ua/alternativna-dopovid-do-periodichnogo-zvituvannya-cerd/

[19] Gender-based violence in the conflict-affected regions of Ukraine: analytical report, Ukrainian Centre for Social Reforms

[20] See UK Home Office Report "Country Information and Guidance Ukraine: Women fearing gender based violence" November 2015

Russian Federation raise serious concerns and illustrate the human rights impact of the ongoing violation of General Assembly resolution 68/262 on the territorial integrity of Ukraine.

1.4. Civic engagement of youth

One of the largest groups of the population of Ukraine is youth. In 2015, the number of young people aged 14-35 years in Ukraine amounted to 12,795 000 people (around 32% of the population)[21]. The majority of them live in the big cities like Dnipro, Donetsk, Kyiv, Lviv, Odesa, Luhansk and Zaporizhia. A critical-level outflow of youth from rural areas and from the conflict-affected territories to big cities is caused by the complex crisis and lack of opportunities, civil society capacity gap, and sporadic, non-systematic approach of local authorities, NGO and donor community toward youth engagement. One of the biggest challenges for youth is unemployment, which is increasing all over the country, but particularly in Luhansk and Donetsk regions. Around 1 mln out of 3.7 mln people affected by the conflict in Donbas are under 35.

The UN Security Council Resolution S/RES/2250 (2015) recognizes young women and men as important stakeholders in the promotion of peace and security and calls for their participation in the promotion of social cohesion and culture of tolerance. In Ukraine, the civic engagement of youth remains quite low. Even though in 2015 an estimated 54% of the Ukrainian youth has participated in at least one civic initiative, these were mostly related with critical issues like support of the Ukrainian Army (36%), infrastructure development in the neighborhood (19%), help to IDPs (16%), children in crisis situations (16%) and other similar situations. A much smaller portion of young people have engaged in policy development and reforms, e.g. in initiatives against corruption or in discussions on draft laws and budgets (5% each), and also in fight against restriction of rights of various population groups (4%)[22]. Only 2% of young people are currently members of youth NGOs.

Ukraine inherited the Soviet system of a highly formalized and patriarchal[23] out-of-school education system for youth, based on a network of youth clubs that fail to genuinely engage young people. The state programmes usually target only highly talented or vulnerable and socially excluded young people, whereas the majority of young people do not belong to these categories and are poorly engaged in the civic and political life of the country.

Since 2014, UNDP has supported the Ukrainian Government in the reform of youth policy and its implementation. The first national training programme 'Youth Worker', designed for civil servants and CSO-leaders working with youth, was launched as part of the State Targeted Social Program "Youth of Ukraine 2016-2020" and funded by the state. Further reform of youth policy is envisaged through the adoption of the new Law on Youth in line with the recommendations of EU-Ukraine Association Agreement, which includes supporting non-formal education and life-long learning, hence training and certification of youth workers and the establishment of network of youth centres as a logical continuation of youth sector reform[24].

Youth workers as persons working with young people outside the system of formal education can become drivers for youth civic engagement and participation. Training and certification of youth workers aims at greater engagement of young people in policy formulation and implementation, as well as strengthening the collaboration between state institutions and youth. During 2014-2016, 240 youth workers have been trained and certified (55% civic servants, 45% civil society representatives). These youth workers have engaged more than 50,000 young people into meaningful non-formal education activities across the country. The programme also provides the platform for non-formal professional collaboration and networking.

Theory of change

The overall theory of change behind the outcome of the proposed project is that *if* civil society organisations are capacitated to deliver on their mission, form and sustain effective coalitions and networks for joint advocacy for their cause and impacting decisions of public officials, and *if* the human rights community advocates for better policies related with human rights guided by the universally accepted international human rights standards more

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[21] Country Sheet on Youth Policy in Ukraine 2016.

[22] http://www.gfk.com/fileadmin/user_upload/dyna_content/UA/Molod_Ukraine_2015_EN.pdf

[23] Youth Policy in Ukraine – Conclusions of Council of Europe International Review Team, Council of Europe, Strasbourg, 2014

[24] Gap Analysis of Ukrainian Youth Legislation in Relation to Recommendations of EU-Ukraine Association Agreement and other relevant EU Policies, UNDP, Kyiv, 2016.

efficiently through coalitions and networks, *then* state bodies at national, regional and local levels will become more effective, transparent, accountable to and trusted by citizens *because* civil society efforts to advance democratization and human rights will be coupled with efficient innovative policies reflecting the political will for stronger civil society at all levels.

This overall theory of change is enabled by the logic of change envisaged under each of the project components.

If capacitated regional hub CSOs transfer their expertise to their peer civil society organisations in the regions (through capacity development measures, re-granting for democratization and human rights projects and joint initiatives as a hub), *then* this knowledge may be effectively put into action for promoting democracy and good governance by civil society organizations at local, regional and national levels *because* a strong network of regional capacity-building and expertise hubs will be built, with hub CSOs that have been brought up to a certain standard both in terms of their managerial capacity (structure, internal governance, reporting etc.) and capacity to deliver on their mission (expert potential, ability to form and sustain effective coalitions and networks, ability to advocate for their cause and impact decisions of public officials).

The emergence of this network of hub CSOs will not, at the same time, guarantee that they are capable of addressing the diversity of the human rights challenges in the country. Therefore, it is necessary to make sure that the professional human rights community intensifies its work through various networks and platforms. Hence, *if* the human rights CSOs have the capacity to jointly monitor Ukraine's international human rights' commitments, and respond to the human rights challenges including in the conflict-affected areas of Ukraine and the challenges faced in the process of promoting the reform agenda, *then* the human rights community will advocate for better policies related with human rights more effectively, *because* networks, coalitions and platforms of human rights CSOs will be in place.

Yet, without developing capacities of youth to better engage in civic activities aimed at advancing democratization and human rights at the local and regional levels, the situation is not likely to see transformative change. Therefore, the last of the stages of change relies on the following chain. *If* youth in the regions of Ukraine is empowered and incentivized for civic engagement through specialized training of youth workers, *then* the active youth CSOs and non-formal youth groups will better engage in decision-making and advocate for the most efficient Government-CSO policies at the subnational level *because* they will have knowledge and skills developed through the grass roots initiatives aimed at strengthening democracy and human rights.

The major underlying factor for success of the overall theory of change is presence of enough political will of the national and subnational authorities not only to declare support to civil society development, but also to ensure viable practical mechanisms for engaging CSOs in the decision-making and providing funding for their programme activities.

More detailed explanation of logical chains, assumptions, preconditions and dependencies is presented in Annex 1 – Diagram: Theory of Change.

UNDP experience and lessons learned

The new programme will build upon the achievements of the previous projects and initiatives aimed either specifically on civil society development, or with a large focus on the latter:

- The Civil Society Development Programme (2009-2012) funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine: aimed at strengthening civil society to become stronger and to enhance citizen participation in policy processes at the regional and local level.

- The Democratisation, Human Rights and Civil Society Development Programme (2013-2016) funded by the Danish Ministry of Foreign Affairs and implemented by UNDP Ukraine: aimed at strengthening civil society actors to promote human rights, advance democracy and ensure legal aid through wider and results-driven Government-CSO dialogue.

- Smart Practices for Oversight by Non-State Actors on Administrative Service Provision (2013-2015) funded by the EU and implemented by UNDP: aimed at enhancing capacities of the civil society organisations to conduct better public monitoring and create effective feedback loop with the local authorities for improving the delivery of administrative services in the municipalities.

- Strengthening National Capacity for Effective Youth Development and HIV/AIDS Response in Ukraine (2012-2016) funded and implemented by UNDP Ukraine: aimed at supporting strengthening national capacities to test and implement innovative youth development approaches with focus on promotion youth employability, healthy life style and civic engagement of youth. Within the project, strong partnerships with the Ministry of Youth and Sports and the wide network of youth CSOs have been established resulting in launch of the Youth Worker Programme as a long-term capacity building program for civil servants and leaders of youth CSOs aimed at establishing constructive dialogue between them and building up strong network of youth workers.

- **UNDP's Recovery and Peacebuilding Programme for Eastern Ukraine (RPP) which began in early 2016 and** seeks to respond to the conflict dynamics by addressing both the causes and consequences of the conflict, and promoting constructive and systemic change, both in the conflict-affected areas and the country as a whole. Component three of that Programme focuses on strengthening Community Security and Social Cohesion and seeks to address human rights and access to justice. By using a community-based approach, the Programme aims at building confidence between state institutions and citizens and empower communities.

- The Community Based Approach to Local Development (CBA) Project (2008-2017) funded by the EU and implemented by UNDP Ukraine, is aimed at promoting sustainable and inclusive development at the local level by strengthening participatory governance, fostering community-based initiatives and engaging **citizens' groups** for improving the living conditions of people in urban and rural areas throughout Ukraine. CBA partners and beneficiary communities are also taking a lead role in advancing the decentralization and regional policy reforms around the country, including in territorial amalgamations. CBA is at present cooperating with 24 regions, 387 rayons, more than 2,800 village councils and 27 cities. CBA addresses general issues of public participation in the decision-making process and the socio-economic development of vulnerable rural communities. More than 3,893 local development initiatives have been achieved. An estimated 5.6m people in over 2,830 local communities have benefitted from the support since 2008. However, the most important result is the mobilization of hundreds of communities and of partnerships with **central government and regional and local government to lay the foundation for a "community-**based **development" methodology across the country. The initiative has trained about 78,000 men and women in** the methodology of community-based local development.

Throughout its work in Ukraine on civil society development, UNDP has accumulated a number of lessons learned that include but are not limited to:

- The programme was the most successful in promoting enabling policies and programmes for civil society development at the subnational and local level, and should therefore focus on creating successful regional policies for CSO-government dialogue and bring them up to the national level for wider replication.

- The programme has significantly built capacities of the selected regional mid-sized hub CSOs outside the capital and major cities to serve as regional leaders (expert hubs). Despite areas that still require improvement or change, the approach has worked well and needs to be replicated to the other regions of Ukraine along **with further enhancing the hubs' network for stronger impact. This work should be aligned with and build on** the work of other relevant UNDP interventions such as the RPP in Eastern Ukraine, and the Ombudsman and CBA projects.

- The modalities and focus areas for cooperation should be continued in a new programme. This includes providing relatively small grants through the facility of national or regional interlocutors, and supporting the informal and formal networks and coalitions of the civil society organisations working on furthering the human rights and democratization agenda in Ukraine.

