FINAL EVALUATION OF THE UNDP PROJECT "CIVIL SOCIETY FOR ENHANCED DEMOCRACY AND HUMAN RIGHTS"

Evaluation Mission Dates:

10 January – 16 February 2022

Evaluation Team:

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This report is the outcome of online interviews conducted in early January 2022 and of a field mission conducted between 24 January and 16 February 2022. Thus, it does not reflect the new situation created by the Russian military invasion of Ukraine that started on 23 February 2022.

Project and evaluation information details

PROJECT INFORMATION	
Project title	Civil society for enhanced democracy and human rights in Ukraine (CSDR) 2017 – 2022
Atlas ID	
Corporate outcome and outputs	<u>Outcome</u> 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. <u>Outputs</u> • Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine. • Capacities of human rights actors enhanced to promote and defend human rights in Ukraine. • Enhanced civic youth engagement and youth participation in decision-making at all levels.
Country	Ukraine
Region	Europe and Central Asia
Date project document signed	30 March 2017
Project dates	Start	Planned end
	01 April 2017	31 March 2022
Total committed budget	USD 4,776,882 (DKK 31,800,000)
Project expenditure at the time of evaluation (26 January 2022)	USD 4,567,809 (DKK 30,407,904)
Funding source	Denmark
Implementing party	UNDP

EVALUATION INFORMATION	
Final Evaluation of project "Civil society for enhanced democracy and human rights"	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.
Final Evaluation	
Period under evaluation	Start	End
	01 April 2017	31 March 2022
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Evaluation dates	Start	Completion
	17 December 2021	14 March 2022

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LIST OF ACRONYMS AND ABBREVIATIONS

BPFA	Beijing Platform for Action
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSDR	Civil Society for Enhanced Democracy and Human Rights Project
COE	Council of Europe
CPD	Country Programme Document
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organisation
DHRP	Democratization and Human Rights in Ukraine Programme
ECHR	European Court of Human Rights
EU	European Union
GBV	Gender-Based Violence
HR4U	Human Rights for Ukraine Project
HRBA	Human Rights Based Approach
ICC	International Criminal Court
ICCPR	International Covenant on Civil and Political Rights
IRF	International Renaissance Foundation
KII	Key Informant Interview
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
OGP	Open Government Partnership Initiative
PWD	Persons with Disabilities
RPR	Reanimation Package of Reforms
SDGs	Sustainable Development Goals
TC	Territorial Community
ToC	Theory of Change
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UPR	Universal Periodic Review

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

This report presents the Final Evaluation of the project 'Civil Society for Enhanced Democracy and Human Rights in Ukraine' (CSDR) 2017-2022. It assesses the extent to which the project objectives have been achieved, summarises key results, lessons learned and best practices and puts forward actionable recommendations for future UNDP programming on democracy and human rights in Ukraine. Following a meta-analysis of relevant documents, the Evaluation Team conducted online interviews in early January. This was followed by a field mission in Ukraine (from 24 January to 16 February) during which the Team interviewed UNDP and project staff, national and subnational government officials, civil society organisations, youth organisations, human rights organisations, project beneficiaries, donors and other international development partners. One human rights FGD also took place on 7 February with the participation of government officials, human rights NGOs, project beneficiaries and domestic violence survivors.

The CSDR project, funded by the Danish Ministry of Foreign Affairs, was a nation-wide project which ran from 1 April 2017 to 31 March 2022. It comprised of three components whose objectives were defined as: (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.

KEY FINDINGS

Relevance

The Evaluation Team found that the CSDR project was aligned with and supported the Government of Ukraine's national strategies such as the National Strategy for Promoting Civil Society Development, the National Human Rights Strategy, the Open Government Partnership Initiative (OGP), the Biarritz Partnership for Gender Equality and the State Target Social Programme 'Youth of Ukraine'. The project also responded to the aspirations of Ukrainian society as expressed in national and subnational consultations conducted in 2016 in which citizens were asked to prioritise the Sustainable Development Goals. 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.

An earlier project (Democratization and Human Rights in Ukraine Programme-DHRP) had led to the creation of a network of eight regional CSOs with a view to increasing cooperation for bigger impact at the national level and to developing the capacity of smaller CSOs in their respective region. Building upon the success of this initiative, CSDR further developed the capacity and professionalism of these eight CSO hubs while establishing an additional six CSO hubs. The Team found the idea of the network relevant because of the widely recognised need to strengthen Ukrainian civil society, particularly at the subnational level.