- The DHRP-advocated approach of 'demonopolization' of civil society niches and sectors is to be intensified. Networks and coalitions of small and mid-sized CSOs in different sectors need to be nurtured to ensure emergence of additional CSO players in the field and break up the status-quo of de facto monopolies.

- UNDP has been efficient in engaging local youth and bringing up local youth trainers to support the development of young people in their regions by addressing their most critical needs like employment, and healthy lifestyle promotion; however, judging by the results of the civic literacy test commissioned by DHRP in 2016, huge scope exists for further capacitation of both civil servants and young leaders for higher civic engagement of youth in decision-making and policy development at the subnational level.

- Human rights based approach and gender mainstreaming are still seen as novel approaches even for such advanced CSOs as UNDP-supported regional hubs. Time and human resources are necessary 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.

- More investment is necessary into capacitation of local-level CSOs and citizen awareness. Practice has shown that regional- and local-level CSOs engaged professionally into the promotion of reform agenda are quite scarce. At the same time, there is a genuine interest among Ukrainian CSOs to engage in public monitoring of authorities' performance at the local level, which will only gain in importance as a result of the ongoing administrative and fiscal decentralization process. The willingness should be complemented with additional capacitation and technical support for civic monitoring initiatives. Effective and strong local CSOs will not only monitor the activities of the public authorities at the local level but will also help keeping bottom-up pressure on the national-level authorities for better performance on the reform agenda. This approach is closely aligned with the RPP's local governance and community security components which aim to strengthen community engagement in civic oversight over local authorities as well as security issues through strengthening dialogue and feedback mechanisms. By ensuring there is a focus in areas where RPP is operational, UNDP will aim to create a multiplier effect and maximize the impact of its interventions.

- Marginalized and vulnerable groups need to be supported through specific targeted activities; they should also be included and empowered to undertake advocacy for beneficiary groups.

- Local level interventions within the new programme should benefit from the network and experience of the eight years "Community-Based Approach to Local Development (CBA)" Project and other UNDP successful area-based development projects in different parts of Ukraine. During this period with the support of CBA project 2,866 local community organizations significantly strengthened their potential and capacities in community-driven development, civic participation and building partnership with local authorities. These communities can be used for further networking and collaborating with the hub CSOs in promoting and implementing public monitoring initiatives.

- Building upon partnership with the "Community-Based Approach to Local Development (CBA)" Project partner universities (totally 40 universities from all 24 oblasts) can be used for creating successful entry points for youth engagement initiatives. In total, 340 students have already been trained on local sustainable development methodologies through courses embedded into official curricula. Another 988 were engaged through extra-curricular activities (summer schools, field trips, training courses, students' debates and competitions on scientific research). These already established university networks and students' communities are essential for the introduction, further scaling-up and internalization of youth engagement activities.

- Despite the fact that Ukraine is a signatory of a number of international conventions on gender equality and women's rights and has a national policy and legal frameworks in place that guarantee equality for men and women, their implementation has been poor. Within the new programme the capacities of civil society organizations as "watch-dogs" to monitor and push the Government towards implementation of these obligations and defending human rights from a gender perspective should be strengthened.

II. STRATEGY

The outcome of the project:
Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.

The three outputs are:
- Output 1 – Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine;
- Output 2 – Capacities of human rights actors enhanced to promote and defend human rights in Ukraine;
- Output 3 – Enhanced civic youth engagement and youth participation in decision-making at all levels.

The project described here is fully anchored with the National Strategy for Civil Society Development (NSCSD) for 2016-2020 and the newly adopted Action Plan for its operationalization. It has been discussed with the Secretariat of the Cabinet of Ministers being responsible for coordination of its implementation and is in line with the following goals:

NSCSD 2016-2020 goals	Response of the project / activities
4.14.1. Creation of a favourable environment for the development and institutional building of civil society organizations, in particular, through: • support to programs developed by CSOs for the implementation of the national and regional policies with the participation of civil society • support to the increased awareness of people for the protection of their rights through various types of participatory democracy.	Output 1 Activity 1.1 – Provide institutional development and capacity building to selected mid-size regional CSOs Activity 1.4 – Support civic monitoring of implementation of the National Strategy for Civil Society Development and develop enabling policies for CSO-government dialogue at subnational levels Output 2 Activity 2.4 – Support to public awareness campaigns on key aspects of the human rights agenda
4.2. Introduction of effective procedures to ensure **citizens' participation in the development** and implementation of national and regional policies, and in addressing local issues through: • ensuring informational transparency and openness, including **citizens' engagement in** drafting the important regulations of the local and regional authorities; • promoting the public consultations when preparing a draft national budget of Ukraine and respective local budgets; • engaging public in monitoring of the administrative services provision and also of the performance of State-financed institutions that deliver social services.	Output 1 Activity 1.2 - Re-granting scheme on public involvement in local decision-making processes (planning and budgeting), government accountability initiatives, creation of innovative e-tools to foster citizen engagement and promoting the reform agenda at the regional level. Activity 1.3 – Strengthening capacities of the CSOs network to implement joint projects for monitoring, advocacy or other practical work to engage citizens in decision-making and accountability mechanisms Activity 1.4 - Developing local/subnational sectoral policies for more democratic governance in the regions
4.4. Creation of an environment conducive for cross-sectoral cooperation through: • promoting volunteer work;	Output 3 Activity 3.2 – Youth engagement in volunteering with CSOs and promotion of volunteerism Activity 3.1 –Enrich the Youth Worker training programme with modules on civic engagement Output 1

• complementing the curriculum at the educational institutions with courses and modules on civil society development; • supporting the public authorities and local self-government bodies on issues of cooperation with CSOs and civil society development; • public awareness and social advertising on issues related to civil society development; and • promoting research and educational events in the field of the civil society development.	Activity 1.3 – Promote stable hub CSO network and its work to engage citizens in decision-making and cooperation with the public authorities and local self-government bodies Activity 1.4 - Advocating for approval of enabling policies for CSO-government dialogue and raising public awareness on civil society issues Output 1 Activity 1.4. A comprehensive study on the development of regional programmes to implement the National Strategy for civil society development Outputs 1 and 2 Activity 1.2 – Support peer-to-peer transfer of knowledge and experiences between CSOs Activity 2.2 –Targeted capacity development and networking events for human rights CSOs

The overall aim for this programme is to raise the institutional capacity of civil society actors in the regions in the areas of democracy and human rights to increase their impact on the reform processes in the country through better coordination and networking and in order to contribute to more inclusive, democratic and rights-based governance.

The Project will follow a human-rights-based approach to programming under which policies, processes and planned activities will be anchored in the system of rights and corresponding obligations established by international law, and will ensure gender-mainstreaming in all its components providing opportunities for equal participation of women and men in capacity building, advocacy and grant activities.

The immediate objectives of the project are formulated as the three main components for project implementation as defined below:

1. Strengthening CSOs as guardians and promoters of democracy and good governance in Ukraine.
2. Supporting human rights actors to promote and defend human rights in Ukraine.
3. Enhancing civic youth engagement and youth participation in decision-making.

The immediate objectives are based upon the experiences gained from the previous phase of the project and other UNDP interventions related to civil society development. (1) and (2) reflect the overall programme objective more closely while (3) recognises the leading role of youth and young volunteers in the process of advancing reforms and human rights in the country. The substance of each component is elaborated below.

The project is a 5-year initiative, which is to be implemented from April 2017 until March 2022 and will include the following elements:
- *Inception phase* of 3 months (April through June 2017) for recruitment of necessary core personnel, organisation of adequate working space for the team, making initial arrangements with partners.
- *Core programmatic implementation* (July 2017 through December 2021) for completion of all the tasks envisaged by the Project Document (see a graph below after description of all the components).
- *Extensive mid-term review* (autumn 2019) to align the course of the project with emerged developments and to actively seek avenues for better performance through analysis of the lessons learnt.
- *Impact assessment* (December 2021-January 2022) to analyse the results of the project, distil its experience and assess the lasting change that it facilitated.
- *Closure* (February-March 2022).

A common approach of organisational development of hub CSOs – regional leaders will be followed and supported by UNDP for (1) and (2) components where the project will start building new additional hubs among the civil society leaders at the subnational level.

A Hub CSO (or just Hub) is an institutionally-sound CSO that is working professionally at the regional level, achieves its goals and works in the areas of democratization and/or human rights, is able to react to ex-/internal challenges

and plays an active role in nurturing civil society development in the region (if necessary / appropriate through administration of mini-grant programming).

In the beginning phase of the DHRP Programme, UNDP has shaped its approach to the organisational development of hubs based on the concept of "*appreciative inquiry*"[25] which "advocates collective inquiry into the best of what is, in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur". In practical terms, it meant that the organisational development efforts included the use of assessment toolkits ("three circles model", organizational development plan with milestones), institutional grant support, coaching and mentoring (through a dedicated focal point), customized trainings (change management, democratic governance, reporting and communications, financial sustainability, advocacy, re-granting procedures, gender mainstreaming, HRBA), and networking.

This approach will be applied by UNDP to building new hub CSOs in additional regions to be selected, with consideration of the lessons learned from the organisational development programme throughout 2013-2016. As it proved to be effective in the previous phase of DHRP, CSOs to become new hubs will be selected with consideration of their thematic specialisation to ensure a balanced representation of CSOs specialised in different aspects of the democratisation agenda and others with a more pronounced human rights profile. Therefore, both components (1) and (2) will have similar hub-related activities - in case of the (1) component for the hubs specialised on democratisation, and in case of the (2) component – for the human rights' specialised hubs.

Component 1 - Strengthening CSOs as guardians and promoters of democracy and good governance.

In its current phase, DHRP has managed[26] to significantly build the organisational capacity of 8 CSOs as civil society hubs at the subnational level (5 specialised on democratisation and 3 with a strong human rights profile). The hubs reformed their internal governance systems, updated their charters, enhanced openness and transparency in reporting to their constituencies and public, increased their budgets by 2-4 times and financial sustainability, strengthened their positions as regional leaders by engaging (cumulatively) over 2,500 civic activists and local officials in public events, and started acting as a network.

However, despite the progress made in organisational development, only three out of eight hubs managed to cover more than one region in Ukraine, and a stable hubs' network needs to be further promoted. The positive practice of organisational development based on the *appreciative inquiry* approach used by UNDP needs to be promoted across Ukraine using the experience of the first eight hubs.

At the same time, the exit strategy for the hub CSOs and the hubs' network defined during the first stage of DHRP defines a number of important directions for further engagement in further institutional development of the individual hub CSOs, as well as further development of the hubs' network without additional donor support (see Annex – II for details). Therefore, the project outline below is proposed with consideration of the conclusions and recommendations of the exercise of exit strategy development.

Therefore, during the CSDR project lifecycle UNDP will focus on the following:

1.1. Institutional support to 6 newly selected mid-sized CSOs in the new regions through individually tailored capacity development programmes with consideration of the lessons learnt during the previous phase of DHRP, three of which will be specializing in democratisation and three in the human rights area (reference is made to the Component 2 below). Geographic balance will be an aspect considered in the selection.

During the first year of the new project, 6 new CSOs will be selected in the regions excluding those where the hub CSOs of the first wave were located. It is planned that thematically the new hubs will be specialised in democratisation (50%) and human rights (50%), therefore, a mirror activity will be proposed in the 2nd component. In practical terms, support to the new hubs will be then co-funded from 1.1. and 2.1.

The selection of the new hubs will be guided by the following criteria:

- Geographical location for ensuring relatively even coverage of the territory of the country

[25] Bushe, G.R. (2013). The Appreciative Inquiry Model. In Kessler, E. (ed.) The Encyclopedia of Management Theory. Sage Publications.
[26] Report on the independent final assessment of organisational capacity of CSO hubs supported by UNDP.

- Sufficient organizational, technical and financial capacity of the CSO/NGO
- Work experience in the area of democratization and/or human rights

Capacity assessments and the elaboration of capacity development plans by the newly selected CSOs will also be part of the first year of the project. This will be accompanied by coaching, mentoring and customized trainings.

The organisational development programme for the second wave of the hub CSOs will be implemented during the 2nd-4th years of the project through core support (institutional grant), coaching by the project team and mentorship by the "old" hubs for better planning and more efficient implementation of their capacity development plans (up to 4 events annually aimed at networking and capacity development). In parallel to their capacity development, the hubs of the "second wave" will also be integrated into the already existing network of the first set of 8 regional hubs capacitated during the previous DHRP phase.

1.2. Peer-to-peer transfer of knowledge and experiences in organisational development from the network of 8 capacitated regional hub CSOs to the new hubs and other local small and mid-sized CSOs.

The learning programme will be focused on the issues of organisational development of CSOs (change management, democratic governance, reporting, financial sustainability, advocacy, re-granting procedures, gender mainstreaming, HRBA). Good relationships with the national and regional CSOs and think-tanks of different specialisation built during the previous phase of DHRP, as well as with the networks of partner universities and resource centres developed with UNDP support in each region in the framework of CBA Programme will ensure practical orientation of the learning programme and its tailoring to the specific regional needs. The trainings and peer-to-peer exchange will be the most actively implemented within the 1st and 3rd years of the project, which will create grounds for 2 thematic regranting schemes in the 2nd and 4th years of the project respectively.

Training: The 8 capacitated regional hub CSOs will serve as trainers for the 6 new hubs and other smaller and mid-sized CSOs. In order to ensure higher relevance of the problems addressed to their regional context, it is proposed to use the approach "your region plus one", according to which each of the 8+6 hubs will focus on knowledge transfer to other CSOs within their own region plus one neighbouring region selected on the basis of a situation analysis, development problems' prioritisation, regional consultations on SDGs held by UNDP in 2016 and consultations with the relevant stakeholders. The approach of mentoring the new hubs by the existing ones will be also piloted, whereby "mentors" will be officially defined for each of the new hubs. This will allow strengthening the capacities of the CSOs across Ukraine to address the important agenda of democracy and human rights.

Peer-to peer exchange visits of the civic activists will be held between the regions covered by the project. Thematically, the CSOs will exchange practices of applying local democracy mechanisms, experiences of engaging civil society organisations into the provision of social services, and will also aim at building cohesion, reconciliation and peace-building. As shown by the active engagement of the DHRP hub CSOs in supporting the decentralisation reform at the subnational level, the exchange visits will primarily focus on the amalgamated communities with best practices worthwhile replicating by civil society in other regions. Additionally, practical internships will be supported for the activists of the new hubs with the hubs of the 1st wave for more efficient practically-oriented knowledge transfer resulting in drafting internal policy documents, procedures and other management documents for the new hubs.

Re-granting scheme: After the CSOs will have gone through a learning programme they will be invited to apply to a re-granting scheme facilitated by the hub CSOs focusing on the following development issues: 1) public involvement in local decision- and budget-allocation process; 2) promotion of local initiatives, public oversight and government accountability mechanisms; 3) creation of innovative electronic tools to foster citizen engagement and voice; 4) promoting the reform agenda at the regional level. UNDP will ensure that the sectoral priorities of the initiatives to be supported through this re-granting scheme will reflect the reform priorities defined by the national Government and subnational authorities in their policy documents (e.g. decentralisation and local governance reforms, administrative services, environmental protection, law enforcement bodies, etc.). Coaching will be provided to the sub-grantees by the 8 hub CSOs (1st wave) operating the re-granting schemes.

1.3. Promotion of the stable **hubs' network consisting of regional leaders built during the first and second waves** of the organisational capacity assessment programmes (14 hubs).

The first year of the project will be devoted to the selection of the organisation to facilitate the further **development of the hubs' network through institutional grant**s and coaching. Once selected, the operator of the institutional grant will organise a number of capacity development events for the network to provide training on networking, defining and prioritizing the development problems in line with the localized Sustainable Development Goals and national/subnational development priorities, and planning further activities of the network. **The institutional grant to the hubs' network will cover the period of the end of the 1st year through 2-3rd years of the project.**

Since the end of 2nd through the 4th years of the project will be focused on strengthening capacities of the network to implement joint thematic projects and initiatives, aimed at monitoring, advocacy or other practical work to engage citizens in public sector decision-making. These joint projects and initiatives will be closely linked to the activities within the activity 1.4. aimed at improving policies for CSO-government dialogue to ensure stronger voice of the civil society in process of policy formulation.

The joint work of the hubs' network could potentially aim at the following: 1) replicating experiences of the 4 subnational pilots on operationalizing the National Strategy for Civil Society Development in Ukraine on a wider scale; 2) promoting participatory budgeting and civic engagement into monitoring of using the budgets at the local/regional levels for regional and local development programmes; 3) civil society oversight over the administrative and social services provision; etc. The themes will be defined by the hub CSOs through a strategic planning process and prioritization facilitated by the project.

1.4. Developing enabling policies for CSO-government dialogue at subnational levels.

The work under this activity will build upon the strategic partnerships with the government institutions coordinating civil society development established by DHRP during 2013-2016, including the Presidential Administration, and the Secretariat of the Cabinet of Ministers of Ukraine, as well as a number of studies on defining the civil society for Ukraine and civic literacy informing possible important directions of civil society development. The accumulated experiences have proven that the subnational focus in the work on developing enabling policies for CSO-government dialogue should be further strengthened.

Firstly, in 2017 a comprehensive study regarding the development of regional programmes to implement the National Strategy for Civil Society Development and state of local democracy in the regions will be conducted (1st year). This study will be the source of information for further engagement of CSOs in needs assessments applied to citizens in social and other socially important services and in public monitoring of the implementation of the regional civil society development programmes throughout 2017-2021. *Secondly*, the public monitoring, expertise and other CSO initiatives supported under activities 1.2 and 1.3 will aim at improving the local/subnational sectoral policies for more democratic governance in the regions contributing to creating an overall favourable environment for civil society. *Thirdly*, dialogue with relevant duty bearers will be held to advocate for adopting and implementing policies enabling CSO-government dialogue. Also, public awareness will be raised on issues related to civil society (2-4th years of the project).

During the 5th year, the finalization of all project initiatives, experience sharing and networking of the CSOs, including the hubs and their network, will be supported by the project. This will serve to document lessons learnt and use them for policy formulation at the subnational and national levels.

Eventually, in its new phase, the hubs' network will consist of at least 14 hub CSOs, evenly distributed across the country and covering the whole territory of Ukraine (except for temporarily occupied territories and the NGCA in Donetsk and Luhansk) with activities aimed at developing capacities of civil society in the area of democratisation and human rights.

The potential network is reflected on Map I, where the hubs of the 1st wave are marked blue, and the new hubs to be created during the second phase are marked yellow. The new hubs are shown as located on the borders of potential regions where they may be created, because the regions are not defined yet.
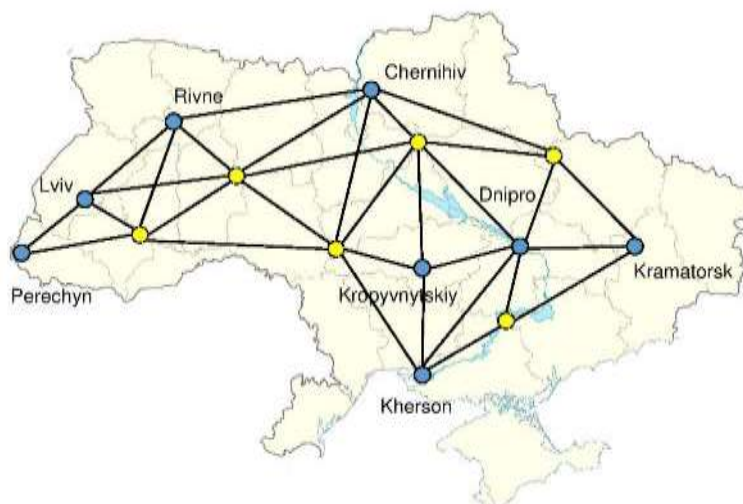
Map – I: The CSDR **hubs'** network (indicative new locations)

Component 2 - Supporting human rights actors to promote and defend human rights in Ukraine.

In the framework of this component, two types of civil society actors will be supported. On the one hand, the organizational capacities of human rights CSOs will be developed along the lines described in Component 1 to become new hubs specialized on human rights (Activity 2.1 proposed below is therefore in line with the same activity proposed in the Component 1 for the democratization-focused hub CSOs). On the other hand, a separate capacity development exercise will be pursued with civil society human rights coalitions and networks built within the previous phase prioritizing the humanitarian focus, monitoring of Ukraine's international human rights obligations and commitments, and building capacities of human rights actors at the subnational level.

2.1. Institutional support to 6 newly selected mid-sized CSOs in new regions through individually tailored capacity development programmes with consideration of the lessons learnt during the previous phase of DHRP, three of which will be specializing on human rights.