The CSDR project provided grant support to CSO coalitions to jointly monitor the implementation of Ukraine's international human rights obligations. This support was fully justified in light of the human rights crisis in the occupied territories in eastern Ukraine and UNDP's human rights mandate. During the COVID-19 outbreak, the project reacted appropriately by launching communication campaigns and supporting CSO initiatives to protect vulnerable groups and respond to the hike of gender-based violence, in particular domestic violence, that took place during the COVID lockdown.

UNDP has supported the Ukrainian Government since 2014 to reform its youth policy, in particular, to boost youth participation in decision-making at all levels. It has been influential in the design and adoption of all major legal and policy documents related to youth civic engagement and participation, including the State Regulation on the Youth Worker Programme, the Law on Basic Principles of Youth Policy, the 2030 National Youth Policy Strategy and the State Target Social Programme 'Youth of Ukraine'. It has also provided grants and supported many youth initiatives and co-designed a Youth Worker Programme. This programme was found highly relevant by stakeholders and youth workers interviewed by the Team. The stakeholders interviewed by the Evaluation Team all singled out UNDP as a key actor in bringing the Government of Ukraine to engage with youth.

Efficiency

The UNDP's management procedures were transparent and accountable. The project operated at a high level of budget execution. As of 26 January 2022, the project delivery rate stood at 100.26%.

The Monitoring & Evaluation system that was put in place allowed progress tracking at output and outcome levels. Biannual narrative and financial reporting were provided in accordance with guidelines and to provide the basis of project control and effective management.

The stakeholders interviewed said that communication with UNDP had always been efficient and direct. The project responded promptly and efficiently to the needs created by the COVID-19 pandemic as well as to requests by stakeholders. CSDR's planned annual outputs were generally completed on time. Overall, the project has met seven out of the eight outcome indicators from its Logical Framework and all output indicators have been achieved.

Synergies with the UNDP 'Human Rights for Ukraine' project (HR4U), UNDP gender unit expertise, UNDP knowledge management unit allowed minimising overhead expenses in the project activities while synergies with other donors supporting CSO development in Ukraine generated additional resources and increased the impact of project activities.

Effectiveness

The Evaluation Team found that the CSDR project was significant and influential in the regions where it worked. The project was pro-active, supportive, and able to adapt to new challenges and trends (e.g., COVID-19 and the resulting need for digitalisation, human rights violations, etc.). The Team also found that the idea of a CSO hub network had great potential but that it was not fully developed during the project, in part because of COVID-19, which prevented regular horizontal meetings, an essential ingredient to the effectiveness of the network. The CSO hubs, nevertheless, were positive about the future of the network and grateful to UNDP for developing their capacity, especially in terms of management processes, transparency, and accountability for programme activities, and for having broadened their understanding of civil society.

UNDP and the CSO hubs played a vital role in the Government's adoption of the OGP 2018-2020. CSO hubs were actively engaged in facilitating discussions on key priorities of the OGP Action Plan. In 2020, advocacy campaigns by CSO hubs also resulted in the adoption of 18 subnational policies, including free legal aid and legal education, introducing effective local democracy tools, involving citizens in decision-making processes, establishing youth councils, and supporting vulnerable groups. In the regions they visited, the Evaluation Team found that the CSO hubs were considered key partners by subnational authorities and looked upon as leading organisations, both in terms of programme activities and organisational development, by local CSOs. The Team also noticed that the project had

definitely contributed to increasing the quality of the work of these CSOs, including in applying for grants from other donors, and that the topic of UNDP grantee projects had been relevant (e.g., youth civic engagement initiatives, the needs and human rights of vulnerable women and men during COVID-19, etc.).

However, the Evaluators found the current system of managing the CSO hubs network not very effective due to a perceived conflict of interest resulting from the dual status of the current chair of the network who is also the chair of one of the CSO hubs. The network also lacked much-needed strategies, such as a fund-raising strategy and a communication strategy, as well as a more systemic development approach. The Evaluators also realised that not all hubs have the same degree of involvement in the network; however, there are 'champions' that could be a role model but they will need more support to make the network run at full speed.