In order to ensure a consistent logic of mutually complementary and consistent components, the project shall replicate the modus operandi of Component 1 in Component 2 vis-à-vis capacity development of the regional hub CSOs specializing on human rights and enabling them to become regional coalition-builders and re-granters. In practical terms, this activity will be the same as under the activity 1.1. in the Component 1 above, but with a stronger on the hubs specialized on human rights. The project will ensure establishment of sustainable professional cooperation of the hubs with the local human rights community, and the regional coordinators of the Ombudsperson.

2.2. Developing capacities of human rights CSOs to monitor Ukraine's international human rights' obligations and commitments and relevant national strategies and policies.

During 2013-2016, UNDP (through DHRP) was the first international technical assistance actor to establish a **mechanism of human rights CSOs' coalition and networks' building to monitor Ukraine's** international legal obligations and political commitments on human rights. There is a track record of successful reports of Ukrainian civil society organizations and coalitions to various treaty bodies, such as the Committee on Elimination of the Racial Discrimination (CERD), the Committee on the Elimination of Discrimination against Women (CEDAW), the Committee against Torture (CAT), the Committee on the Rights of the Child (CRC), and other committees.

Alternative/shadow reports: Building upon these successful experiences, the project will provide further grant support to the CSOs capable of creating informal networks and coalitions for the purpose of joint monitoring of implementation of the obligations and commitments taken on by the Government of Ukraine including in the context of the Universal Period Review (with the next review scheduled for 2017) as well as to the relevant treaty bodies under the International HR Covenants as well as CEDAW, CERD, CRC, CAT, ICESCR, CRPD, ICCPR, ICRMW. This effort will be carried out in close cooperation and coordination with OHCHR and the Council of Europe.

Specific attention will be given to CSO networks and coalitions to monitor **implementation of Government's obligations and commitments on gender equality and women's rights under international human rights law,** in particular CEDAW, as well as UNSC Resolution 1325 on Women, Peace and Security, the Beijing Declaration and Platform for Action and relevant national legislative and policy frameworks on gender equality, including the State Programme on ensuring Equal Rights and Opportunities for Women and Men and the National **Action Plan "Women, Peace and Security" to implement UN Secu**rity Resolution 1325.

Monitoring of the relevant national strategic human rights' strategies and programmes will also be supported under this activity, including the National Human Rights Strategy 2016-2020 and progress of implementation of the annual National Human Rights Action plans. Information collected through these monitoring efforts will collect inputs from the field into the national alternative report of the Ombudsperson-CSOs coalition on the NHRS and NHRAP implementation. This activity will be closely coordinated with the related efforts of the Council of Europe, OHCHR, as well as the Human Rights Ombudsperson of Ukraine.

To enable professional and substantial monitoring of international obligations and relevant national policies by the CSOs, the CSOs and networks selected for support will be capacitated on effective monitoring and **evaluation frameworks' development, definition of the relevant approaches and indicators. Moreover,** relevant knowledge on access to public information as a universal tool to get data for the M&E purposes will be supported.

Advocating for policy changes: Additionally, these CSOs and networks will be supported and capacitated by the project to engage in advocating for and monitoring the implementation of the recommendations made to the Government of Ukraine by the above mentioned treaty bodies, advocating with the duty bearers for policies that better protect and promote human rights, including combating domestic and gender based violence, providing capacity development opportunities for the respective Government officials and ensuring awareness campaigns for the wider public on the values and principles enshrined in the respective human rights commitments. This will also be related to the civic monitoring of the National Human Rights Action Plan implemented in Ukraine developed with DHRP support in its previous phase.

2.3. Developing capacities of human rights CSO coalitions and networks with a special focus on humanitarian issues.

Since 2014, DHRP has widely promoted coalition building and networking to respond to the human rights challenges in Crimea and the east of Ukraine. It co-initiated and supported the *Crimea Field Monitoring Mission,* the *Resource Centre for Internally Displaced Persons* and the *Justice for Peace in Donbas Coalition.* DHRP supported the consolidation of the relevant efforts of human rights organisations, opinion leaders and the society at-large by promoting human rights values in Ukraine through a *Human Rights Agenda* platform, and contributed to the initial development of the specifically conflict-related human rights capacities of CSOs through its hubs.

Within its new phase, the project will 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 or impediments in rights enjoyment by the citizenry in the east of Ukraine and other territories affected by conflict, e.g. those with high shares of vulnerable groups of population like IDPs, ex-combatants, victims of the domestic and gender-based violence etc. It will also provide a flexible framework for advocating for other important human rights issues through various methods (public events, awareness raising campaigns, etc.).

Strategic support will be provided through capacity development, coaching and grants to the *Justice for Peace in Donbas Coalition* and its members for further documenting the violations of human rights and of international humanitarian law in Donbas during the armed confrontation and consequent support to victims, many of whom are IDPs and other vulnerable members of communities in Donbas, and for improving access to justice and facilitating their reintegration into Ukrainian society. This work will be closely **coordinated with the relevant components of UNDP's Recove**ry and Peacebuilding programme which focuses on Donetsk and Luhansk Oblasts, as well as with other related international efforts. Building upon the prior experience of the *Coalition* in creation of a joint database of documented cases of human rights violations, the *Coalition* will be supported to produce thematic reports for further national and international advocacy, enhancing capacities of the Secretariat of the Coalition to coordinate its work, and developing the

capacities of regional CSOs-coalition members. **Other directions of the Coalition's work will be explored during its strategic planning exercises.**

2.4. Support to further application of the human-rights based approach by the regional CSOs and their engagement in monitoring the progress of implementation of reforms at the subnational level from the human rights perspective

One of the lessons learned form DHRP is that the approach of de-monopolization of civil society niches and sectors advocated by the project needs to be intensified. Therefore, within this component human rights initiatives will be implemented through the CSOs at the subnational level with engagement of local communities and active youth through civic education, awareness raising and practical work in the regions.

Also, following the recommendation of the mid-term review of the current phase of the programme, DHRP has made an effort to develop capacities of civil society at the regional level through its hubs on applying the human rights based approach in their work. Trainers on HRBA were trained in each of the hub CSOs, equipped **with trainers' guides and training materials, and had an opportunity to engage up to 200 representatives of** smaller CSOs in their respective regions. In its new phase, the project will provide targeted support to these CSOs thus sensitized on HRBA, for improving their policies and practices and aligning them with the requirements of the HRBA and gender equality principles.

Component 3 - Enhanced civic youth engagement and youth participation in decision-making.

Previous interventions of UNDP created grounds for addressing the critical problem of low youth civic engagement and participation in decision-**making. In particular, the hubs' network across the country makes** it possible to make youth engagement oriented at the real practical problems of the respective communities; the established network of partner universities (totally 40 universities from across all 24 oblasts of Ukraine) allowed providing basic knowledge on sustainable development and civic engagement to students from across the country.

Also, the Youth Workers programme of non-formal education, initiated by UNDP and taken on board by the Ministry of Youth and Sports as a national programme, has trained 240 certified youth workers[27] across the country (55 % civic servants, 45 % civil society representatives). These youth workers were trained on youth policy and working with youth, basic project management, and tools for cooperation between governmental agencies and NGOs. They have engaged more then 50 000 young people into meaningful non-formal education activities across the country.

Number of graduates of basic training per regions

The Recovery and Peacebuilding Programme in Donbas contains a component with a particular focus on youth engagement for social cohesion and reconciliation, as well as youth participation in peacebuilding activities and socio-economic recovery (implemented in close cooperation with UN Volunteers). This component will align with and build on these activities and networks thus established, and contribute to connecting youth activities from the Donbas with those of other regions around Ukraine.

It is envisaged that, if aligned with the hubs' activities and other related UNDP activities in the respective regions, the youth workers will facilitate the process of better youth engagement in decision-making and policy formulation at the regional level. In turn, it will help the hubs to improve their work with the volunteers, as recommended during the final organizational assessment of DHRP-supported hubs in 2016.

3.1. Youth empowerment through specialized training of youth workers on civic engagement.

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[27] Youth worker is a person, working with young people outside the system of formal education. Youth workers include: youth leaders and members of youth NGOs, civil servants, responsible for implementation of youth policy on the regional and local level; members of other private or public organisations involved in the work with young people.

The certified 'Youth Worker' training programme[28] will be enriched in coordination with the Ministry of Youth and Sports of Ukraine with the training modules on civic engagement to cover the major gaps in civic knowledge and behaviours based on the results of the civil literacy study 2016 (1st year). The specialised training modules will be developed in collaboration with regional hub CSOs (reference is made to the Components 1 and 2, activities 1.1 and 2.1 respectively) on topics such as democratization, effective governance, human rights, work with vulnerable youth, people with disabilities, and others. Young people will be able to learn from youth workers about the possibilities of their engagement in life of the local communities in the form of non-formal education activities and events. This will generally raise awareness about youth activism and active civic attitudes. Inclusion of the new modules into the approved curricula on Community-Based Sustainable Development at the UNDP partner universities. Trainings will be coupled **with the internship opportunities for youth with the CSO hubs to contribute to the hubs' work with the** national volunteers.

At least one training for trainers will be organised per year in order to expand the programme horizontally. 15 certified trainers were prepared by UNDP as part of the previous intervention; but it is aimed to have at least 3 trainers per region, since they prove to be effective multipliers of the knowledge and organisers of youth engagement work at the regional level in a more cost-efficient way, also reaching out to the vulnerable groups of youth.

Knowledge-sharing and best practice dissemination will be strengthened through organisation of Youth Worker exchanges within Ukraine (East-West, North–South). The study visit programme will be aligned with the same activity for the hub CSOs to allow better synergies between the components and ensure the practical nature of the youth engagement initiatives. Preference for selection of the sites will be given to those regions where youth centres and youth open spaces are created and are functioning as hubs for active youth engagement and as places where active youth can gather, share ideas, receive training and work on social projects under the supervision of the certified youth workers. The trainings/ exchange visits will be most intensively conducted during the 2nd and 4th years of the programmes to prepare the youth CSOs and youth groups for undertaking their own small projects in the area of democratisation and human rights.

3.2. Small-grants programme and mentorship of grass-roots youth initiatives in the area of democratization and human rights developed by active youth NGOs and non-formal youth groups.

Graduates of the specialized training programmes on social project management aimed at youth engagement in democratization and human rights agenda will be able to apply for small grants for implementation of their initiatives, developed throughout the trainings, internship and practical exposure programmes. Professional mentoring schemes based on the hub CSOs in the regions will be proposed to the youth NGOs or youth groups throughout the whole project development cycle. A small-grants programme support of the youth initiatives will be one of the re-granting programmes administered by the hubs built under Component 1 and 2.