The project supported CSOs to submit petitions to the International Criminal Court (ICC) and appeals to the European Court of European Rights (ECHR) concerning alleged war crimes, crimes against humanity, and human rights violations committed by pro-Russian forces in the occupied territories of Ukraine. It coordinated civil society participation in the 3rd cycle of the Universal Periodic Review (UPR) and provided support to CSOs to submit shadow reports on the implementation of international human rights conventions. The human rights CSOs interviewed were grateful for UNDP's crucial support on these matters. There were also synergies between the civil society component and the human rights component of CSDR as CSO hubs played a facilitating role between national human rights organisations and local CSOs. Similarly, there were synergies between CSDR and the HR4U project as the CSO hubs facilitated collaboration between the Ombudsperson institution and civic activists in oblasts, in line with the objectives of HR4U. Finally, to contribute to the implementation of the Biarritz Partnership for Gender Equality, CSDR and HR4U carried out awareness-raising initiatives against GBV during COVID-19, reaching out to over one million people about ways to protect their rights, how to act in case of GBV and how to contact relevant services, shelters and service organisations. CSDR also launched an initiative to promote women's participation in policy- and decision-making in several oblasts. It included capacity development for women members of the councils of territorial communities, research on women's political participation and a communication campaign to raise awareness of women's equal role in public life.

UNDP supported the adoption of the National Strategy for Creating a Barrier-Free Environment. The strategy was the outcome of a participatory process involving more than 600 people from CSOs and vulnerable groups. While UNDP supported various initiatives by CSOs to protect the rights of Persons with Disabilities (PWDs), the Evaluators found that PWDs are still facing violations of their rights, in particular in terms of access to services, health, employment, education, and civic participation. The implementation of the Barrier-Free Environment Strategy is still at its initial stage and will need to be monitored in the next phase of the UNDP human rights programme. UNDP also promoted and mainstreamed the Human Rights Based Approach (HRBA) but the Evaluators found that CSOs could not always relate this concept to their mandate and activities, although many recognised that the main principles were at least familiar to them. Similarly, while CSOs have a greater awareness that women and men should have equal rights, gender mainstreaming was often understood superficially, in the sense of ensuring an equal number of men and women of project-related activities.

The youth component of CSDR was found to be the strongest and to have produced the most tangible results. International organisations and donors praised UNDP for having cooperated effectively with the

Ministry of Youth and Sports in codesigning Ukraine's youth architecture. UNDP contributed to the legal and policy framework concerning youth, supported the establishment of youth councils, provided grants for youth initiatives, and established a Youth Worker Programme. Youth councils were found to be a real opportunity for rural youth whose potential, however, is not fully used due to lack of funding and dedicated staff in the local administrations. The Evaluation Team found that in general, local authorities are not yet equipped with tools to implement the youth strategy (i.e., skills, money, a better understanding of the value of youth civic engagement, etc.). However, government officials told the Team that the budget for the Youth Policy Department had been increased considerably in 2022 and the Team also noticed that some subnational authorities had begun to take steps, including financial, to implement the National Youth Strategy. The Youth Worker Programme was rated highly by participants and the capacity of youth workers who had graduated from the programme was reported to have improved significantly.

Sustainability

The CSO hubs themselves believe in the sustainability of the network. They are aware of what they have achieved and are confident about the future. COVID-19 was a crash test and the network has survived. However, while some of the CSO hubs have now found other donors than UNDP, the challenge remains for them to find sources of funding other than donors. Some hubs are trying to provide paid services but that still represents only a small percentage of their income. The hubs acknowledged that they need to better position themselves as expert organisations and present their activities to a wider public (including the business community) and to more target groups.

At the national level, the project has contributed to institutionalise collaboration and coordination on reporting by national human rights organisations. It has also contributed to building the capacity of local CSOs to monitor, report, and advocate on human rights issues in their region. However, these gains need to be consolidated and the knowledge put into practice. The escalation of the conflict in eastern Ukraine and the long-term lack of human security that derives from it make it difficult to plan an exit strategy for UNDP human rights work at this point.

Civic youth engagement and youth participation in decision-making have now become part of the Government of Ukraine's political strategy. For example, the Youth Worker Programme establishes a sustainable framework for youth civic engagement as it is funded by the State and co-funded by local budgets and can thus be replicated across the country regardless of any financial support by UNDP. The Evaluators also found that many youth projects that were started with UNDP support had spread to other regions and were now continuing with support from other donors or from subnational authorities.

Impact

Through the CSDR project, CSO hubs and the local CSOs they have supported have become key partners of subnational authorities, at least in the regions visited by the Evaluators. The hubs successfully lobbied for new policies and initiatives and these have now been implemented, including in the fields of environment, communal infrastructure, participatory budgeting and e-governance. CSDR's human rights work has kept the human rights situation in the occupied territories of eastern Ukraine on the international agenda while UNDP's interventions regarding youth have contributed, first, to the recognition of the importance of youth civic engagement by the Government and secondly, to put in place the architecture that will make this possible. The youth projects observed by the Evaluators are evidence of the impact of these interventions.

Recommendations

The CSO hubs' network management should be strengthened and the network should have fund-raising and communication strategies. The network should be supported to diversify funding sources, in particular through implementing joint projects. The practices of CSO hubs 'champions' should also be studied to be replicated for new hubs. An analysis of the motivations, niche and contributions should also be conducted of the new hubs that wish to join the network. Capacity building for local CSOs should be a priority. Re-granting by CSO hubs should be continued both for topics that are important at the national level and for topics that are important at the local level. A participatory budget is a good empowering tool for CSOs and youth. Good practices should be studied, promoted, and replicated. The role of CSO hubs as cross-sector and cross-regional intermediaries should be strengthened.

Youth work should be scaled up. The capacity of authorities and CSOs at the subnational level should be developed. UNDP should advocate that the youth strategy be supported by adequate resources, in particular at the subnational level, and should support youth councils to make them a better and more useful instrument. The best practices of youth work should also be further promoted.

Concerning human rights, the capacity building of CSOs should be broad-based and include security and access to legal aid. The HRBA and gender equality training should be based on a study of real needs and the local situation. The focus of re-granting should be relevant to the human rights needs that have been identified.

INTRODUCTION

The report presents the Final Evaluation of the project 'Civil Society for Enhanced Democracy and Human Rights in Ukraine' (2017-2022). It assesses the extent to which the project objectives have been achieved, summarises the key results, lessons learned and best practices, and puts forward recommendations to contribute to future programming, policymaking and overall organisational learning for the next phase of UNDP civil society development initiatives. It also contains an assessment of the impact of COVID-19 on the implementation of the project and of the effectiveness of budget allocation.

The project 'Civil Society for Enhanced Democracy and Human Rights in Ukraine' (2017-2022), funded by the Danish Ministry of Foreign Affairs was a nation-wide five-year initiative which ran from 1 April 2017 to 31 March 2022 with a total budget of USD 4,280,822. The project aimed to strengthen the capacity of civil society organisations to promote democracy and build a constructive dialogue between the Government of Ukraine and civil society organisations based on citizen participation at all levels. The project was also meant to develop and strengthen human rights actors and protect human rights in Ukraine, and to increase the level of youth civic engagement and youth participation in decision-making processes at all levels. The overall aim of this project was to raise the institutional capacity of civil society actors in Ukraine's regions in the fields of democracy and human rights with a view to increasing their impact on the reform process in the country through better coordination and networking, and contributing to more inclusive, democratic and rights-based governance.

The report is structured into three main sections with section one presenting the project description, the context and background of the project, the evaluation scopes and objectives. and the evaluation approach and methods. The evaluation findings are presented in section two under the categories of relevance, efficiency, effectiveness, sustainability and impact as per the Terms of Reference (ToR) for this evaluation and the OECD/DAC evaluation criteria. The evaluation has also integrated an analysis of Gender Mainstreaming and Human Rights (particularly, the Human Rights Based Approach). The analysis and findings in section two form the basis for the lessons learned and recommendations presented in section three.

Background and context

Ukraine's civil society has been an important ingredient in the country's recent history. Ukraine saw a huge explosion of popular mobilisation during the Euromaidan protests in winter 2013-2014, when 20% of Ukrainians took part in the movement by either protesting or supporting the protesters. The protests – and the dramatic events that followed them – have had a profound impact on Ukraine's civil society.[1]

Civil society organisations, and in particular think tanks, have become professional and their capacities have increased, also thanks to international support. They have improved access to decision-makers compared with the situation prior to 2014 and the non-governmental sector has been vital in pushing reforms in public administration and judiciary, including governance transparency and accountability, decentralisation and the fight against corruption. Initiatives that have had transformative impact on the reforms include ProZorro, the national e-procurement platform; open data legislation to provide access to public information in the machine-readable format; and the e-asset declarations system.