There is significant scope of applying innovative tools in advocating for wider and results-driven government-CSO dialogue through strong linkages between the IT community and civic activists and by building on a track record of successful experiences of innovating for development. Innovation for development has been tested in the previous phase of DHRP as means to identify more effective solutions that add value for the people affected by development challenges – people and their governments. As achieving the Sustainable Development Goals (SDGs) requires deliberate, calculated investments in testing new ways of triggering change, the project will experiment with new approaches for policy formulation, e.g. co-designing public services by citizens and governments; using foresight-based techniques to enhance planning processes; or applying behavioural insights to facilitate policy-making. These initiatives will be developed during the specialized events like hackathons, municipal innovation labs or other co-designing events as proven successful by DHRP. Winning teams will also be **supported for their projects'** implementation (2nd-5th year).

3.3. Youth engagement in volunteering with the CSOs and promotion of volunteerism at the subnational and national levels.

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[28] Basic training lasts 3 days and includes the following modules: Youth Policy, Community Mobilization, Project Management, Partnership Mechanisms, Personal Competencies of Youth Workers; Specialized Training lasts 5 days and covers more deeply particular areas of expertise; ToT prepares trainers for Basic and Specialized Trainings.
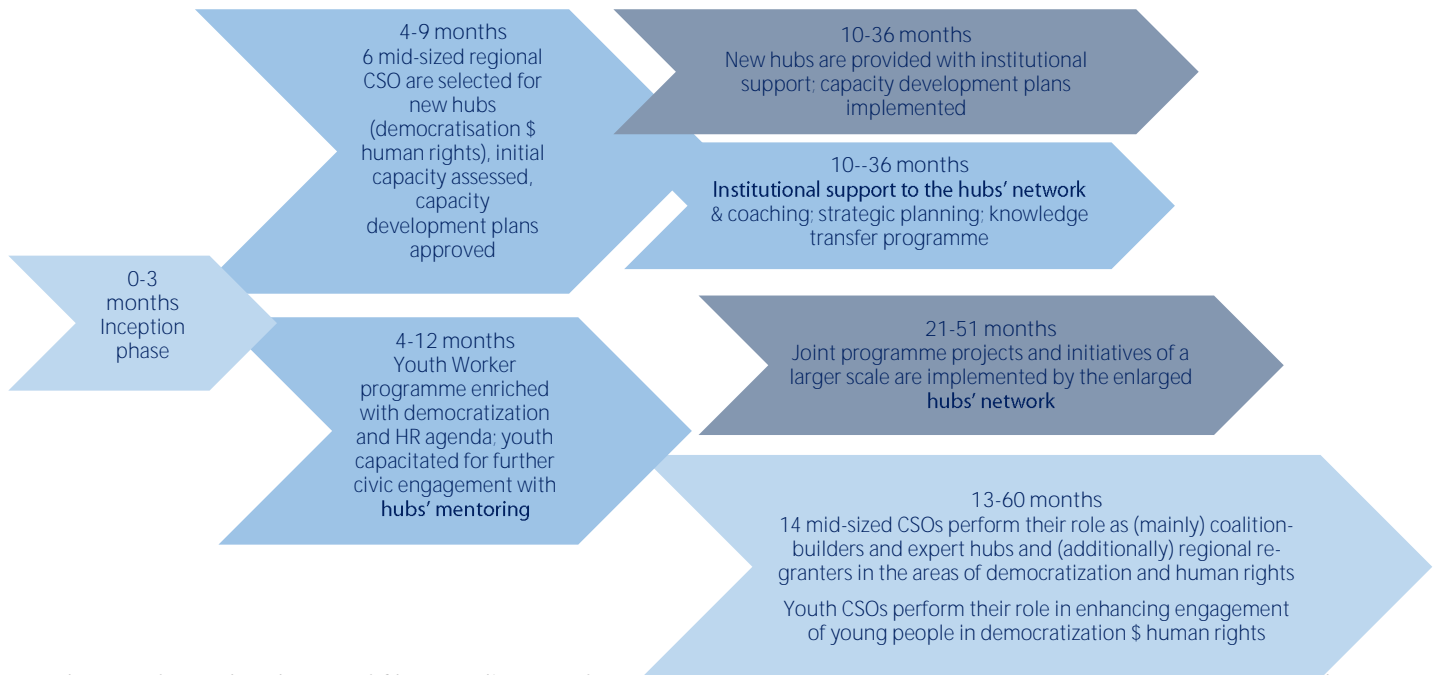
This component will support engagement of youth into volunteering with civil society organisations. This activity will build upon the unprecedented volunteer movement started after the 'Revolution of Dignity' in 2013-2014. Over 80% of Ukrainians consider the volunteer movement as part of civil society, at the same time, up to ¼ of them were or are the volunteers themselves, and think that volunteerism should be further promoted in Ukraine[29].

Since March 2015, volunteerism has become officially regulated with approval of the Law of Ukraine #1408 "On Volunteer Activities". However, this first step requires further efforts of implementing the best national and global experiences to foster the volunteer movement in the country and continuously direct, better organize and encourage the volunteers to contribute to the human development in Ukraine. This is directly in line with the project effort on youth civic engagement.

So, the project will 1) create favourable environment for youth engagement as volunteers in the activities of civil society organisations in their regions, thus helping them to meaningfully participate in civic oversight and monitoring of government activities at subnational level; 2) nurture excellent young citizenry with broad perspectives and the ability to take action, with relevant values, knowledge, skills and behavior patterns as guided by the "21st Century Citizen" concept; 3) and combine the power and resources of schools and other educational institutions, governmental departments and local governments, and civic organizations to strengthen the organizational network of young volunteer services, gradually achieving a new level of volunteerism in Ukraine. UNDP will continue to collaborate closely with UN Volunteers in this regard.

A summary of UNDP outputs, indicative activities and indicators for the proposed project time-span are presented on a chart below.

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[29] http://dhrp.org.ua/en/blog-publications/1164-20160422-en-publication

0-3 months
Inception phase

4-9 months
6 mid-sized regional CSO are selected for new hubs (democratisation $ human rights), initial capacity assessed, capacity development plans approved

10-36 months
New hubs are provided with institutional support; capacity development plans implemented

10--36 months
Institutional support to the hubs' network & coaching; strategic planning; knowledge transfer programme

4-12 months
Youth Worker programme enriched with democratization and HR agenda; youth capacitated for further civic engagement with **hubs' mentoring**

21-51 months
Joint programme projects and initiatives of a larger scale are implemented by the enlarged **hubs' network**

13-60 months
14 mid-sized CSOs perform their role as (mainly) coalition-builders and expert hubs and (additionally) regional re-granters in the areas of democratization and human rights

Youth CSOs perform their role in enhancing engagement of young people in democratization $ human rights

Please refer to the Theory of Change diagram for more details on the linkages, assumptions and intended results.

HRBA and gender
The Human-Rights Based Approach and Gender Equality have been fully reflected and integrated in the project design. Thus, for instance, gender equality considerations will be incorporated into the capacity development programmes for the CSOs and their coalitions/networks; gender issues will be specifically monitored within the human rights component and part of Ukraine's commitments under CEDAW and respective national legislation; an approximate 70:30 balance will be observed throughout the capacity development programmes for the CSOs in the regions, gender-disaggregated data on project beneficiaries will be systematically and comprehensively collected from the CSO grantees; and a gender expert assessment of the key project messages and accompanying imagery or concepts will be conducted. In addition to this, gender aspects will be fully and comprehensively included into existing and new training materials to be delivered at all capacitation events. Gender has also been not only mainstreamed in the project design, but also incorporated as part of Human Rights component with specific targets and planned output results.

Human rights is an integral part of the project design, as there is a special component related with the HR. additionally, all the project activities even in other components will envisage work with both rights holders represented by the CSOs and the respective duty bearers, as the work aims to improve respective policies based on the addressed issues. HRBA will be guided by universal human rights standards, to empower all rights-holders; foster multi-stakeholder participation in decision-making; pursue non-discrimination and prioritize vulnerable groups and to seek accountability of duty-bearers. Also, HRBA is not only mainstreamed in the project design, but also incorporated as part of Human Rights component with specific targets and planned output results.

Partnerships
The partnerships of the project will be strengthened with the following stakeholders in accordance with the roles of different stakeholders:
- Secretariat of the Cabinet of Ministers: UNDP will maintain its relationship with the Secretariat of the Cabinet of Ministers, inter alia regarding further application of the methodology for assessing the executive authorities on the level of their cooperation with the public, as developed throughout the course of DHRP, improving capacities of the Government to perform under the Open Government Partnership Initiative, and make more effective use of other Government–CSO dialogue platforms: public councils and independent public expertise.
- Coordination Council for Civil Society Development under the Administration of the President of Ukraine: The project will further engage in expert and technical support of the work of the Coordination Council for Civil Society Development at the Administration of the President of Ukraine to seek avenues for meaningful engagement, as appropriate.
- Oblast state administration and oblast councils: The successful experience of 4 pilot projects of operationalising the National Strategy for Civil Society Development in Ukraine has laid ground for further nation-wide engagements of CSOs in the regions into monitoring of the implementation of the regional

programmes for 2017-2020 which must be approved by the regional authorities by end 2016. The new project will also build on the existing partnerships between UNDP and all 24 Oblasts in the context of community-based local development, and the special relations with Donetsk and Luhansk Oblast in the context of UNDP's Recovery and Peacebuilding Programme.

- Ministry of Youth and Sports of Ukraine will be engaged in the project activities with regards to the programmes of civic education of youth through the Youth Worker programme.
- Ombudsman Office will be engaged in human rights related activities and components, in close alignment with the respective activities under the special Denmark-funded project assisting the Ombudsman's Office.
- Ministry of Social Policy of Ukraine will be engaged in the project activities relating to IDPs, persons with disabilities, gender, combating domestic and gender based violence, violence against children/adolescents.

Donor coordination

Donor coordination on civil society development is very active in Ukraine, and the donor interaction has intensified in the post-Maidan period in order to better meet civil society needs and government priorities. The very dynamic political, social and economic environment in Ukraine leads many donors to re-evaluate their strategies; so the information provided in this section is often changing and should be regularly updated.