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[1] https://carnegieeurope.eu/2017/03/17/global-civic-activism-in-flux-pub-68301#ukraine

Decentralisation reform is increasing the role of local councils and newly created self-governments of territorial communities have opened new opportunities to foster grassroots civic activism and civic engagement through community action. This has created space for increased transparency and accountability from local governments and greater citizen participation in decision-making.[2]

Despite these important achievements, Ukraine's civil society still faces many challenges. Increased public trust in civil society organisations has not led to a sustainable rise in participation. Civil society organisations are flourishing in Kyiv and big cities, but formal civil society activism is far less organised, independent and resourceful in towns and rural areas. And local NGOs generally lack institutional capacity. NGOs still largely rely on foreign funding and struggle to diversify their sources of support. [3] Moreover, since the election of the current Government in April 2019, the role of civil society has been diminishing. There has been a tendency for the Parliament and Cabinet to produce rushed and imperfect legislation without proper public hearings and consultations with civil society. At subnational level, the impact of civil society has remained limited due to the tendency of the authorities to take into account only those recommendations from civil society that that do not threaten the established patterns of resource allocation or subnational business interests.[4]

The human rights situation in Ukraine remains challenging due to numerous interlinked reasons. Since the 'Revolution of Dignity' in 2014, many reforms were initiated in nearly every sphere including through the implementation of the EU-Ukraine Association Agreement. However, political instability, weak political will, and the need to run reforms in parallel with an ongoing armed conflict in the east has slowed or halted the implementation of such reforms. A number of sectors, in particular law enforcement and the judiciary, remain affected by legacies of entrenched corruption and low levels of public trust. Additionally, despite good policies, implementation of a human rights-based approach and gender mainstreaming within the reforms are often trumped by security needs and other political agendas of the country.[5] Activists, particularly those speaking out against corruption or for LGBT rights at the subnational level, have also been threatened and, at times, killed. The Office of the High Commissioner for Human Rights (OHCHR) has noted a lack of accountability in most of the documented cases of attacks against media professionals, civic and political activists, and defence lawyers.[6] The Government has signed but not yet ratified the Council of Europe Convention on preventing and combating violence against women and domestic violence (known as the Istanbul Convention. Although new legislation on preventing and combating domestic violence was adopted in late 2017, many problems remain with its implementation.[7]

The UN Security Council Resolution S/RES/2250 (2015) recognises 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 a culture of tolerance. The Revolution of Dignity in 2014 brought about the need for a new national policy that would suit the needs of young people and reflect high standards of participation and democratic citizenship. However, the civic engagement of youth remains quite low.

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[2] Mid-term review of Civil Society for Enhanced Democracy and Human Rights Programme in Ukraine, July 2019.
[3] Integrity and Inclusiveness of the Democratic Process in Ukraine – Analysis of Interim Research Findings in the Regions, UNDP Ukraine, February 2019.
[4] CSDR Annual Report 2019.
[5] HR4U ProDoc.
[6] https://www.ohchr.org/EN/Countries/ENACARegion/Pages/UAReports.aspx
[7] Implementation of the recommendations of the Universal Periodic Review (2017-2020), Stakeholders' report.

In 2015, a survey revealed that only a small percentage of young people were engaged in policy development and reforms such as initiatives against corruption or discussions on draft laws and budgets (5% each) or fight against the restriction of rights of various groups (4&). Only 2% of young people were members of youth NGOs.

Since 2014, UNDP has supported the Government of Ukraine in the reform of youth policy and its implementation with the objective of boosting youth civic engagement and participation in policy making, in particular through specialised training of youth workers, small grants in the areas of democratisation and human rights and promoting young people's volunteerism at the subnational and national levels.

Project description

The overall aim of the 'Civil Society for Enhanced Democracy and Human Rights' was to raise the institutional capacity of civil society actors in the areas of democracy and human rights with a view to increasing their impact on the reform process in the country through better coordination and networking. This, in turn, was expected to contribute to more inclusive, democratic and rights-based governance.

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

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

- Strengthening CSOs as guardians and promoters of democracy and good governance in Ukraine

- Supporting human rights actors to promote and defend human rights in Ukraine

- Enhancing civic youth engagement and youth participation in decision-making

Strengthening CSO as guardians and promoters of democracy and good governance in Ukraine

1.1. Institutional support to newly selected mid-sized CSO through individually tailored capacity development programmes with consideration of the lessons learned during the previous phase of DHRP.

1.2. Peer-to-peer transfer of knowledge and experience in organisational development (including training, peer-to-peer exchanges visits and re-granting scheme) from the network of 8 capacitated regional CSO hubs to the new hubs and other local small and mid-sized CSOs.

1.3. Promotion of the stable hubs' network consisting of regional leaders built during the first and second wave of the organisational capacity assessment programme.

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

Supporting human rights actors to promote and defend human rights in Ukraine

2.1. Institutional support to 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.

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

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

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

Enhanced civic youth engagement and youth participation in decision-making

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

3.2. Small grants programme and mentorship of grassroots youth initiatives in the areas of democratisation and human rights developed by active youth NGOs and non-formal youth groups.

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

The immediate objectives of the project were based upon the experiences gained from the previous phase of the project and other UNDP interventions related to civil society development. (1) and (2) reflected the overall programme objectives while (3) recognised 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 was a 5-year initiative that was implemented from April 2017 to March 2022 and included 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 and making initial arrangements with partners.

- *Core programmatic implementation* (July 2017 through December 2021) for completion of all the tasks envisaged by the Project Document.

- *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).

The CSDR project went through an independent mid-term review in 2019.

Evaluation scopes and objectives

The UNDP evaluation policy provides for both Mid-Term and Final Evaluations of all its supported programmes in order to assess progress on how UNDP-supported interventions contribute to the achievement of the outcomes derived from its strategic documents. Such evaluations clarify underlying factors affecting development, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve the performance of current and future programmes.

The objective of the final evaluation of the CSDR project is to assess the extent to which the project objectives have been achieved; summarise the key results, lessons learned and best practices; and make actionable recommendations with a view to contributing to future adaptation, programming, policymaking and overall organisational learning for the next phase of UNDP civil society development programme and overall support to democracy.

According to the ToR for this evaluation, it is essential for UNDP to understand what has worked well and what has not, what is sustainable and what approaches/pathways/interventions are likely to have the most impact and be the most effective to engage CSOs and rightsholders in the future.

The evaluation key questions have been based on the following key areas of evaluation criteria:

Relevance: the extent to which the outcome was suited to the priorities and policies of Ukraine at the time of formulation and the extent to which the outputs and interventions (activities) were relevant and adequate to achieving the outcome.

Efficiency: the extent to which the interventions have delivered results in an economic and timely way.

Effectiveness: the extent to which the output activities have attained their objectives and contributed to the outcome.

Sustainability: the benefits of the output related activities that are likely to continue after funding has been exhausted and the extent to which the beneficiaries of output related activities are able to sustain such benefits.

Impact: the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

The scope of the evaluation has also included considering the extent to which the HRBA served as a guiding light in the design and implementation of the project and the extent to which the project contributed to developing the capacity of human rights actors and putting in place systems and mechanisms to promote and protect human rights in Ukraine.

Similarly, the final evaluation has considered the extent to which gender equality and women's empowerment were mainstreamed in the design and implementation of the project and whether this has led to improvements with regard to women's participation in decision-making processes in the public sphere and contributed to reducing discrimination, gender-based violence and the violation of women's rights.

In the context of the COVID-19 world pandemic, the final evaluation also examined the impact the pandemic had on project implementation and the response and mitigating factors provided by the project.

Evaluation approach and methods

The overall Theory of Change (ToC) behind the outcome of the 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 human rights related policies guided by universally accepted international human rights standards more efficiently through coalitions and networks, *then* state bodies at national and subnational levels will become more effective, transparent, accountable to and trusted by citizens *because* civil society efforts to advance democratisation and human rights will be coupled with efficient innovative policies reflecting the political will for stronger civil society at all levels.

The final evaluation has sought to ascertain the validity of the project's ToC, i.e., whether and to what extent the anticipated causal links between UNDP interventions (through the CSDR project) and project outcomes and outputs have proved to be true.