Currently, there are many programmes supporting civil society development implemented by international organizations and other donors in Ukraine, which are regularly revised and adapted to the changing context. The following initiatives can be outlined because of their complementarity in terms of scale and modality with the project planned by UNDP:

- The USAID-supported project implemented by Pact "Enhance Non-Governmental Actors and Grassroots Engagement (ENGAGE)" with the purpose of increasing citizens' awareness of and engagement in civic activities at national, regional and local level started in autumn 2016. The total amount of ENGAGE is $ 22m, of which $ 10m should be sub-granted to Ukrainian civil society organizations and $ 4m should be dedicated to anti-corruption activities.
- In addition, USAID supports other projects related to civil society development with the purpose of strengthening organizational capacity of Ukrainian CSOs, improving the legislative and policy environment, and promoting the integration of Ukraine into Europe by fostering a stable, democratic, and prosperous environment. This in particular includes the DOBRE programme which focuses on amalgamated territorial communities in 7 regions of Ukraine, as well as PULSE and SACCI, which focus on the decentralization process and anti-corruption champions respectively.
- The EU supports large scale reform programmes in Ukraine, such as U-LEAD, implemented by GIZ and SIDA, which focuses on empowerment, accountability and development across Ukraine, primarily through the establishment of Centres for Local Self-Governance in all regional capitals. These centres are designed to be hubs for engagement and dialogue at the regional level on local development issues, and are also aiming at civic engagement. The EU also just initiated a new special action on Anti-Corruption, which also focuses on civil society development and local anti-corruption initiatives among others, and is implemented by DANIDA, beginning in 2017. The EU also provides support to civil society organisations through its regular thematic calls for proposals in line with the Roadmap for Engagement with Civil Society in Ukraine for the period 2014-2017 aimed at developing a common strategic framework for the engagement of EU Delegations and Member States with civil society at country level to improve the impact, predictability and visibility of EU actions. Two major programmes are available – the Non-State Actors and Neighborhood Civil Society Development Facility. Priority areas include fostering an enabling environment for Ukrainian civil society organizations, increasing participation of CSOs in policymaking and strengthening their cooperation with authorities, ensuring the mainstreaming of civil society in the relations between the EU and Ukraine, supporting civil society's engagement in the conflict areas in Eastern Ukraine, strengthening transparency and accountability in the implementation of government's policies, advancing reforms, and promoting economic development.
- Sweden is implementing a strategy for reform cooperation for Eastern Europe 2014-2020 which includes the following priority areas: strengthening democracy, improving respect of human rights, and promoting rule of law. The annual budget for Ukraine is around EUR 25 million. This programme has the purpose to make civil society more diversified and pluralistic, to improve democratic accountability, and to increase participation in political processes. Sweden (alongside the EU and Switzerland) supports the youth engagement and civil society development activities under the social cohesion and reconciliation components of UNDP's Recovery and Peacebuilding Programme in the Donbas.
- There are also other donors supporting a number of projects aimed at enhancing civil society development and advancing human rights in Ukraine, including the International Renaissance

Foundation (Soros), the National Endowment for Democracy, and the International Vishegrad Fund among others.

UNDP's new project "Civil Society for Enhanced Democracy and Human Rights" is aimed at comprehensively supporting civil society development in Ukraine with the purpose of contributing to democratization and better protection and promotion of human rights, as well as sustainable development as per the Global Agenda 2030. Specific activities planned for 2017-2022 will take into account other donors' initiatives related to this topic and specifically designed for Ukraine. UNDP will actively participate in donor coordination platforms at the national level as well as at the regional level and inform other donors about the progress of this project and of other initiatives related to civil society development.

Intended Outcome:
Civil society will have a stronger impact on the reform processes in the country including in the regions in the areas of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.

Outcome indicators including baseline and targets:
Indicators:
- Civil society organisations engagement in implementation of the National Strategy for Civil Society Development at the subnational level
- The extent to which CSO hubs' network is efficient, visible and capable.
- Number of key policies and strategies (both within national and international commitments) developed, operationalized and promulgated with active CSO participation[1]
- Cases of working groups policies development and/or implementation with CSOs inclusion at the national level
- Civil society capacities for human rights related to data collection, analysis and participation in policy development

Baselines:
- 4 regional CSO actively engaged in implementation of the National Strategy for Civil Society Development at the subnational level
- A network of 8 regional CSO hubs with limited visibility as a network;
- No data available on policies and strategies (both within national and international commitments) developed, operationalized and promulgated with active CSO participation
- 3
- 4 alternative stakeholders' reports prepared on human rights agenda by civil society

Targets:
- At least, 100 CSOs actively engage in implementation of the National Strategy for Civil Society Development at the subnational level
- Existence of an efficient, visible and capable CSO hubs' network covering the territory of Ukraine
- At least, 40 normative and regulatory acts reflecting new policies and strategies (both within national and international commitments) at subnational level developed, operationalized and promulgated with active CSO participation with at least 50% level of implementation per year
- 14 (in each region where hubs are located)
- At least, 5 alternative stakeholders' reports prepared by civil society networks and coalition on human rights agenda informed by various human rights mappings

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[1] Despite the legislative provision for the public consultations in policy formulation and decision-making, these policies are rarely developed with meaningful CSO participation. Even in case they are, CSOs usually don't have real influence on their implementation, which is coupled to lack of political will and/or shortage of budget allocation, and leads to poor implementation of the respective policies/strategies.

Project title and ID (ATLAS Award ID): - TBD			
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 - Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue in Ukraine Baseline: 8 CSO hubs created in 8 regions of Ukraine; 4 pilot initiatives of developing regional programmes for civil society development implemented; no CSO hubs in other regions; no data available on development of subnational policies with meaningful engagement of the civil society at the regional level. Currently local CSOs have limited institutional capacity to assist their communities in the areas of human rights and good governance Indicators: • Baseline report on operationalization of the National Strategy for civil society development in the regions; • Number of CSO hubs' specialized on democratization – members of network; • Strategy of CSO hubs' work; • Number of successfully implemented CSO projects and initiatives; • Share of CSO hubs' constituencies involved into the programme activities of CSO hubs; • Number of vulnerable groups' representatives, i.e. women, IDPs, persons with disabilities (PWD), minorities covered by the CSO hubs' activities; • Relevant sectoral subnational policies and regulations adopted and assessed as satisfactory by national and international experts Targets:	▪ Activity 1.1 – Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (24 months), 50% of which are specialised in democratisation agenda and co-funded under this activity - Initial/final capacity assessment of the CSOs - Organisational development programme - Peer-to-peer transfer of knowledge and experiences through training, exchange visits, internships & re-granting scheme - Institutional development of the hubs' network - Developing enabling policies for CSO-government dialogue ▪ Activity 1.2 – Support peer-to-peer transfer of knowledge and experiences in organisational development from the 8 capacitated hub CSOs to the other local mid-sized and small CSOs - Trainings & coaching on organizational development and localized democracy &human rights agenda for the new hubs and smaller CSOs in the regions following the approach "1+1" - Peer-to-peer exchange visits and internship programmes for the CSOs - Re-granting scheme on public involvement in local decision- and budgetary-making process, government accountability initiatives, creation of innovative e-tools to foster citizen engagement and promoting reform agenda at the regional level. ▪ Activity 1.3 – Promote the stable hub CSO network and its work to engage citizens in the decision-making at the subnational level - Institutional grant for the hubs' network - Training and coaching for the network for its better coordination and programme work	*UNDP, CSO hubs, Presidential Administration, Secretariat of the Cabinet of Ministers, regional authorities, RPR or other think-tanks, independent researchers and sociological centers*	*Total per Output 1: USD 1,300,586*

• Baseline report on operationalization of the National Strategy for civil society development in the regions is assessed as sound and valid;
• A stable and visible **CSO hubs' network consisting** 14 members;
• Strategy of **CSO hubs' work is assessed by the civil** society and national experts as valid and relevant to the country context and reform agenda;
• At least, 20 successfully implemented CSO projects and initiatives in the area of democratisation;
• **Share of CSO hubs' constituencies involved into** the programme activities of CSO hubs increased by at least 20%;
• Number of vulnerable groups i.e. women, IDPs, persons with disabilities (PWD), minorities equipped with knowledge and skills by the CSO **hubs' activities** with the proportion as close as possible to 70:30 ratio
• 2022 - No fewer than 50 sectoral subnational policies and regulations are adopted and assessed as satisfactory by national and international experts
	‑ Strengthening capacities of the network to implement joint projects for monitoring, advocacy or other practical work to engage citizens in the decision-making and cooperation with the public authorities and local self-government bodies
	
	▪ Activity 1.4 – Support the civic monitoring of implementation of the National Strategy for Civil Society Development and develop enabling policies for CSO-government dialogue at subnational levels
	  ‑ A comprehensive study on the regional programmes to implement the National Strategy for civil society development and state of local democracy in the regions
	  ‑ Developing the local/subnational sectoral policies for more democratic governance in the regions
	  ‑ Advocating for approval of the enabling policies for CSO-government dialogue and raising public awareness on civic society issues		

▪ Output 2 - Capacities of human rights actors enhanced to promote and defend human rights in Ukraine;
 	
Baseline: Successful track record of experiences of CSOs networking for development of alternative reports under **Ukraine's international commitments; Justi**ce for Peace in Donbas Coalition consisting of 16 CSOs with a number of implemented projects and initiatives requiring enhanced capacities for better coordination and advocacy on human rights; 16 CSO trainers on HRBA in the regions; low **level of citizens'** awareness on human rights and mechanisms of their protection; low level of vulnerable **groups' representatives, i.e. women, IDPs, persons with** disabilities (PWD), minorities involvement in the **CSOs'**
	▪ Activity 2.1 - Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (24 months), 50% of which are specialised in the human rights agenda and co-funded under this activity
	  ‑ Initial/final capacity assessment of the CSOs
	  ‑ Organisational development programme
	  ‑ Peer-to-peer transfer of knowledge and experiences through training, exchange visits, internships & re-granting scheme
	  ‑ **Institutional development of the hubs' network**
	  ‑ Establishing professional cooperation with **Ombudsman's regional network**
	  ‑ Developing enabling policies for CSO-government dialogue
		UNDP, responsible Government institutions, RPR or other think-tanks, independent national and international experts	*Total per Output 2 :*
			
			USD 1,382,644

activities; low number of **vulnerable groups'** representatives **among the CSOs' beneficiaries**
 	
Indicators:
• **Number of CSO hubs' specialized on human** rights – members of network;
• The extent to which the strategy of **CSO hubs'** includes targeted interventions to involve and increase knowledge and skills of vulnerable groups;
• Number of CSO hubs applying HRBA in their programme work;
• Number of successfully implemented CSO projects and initiatives aimed at human rights promotion, including those with a special focus on vulnerable groups;
• **Number of vulnerable groups' repres**entatives, i.e. women, IDPs, persons with disabilities (PWD), minorities benefited from the implemented CSO projects and initiatives aimed at human rights promotion;
• Number of alternative **stakeholders'** reports to the international treaty bodies on various human rights issues prepared;
• Number of rights holders and duty bearers with knowledge and skills on mechanisms of civil society engagement in policy development and implementation;
• Number of human rights related policy recommendations translated into concrete policies and strategies
 	