The Evaluation Team adopted a participatory and iterative approach involving the UNDP Country Office and project team throughout the design and implementation of the evaluation phases.

During the inception phase, the Team reviewed the project documents and other relevant UNDP documents, national and/or subnational strategies, action plans and policies pertaining to democracy and human rights in Ukraine, analytical documents on the role and work of civil society and youth participation in public decision-making, and media publications about the project and its activities (*see Annex 2 for the list of documents reviewed*).

The Team also appraised itself not only of the 2019 Mid-Term Review of the project but also of the 2021 Assessment of CSO Hubs Network Organisational Development and Impact, the 2020 Youth Worker Programme Evaluation Report and the 2021 Assessment of Youth Initiatives.

An evaluation matrix covering main and follow-up questions was prepared based on the key evaluation criteria of relevance, efficiency, effectiveness, sustainability and impact (*see Annex 4*). A Focus Group Discussion (FGD) guide was prepared and used for an online FGD on human rights (*see Annex 5*).

Following the desk review, primary data was collected among Key Informants (KIs), including the project team, the UNDP Country Office, government counterparts, CSOs, international partners organisations and donor countries. Sources were selected for their ability to contribute relevant and representative data to answer evaluation questions.

The Evaluation Team conducted field visits to Dnipro (26 January), Poltava (27 January), Lutsk (31 January and 1 February) and Zhytomyr (2 February). They met with CSO hubs, local CSOs, subnational

officials, youth workers, grantees and grant applicants, including youths. *(See Annex 3 for the list of meetings, including online meetings.*)

To ascertain that their findings were credible and supported by robust evidence, the Team sought confirmation/corroboration via different quantitative and/or qualitative sources (e.g., interviews with government officials, national and local CSOs and beneficiaries; official reports, reports from CSOs and UNDP reports).

In keeping with UNDP Guidelines, the Evaluation Team has taken in consideration the findings of the 2019 Mid-Term Review Report and made reference to these when relevant to its own findings.

The evaluation has considered at least four check points for quality assurance:

- A discussion of the Inception Report and plans of action to ensure that the evaluators' understanding of what is required corresponds to UNDP expectations and evaluation standards;
- Presentation and discussion of the preliminary findings at an online triangulation workshop that took place on 15 February 2022. Participants in the workshop included the National and International Evaluators, CSDR Project Coordinator, CSDR Coordinator of Youth Worker Programme, UNDP Programme Specialist, UNDP Programme Analyst, UNDP Team Lead (Strategic Planning, Partnership, RBM), UNDP Programme Associate and a representative from the Danish Ministry of Foreign Affairs.
- A review of the draft evaluation report;
- An acceptance procedure for the completed report.

The overall execution of the Final Evaluation of the CSDR project has followed the 2021 UNDP Evaluation Guidelines. The Evaluators pledged and abided by the UNEG Ethical Guidelines for Evaluation.

Limitations of the evaluation

In situations where the subnational administration was taking a leading role in the project implementation (e.g., in Dnipro region), the Evaluation Team had to ask the subnational officials to leave the room in order to enable the CSOs and sub-grantees to express their thoughts freely and objectively. On one or two occasions, however, the officials were not asked to leave the room and the opinions expressed by the CSOs present at these meetings may have been too positive about the work of subnational authorities.

The evaluation took place in a somewhat difficult environment due to the prevalence of COVID-19 and the threat of a Russian military invasion of Ukraine. However, this did not have any major effect on the conduct of the evaluation.

FINDINGS

Relevance

CSDR project outcome: Civil society will have a stronger impact on the reform process 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.

Alignment with national development priorities

UNDP supported the elaboration and implementation of the National Strategy for Promoting Civil Society Development 2016-2020 and the CSDR project was aligned with and contributed to the human rights goals laid down in this strategy. UNDP also contributed to the elaboration of the Government's National Strategy for Promoting Civil Society Development in Ukraine 2021-2025, which is recognised as an inclusive process and in whose elaboration civil society actors played an important role. The CSDR project was also aligned with Ukraine's first comprehensive National Human Rights Strategy 2016-2019 and its Action Plan and with the Biarritz Partnership for Gender Equality (of which Ukraine has been a member since September 2020).

Alignment with UNDAF and CPD 2018-2022
UNDP's work in Ukraine is based on the Government of Ukraine–United Nations Partnership Framework (UNDAF) 2018-2022.