Targets:
• At least 6 CSO hubs – members of the CSO network – specialize in human rights;
• Targeted interventions of CSO hubs to involve and increase knowledge and skills of vulnerable groups are comprehensively included in the CSO hubs network strategy;
	▪ Activity 2.2 –Targeted capacity development and networking events for human rights CSOs, coalitions and networks on monitoring **Ukraine's international and national human rights'** obligations and commitments
	  - Capacity development of the HR CSO coalitions and networks on human rights, human rights protection mechanisms, rights on information and M&E training for further monitoring activities
	  - Grants for development and presentation of the **alternative / shadow reports on Ukraine's** commitments
	  - Lobbying for implementation of the recommendations to Ukraine with the duty-bearers inter alia through the National Human Rights Institution
	
	▪ Activity 2.3 **–** Grants scheme to support the CSOs response to specific human rights challenges with a special priority to humanitarian issues
	  - Strategic planning and capacity development of the CSO networks and coalitions
	  - Grants to the CSOs **–** coalition members
	  - Advocating for better HR policies
	
	▪ Activity 2.4 **–** Support to further application of the human-rights based approach by the regional CSOs and their engagement in monitoring the progress of implementation of reforms at the subnational level from the human rights perspective
	  - Public awareness campaigns on key human rights agenda as informed by the Human Rights Awareness Baseline Study
	  - Support to the CSOs initiatives on revising their internal governance procedures and programmatic work from the HRBA perspective		

• 14 CSO hubs actively apply HRBA approach in their activities related both rights holders and duty bearers; • At least, 20 successfully implemented CSO projects and initiatives in the area of human rights promotion, including at least 5 projects with a special focus on vulnerable groups; • At least 1000 representatives of vulnerable groups benefited from CSO projects and initiatives implementation; • At least, 5 alternative **stakeholders'** reports to the international treaty bodies on various human rights issues prepared and advocated for; • 2022 - Exact number of rights holders and duty bearers with knowledge and skills on mechanisms of civil society engagement in policy development and implementation is TBD during the Inception phase • 2022 - Exact number of human rights related policy recommendations translated into concrete policies and strategies is TBD			

Output 3 - Enhanced civic youth engagement and youth participation in decision-making;
 	
Baseline: 240 youth workers trained and certified; no evidence on engagement of youth CSOs in decision-making at local level; limited opportunities for the youth groups in the regions to engage in policy development and decision-making, thus contributing to enhanced democracy and human rights at the local and regional levels; limited capacities of both rights holders and duty bearers; low level of civic engagement of youth representing vulnerable groups.
 	
Indicators:
• Number of youth workers certified on the programme enriched with civic education modules
	▪ **Activity 3.1 – Youth empowerment through** specialized training of youth workers on civic engagement
	  - The Youth Worker training programme enriched with the specialised modules on civic engagement for enhanced democracy and human rights in Ukraine in line with the conclusions of the civic literacy study held in 2016
	  - Trainings for trainers on civic engagement are provided in the regions where hubs are located
	  - Knowledge-sharing strengthened through youth **workers'** exchanges within Ukraine to the sites of best practices in the area of democratic governance and human rights
	
	▪ **Activity 3.2 –** Local initiatives of youth CSOs and non-formal youth groups in the area of
		UNDP, Ministry of Youth and Sports of Ukraine, Ministry of Education and Science of Ukraine, RPR or other think-tanks, civic institutions for non-formal education, independent national and international experts, oblast-level authorities	*Total per Output 3 : USD 633,827*

• Number of rights holders and duty bearers with knowledge and skills on mechanisms of youth engagement in policy development and implementation for democracy and human rights;
• Number of engaged formal youth CSOs and non-formal youth groups advocating for the rights of vulnerable groups, i.e. women, IDPs, persons with disabilities (PWD), minorities;
• Number of local policies aimed at enhanced democracy and human rights improved in accordance with HRBA principles and with direct youth engagement (including youth from vulnerable groups) on regional and local level.
 	
Targets:
• 400 youth workers certified on civic education
• 2022 - Exact number of rights holders and duty bearers with knowledge and skills on mechanisms of youth engagement in policy development and implementation for democracy and human rights is TBD throughout the Inception Phase
• 2022 – Exact number of engaged formal youth CSOs and non-formal youth groups advocating for the rights of vulnerable groups, i.e. women, IDPs, persons with disabilities (PWD), minorities is TBD throughout the Inception Phase
• 2022 - Exact number of local policies is to be determined throughout the Inception Phase and will be linked to the number of local actors involved
	democratization and human rights supported with mentoring by CSO hubs
	  - Small grants for youth civic initiatives
	  - Support to co-designing of innovative solutions resulting in wider and results-driven government-CSO dialogue (hackathons, innovation labs, prototypes, implementation of the CSOs' initiatives)
	
	▪ Activity 3.2 – Youth engagement in volunteering with the CSOs and promotion of volunteerism at the subnational and national levels
	  - Support mechanisms of youth engagement in CSOs activities at subnational level
	  - Promoting volunteerism through coordination of all stakeholders, training, conferences and policy development at subnational level.		

Project implementation	Direct costs[30]		USD 493,995
	Total Administration (indirect costs)[31]		USD 152,672
GMS (8%)			USD 317,098
TOTAL			USD 4,280,822.00

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[30] Direct costs include salaried compensation for the technical assistance team.

[31] Indirect costs includes administrative services (procurement, human resources, admin, IT, finance) as well as utilities/phone/Internet/cleaning, premises rental, stationery/expendables/office equipment, and backstopping management at the country office level.
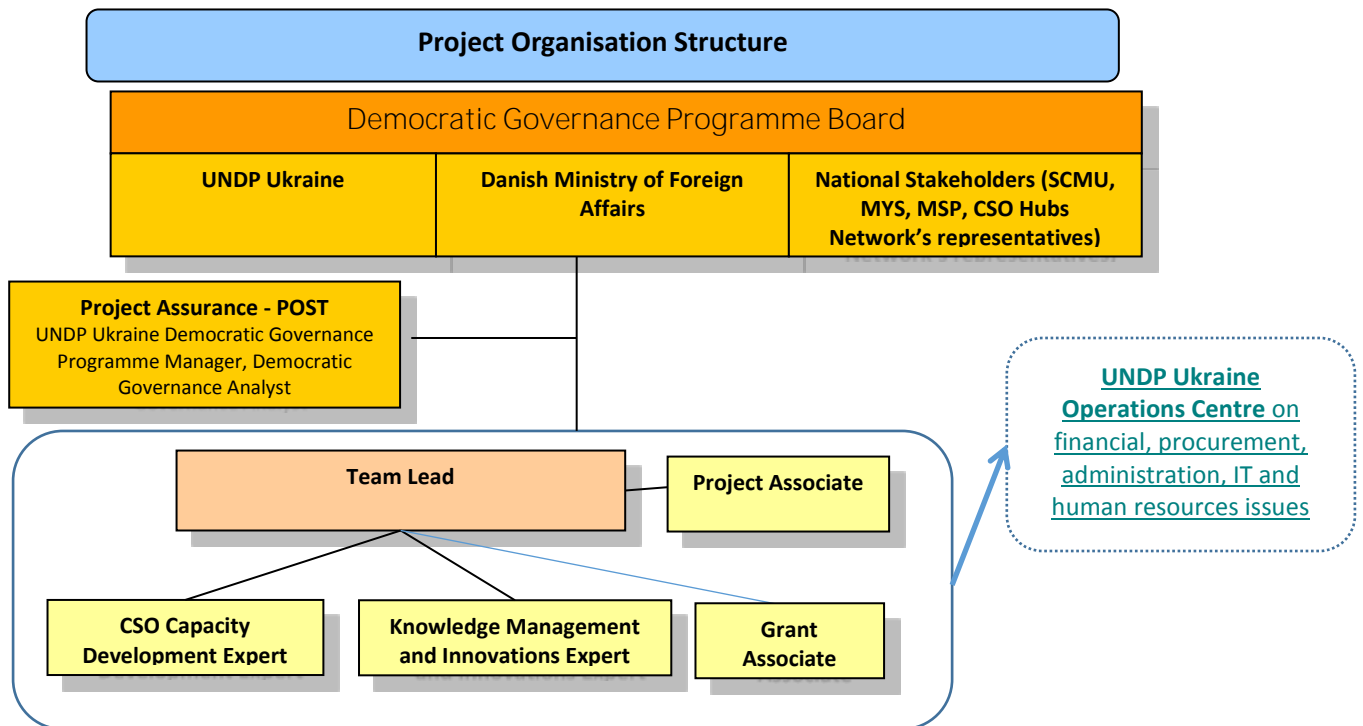
IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET							Amount (USD / DKK)
And baseline, indicators including annual targets	*List activity results and associated actions*		Funding Source	2017 Apr-Dec	2018 Jan-Dec	2019 Jan-Dec	2020 Jan-Dec	2021 Jan-Dec	2022 Jan-Mar	
Output 1 - Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue in Ukraine	Activity 1.1 – Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (24 months), 50% of which are specialised in democratisation agenda and co-funded under this activity	UNDP, CSO hubs, Presidential Administration, Secretariat of the Cabinet of Ministers, Regional authorities, RPR or other think-tanks, Independent researchers and sociological centers	DMFA	23,837	146,147	128,467	46,203	22,062	17,160	383,876
	Activity 1.2 – Support peer-to-peer transfer of knowledge and experiences in organisational development from the 8 capacitated CSO hubs to the other local mid-sized and small CSOs		DMFA	36,081	65,684	33,444	67,244	38,332	7,830	248,614
	Activity 1.3 – Promote the stable **CSO hubs' network and its work to** engage citizens in the decision-making at the subnational level		DMFA	15,808	95,368	164,008	105,768	42,848	7,280	431,080
	Activity 1.4 – Support the civic monitoring of implementation of the National Strategy for Civil Society Development and develop enabling policies for CSO-government dialogue at subnational levels		DMFA	51,792	38,792	38,792	45,240	54,704	7,696	237,016
			TOTAL OUTPUT 1	USD 127,517	USD 345,991	USD 364,711	USD 264,455	USD 157,945	USD 39,966	USD 1,300,586
										DKK 9,114,509

Output 2 - Capacities of human rights actors enhanced to promote and defend human rights in Ukraine	Activity 2.1 - Provide institutional support to the selected mid-size regional CSOs through individually tailored capacity development programme (24 months), 50% of which are specialised in the human rights agenda and co-funded under this activity	UNDP, Responsible Government institutions, RPR or other think-tanks, Independent national and international experts	DMFA	23,941	146,771	129,091	54,003	31,123	20,280	405,210
	Activity 2.2 –Targeted capacity development and networking events for the human rights CSOs, coalitions and networks on **monitoring Ukraine's international and national human rights'** commitments		DMFA	64,265	71,716	152,836	140,252	89,142	6,720	524,930
	Activity 2.3 – Grants scheme to support the CSOs response to specific human rights challenges with a special priority to a humanitarian focus		DMFA	51,792	51,792	41,912	55,432	55,952	4,368	261,248
	Activity 2.4 – Support to further application of the human-rights based approach by the regional CSOs and their engagement in monitoring the progress of implementation of reforms at the subnational level from the human rights perspective		DMFA	66,664	39,624	9,984	15,912	48,152	10,920	191,256
			TOTAL OUTPUT 2	USD 206,661	USD 309,903	USD 333,823	USD 265,599	USD 224,369	USD 42,288	USD 1,382,644
										DKK 9,689,568
Output 3 - Enhanced civic youth civic engagement and youth	Activity 3.1 – Youth empowerment through specialized training of youth workers on civic engagement	UNDP, Ministry of Youth and	DMFA	52,229	81,459	29,459	86,347	28,154	2,600	280,249

participation in decision-making;	Activity 3.2 – Local initiatives of youth CSOs and non-formal youth groups in the area of democratization and human rights supported with mentoring by CSO hubs	Sports of Ukraine, Ministry of Education and Science of Ukraine,	DMFA	25,577	59,288	57,208	59,184	62,304	6,968	270,528
	Activity 3.3 – Youth engagement in volunteering with the CSOs and promotion of volunteerism at the subnational and national levels	RPR or other think-tanks, civic institutions for non-formal education, Independent national and international experts Oblast-level authorities	DMFA	18,512	10,400	15,600	14,352	14,352	9,835	83,051
			TOTAL OUTPUT 3	USD 96,317	USD 151,147	USD 102,267	USD 159,883	USD 104,810	USD 19,403	USD 633,827
DKK 4,441,862										DKK 4,441,862
Project implementation	Total Direct costs			80,609	119,826	119,826	75,536	75,536	22,661	USD 493,995
	Total Administration (indirect costs)			31,096	32,145	32,145	24,653	24,653	7,978	USD 152,672
GMS (8%)										USD 317,098
										DKK 2,222,222
USD 4,280,822			PROJECT TOTAL							USD 4,280,822
DKK 30,000,000										DKK 30,000,000

V. MANAGEMENT ARRANGEMENTS

Project Organisation Structure

Democratic Governance Programme Board

UNDP Ukraine	Danish Ministry of Foreign Affairs	National Stakeholders (SCMU, MYS, MSP, CSO Hubs Network's representatives)

Project Assurance - POST
UNDP Ukraine Democratic Governance Programme Manager, Democratic Governance Analyst

UNDP Ukraine Operations Centre on financial, procurement, administration, IT and human resources issues

Team Lead

Project Associate

CSO Capacity Development Expert

Knowledge Management and Innovations Expert

Grant Associate

The management of the (CSDR project) will be carried out by the UNDP technical assistance team in Kyiv within the overall framework of the UNDP Country Programme Action Plan 2018-2022 in a Direct Implementation Modality. UNDP shall be responsible for the overall management of the project, primarily regarding the responsibility for the achievement of the outputs and the stated outcome. Similarly, UNDP will be accountable to the Democratic Governance Programme Board for the use of project resources. The Board will monitor progress towards the programme objective, using the impact indicator set, discuss synergies, and draft TOR for the mid-term review. Regular coordination of the project activities with other UNDP interventions in the Democratic Governance Cluster will be ensured through POST (Programme Oversight and Support Team) meetings comprising UNDP management team, cluster officers, project managers of all project cluster interventions, and operations team. **POST meetings will provide space for discussion and coordination of the regular delivery update, project monitoring and evaluation plan, strategic RRF indicators and evidence of progress, reporting, compliance with the rules and procedures, risks, monitoring actions, etc.** UNDP will delegate managerial duties for the day-to-day running of the Project to the Team Lead, selected by UNDP through a competitive and transparent selection process.

The project stakeholders will include the following entities:
- National-level entities within the executive branch (Presidential Administration, Secretariat of the Cabinet of Ministers, Ministry of Youth and Sports, Ministry of Social Policies)
- Sub-national government bodies, branches of the national entities and local governments at the regional level
- National and regional civil society organizations specialized in democratization, human rights and youth civic engagement
- Educational institutions for formal and non-formal education, as well as
- UNDP Ukraine
- Danish Ministry of Foreign Affairs and the Royal Danish Embassy in Kyiv
- Donor community in Ukraine.

The project will receive overall guidance and strategic direction from the Programme Board (PB). The Board is the group responsible for making consensus-based management decisions for the project when guidance is required by the Team Lead, including recommendation for approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Team Lead. This group is consulted by the Team Lead for decisions when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded. The Project Board will consist of representatives of national

stakeholders, UNDP Ukraine and DMFA, and will be chaired by UNDP. Other stakeholders will have an opportunity to partake in Board meetings as agreed between Board members.

The Board contains three roles:
- Executive (role represented by UNDP);
- Senior Supplier (role represented by the Danish Ministry of Foreign Affairs) that provides guidance regarding the technical feasibility of the project, and use of programme resources;
- Beneficiary (represented by national stakeholders)

The PB will hold meetings on a semi-annual basis, or more frequently if deemed necessary. The Board will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation and goals and objectives, decide on annual work plans and budgets, revise annual plans and budgets, as well as requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Programme Board.

Project Assurance: The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Analyst holds the Project Assurance role.

Project implementation: The Team Lead has the authority to run the project on a day-to-day basis on behalf of the Programme Board within the constraints laid down by the Programme Board. The Team Lead is responsible for day-to-day management and decision-making for the project. The Team Lead'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:
- Team Lead (responsible for building capacity ties with the subnational and local authorities with regards to promoting better policies for CSO-Government dialogue, providing guidance and expert inputs into all components, achieving the overall project outputs and day-to-day management of the project);
- CSO Capacity Development Expert (responsible for all capacity development and educational areas of project implementation including government and non-governmental partners, assisting the team with quality assessment of the products delivered with project support in the aspect of learning, training, didactics);
- Knowledge Management and Innovations Expert shall be responsible for the overall outreach of information/public relations/communication activities of the project, facilitating the innovations-related project work, as well as due progress reporting;
- Grant Associate (deployed for the second-third year of the project implementation when the biggest share of the grants will be provided to CSOs) will be responsible for quality assurance of the projects and initiatives run by the hubs' network and smaller CSOs within different call for proposals and re-granting programmes;

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 organizations and other stakeholders. Organizational, HR, procurement, IT and other related issues will be provided by UNDP Ukraine. Terms of reference for the core project positions are at Annex - III.

All due negotiations and effort will be applied to make sure that premises for operational activity of the CSDR project be provided by UNDP.

Should any new developments be needed for the project, Development Solution Team (DST) will be formed in order to combine necessary skills and expertise required to develop a new concept/document and to contribute to negotiations with potential partners and donors.

Collaborative arrangements with related projects
The CSDR Project will closely coordinate its activities, as appropriate, with the sister-projects "Enhanced Transparency and Integrity of the Public Sector" and "Strengthening Capacities of the Office of the Ombudsperson" which are part of the UNDP-DMFA "Good Governance and Human Rights Programme, 2015-2018" in order to capitalize on synergies and enable coherence within the overarching UNDP-DMFA initiative (the work on ensuring CSO engagement in transparency and openness of the authorities with the first project, and the human rights work with the second).

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

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

Intellectual property rights and use of logo
Project materials, publications, print or digital deliverables will be branded by the relevant UNDP logo and typography (subject to corporate brand-book) and DMFA logo (subject to graphic standards at http://visualidentity.um.dk/en/ministry/basic-elements/). All intellectual products produced under the Project will be equipped with a standard UNDP intellectual property right disclaimer and, at discretion and agreement with DMFA, may be placed into creative commons.

VI.   MONITORING FRAMEWORK AND EVALUATION

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

➢ An Issue Log shall be activated in Atlas and updated by the Team Lead to facilitate tracking and resolution of potential problems or requests for change.
➢ Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation (see Annex - IV).
➢ A Semi-Annual Progress Report (SAPR) shall be submitted by the Team Lead to the Project Board through Project Assurance, using the report format specified by DMFA.
    Likewise, an Annual Progress Report (APR) shall be prepared by the Team Lead and shared with the Project Board. The APR shall follow the report format agreed by DMFA.
    On a more general note, the annual progress report will include:
    ✓ an assessment of the development of the national framework during the past year;
    ✓ progress as compared to the defined (original and revised) targets for the reporting period, including brief explanations of problems encountered and how these have been handled;
    ✓ progress to date compared to output targets for the entire programme period;
    ✓ reporting on expenditure as compared to budgets;
    ✓ reporting on the linkage between output and expenditure;
    ✓ risk assessment;
    Both progress reports (SARP and APR) shall be submitted in a month following the reporting period. Annual Progress Report (APR) is submitted along with a draft Annual Work Plan (AWP).
➢ Based on the submission of the progress reports Project Board shall be conducted soon after to assess the performance of the project. The assessment could be combined with that of other DMFA-funded Democratic Governance projects within Programme Boards for the following year.

- The Final Report is submitted one month prior to project closure and followed by the final assessment during Project Board session. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- A draft Annual Work Plan (AWP) for the following year shall be submitted by the Team Lead along with Annual Progress Report for further approval by the Project Board.
- **Annual quality assurance module will also be conducted by UNDP to track progress of project's strategic** importance to the context, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, sustainability and national ownership.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
- The project will undergo a DMFA-led mid-term review in 2019. The ToR for the mid-term review will be agreed between the DMFA and UNDP by the end 2018.

VII. LEGAL CONTEXT

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

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP 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.

VIII. ANNEXES

Annex 1 – Diagram: Theory of Change
Annex 2 – Strategy for ensuring the institutional sustainability of the regional organisations – CSO hubs
Annex 3 – TOR for key Personnel (to be developed after the CSA signing)
Annex 4 – Offline Risk Log