UNDAF 2018-2022 identified four pillars with a view to supporting the SDG areas that coincided with national development priorities:

- Sustainable economic growth, environment and employment

- Equitable access to quality and inclusive services and social protection

- Democratic governance, rule of law and civic participation

- Human security, social cohesion and recovery with a particular focus on eastern Ukraine.

UNDAF recognised that the consolidation of democratic governance and the rule of law (Pillar 3) was critical for Ukraine's human development not only as an end in itself, but also for the achievement of sustained results under the other pillars.[8]

The UNDP Country Programme Document (CPD) 2018-2022 was developed to align with UNDAF's objectives. It held that UNDP would support institutional and policy reforms that foster inclusive gender-responsive and sustainable human development and engage civil society, women and youth in transparent development processes. UNDP would use its convening power to forge effective partnerships among the private sector and community-based organisations (including women's organisations and civil society hubs established in the previous cycle); enhance institutional capacities for democratic representation and accountability at central and local level; work with the Ombudsperson, Ministry of Justice and CSOs to strengthen systems, laws and policies that advance realisation of human rights, and improve access to justice, especially for vulnerable groups. Other initiatives would focus on empowering vulnerable persons and groups to assert their rights and seek remedies for grievances, including discrimination and gender-based violence.[9]

Building up on earlier UNDP projects in support of democracy and human rights in Ukraine
The CSDR project was designed to build upon achievements of earlier UNDP projects such as:

- Civil Society Development Programme (2009-2012) funded by the Danish Ministry of Foreign Affairs and implemented by UNDP.

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[8] UNDAF 2018-2022.
[9] CPD 2018-2022.

- Democratization and Human Rights in Ukraine Programme (2013-2016) funded by the Danish Ministry of Foreign Affairs and implemented by UNDP.
- Smart Practices for Oversight by Non-State Actors on Administrative Service Provision (2013-2015) funded by the European Union (EU) and implemented by UNDP.
- Strengthening National Capacity for Effective Youth Development and HIV/AIDS response in Ukraine (2012-2016) funded and implemented by UNDP
- UNDP's Recovery and Peace-Building Programme in eastern Ukraine (which began in early 2016).
- Community Based Approach to Local Development (2008-2017) funded by the EU and implemented by UNDP.

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

- Democracy and human rights are among the most important concerns for the people of Ukraine

In 2016 UNDP together with the Ministry of Economic Development and Trade of Ukraine conducted national and regional consultations engaging over 500 citizens and experts to prioritise the SDGs for Ukraine. 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 goals for Ukraine. It showed that democracy and human rights are among the most important concerns for the people of Ukraine.[10]

- Recognition of the need to further strengthen civil society organisations

A UNDP-supported study seeking to define civil society for Ukraine, conducted in 2016, revealed that the obstacles hindering the development of civil society in Ukraine included: 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 analysing civil society developments in Ukraine.[11]

- Alignment with other national policies

The capacitated CSOs are contributing to the implementation of the National Strategy for Promoting Civil Society Development, National Strategy of Regional Development, supporting the Open Government Partnership Initiative (OGP) Action Plan, and contributing to the decentralisation reform through promoting civic awareness, participation, advocacy and service delivery.

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[10] CSDR ProDoc.
[11] Defining Civil Society for Ukraine (Research Report), Ukraine CCC Creative Center, 2016.

- Findings and recommendations from the final evaluation of the Democratization and Human Rights in Ukraine Programme (DHRP)

The CSDR project built up, in particular, on the DHRP project 2013-2016 (Democratization and Human Rights in Ukraine Programme), one component of which was about capacitating eight regional CSOs to become regional hubs and leaders. The final evaluation of the DHRP had pointed out that as a result of the project, the eight CSO hubs had made progress in terms of strategic operations, organisational vision and mission, internal governance, leadership, reducing dependence on external donors, administering small grants to CSOs and implementing a human rights-based approach.[12] It had recommended that UNDP should continue to promote the network component of the regional hubs using the HRBA.

These views were reflected in the CSDR ProDoc, which stated that the DHRP had significantly built capacities of the selected regional mid-sized hub CSOs outside the major cities to serve as regional leaders. It concluded that despite areas that still require improvements or change, the approach had worked well and needed to be replicated to the other regions of Ukraine along with further enhancing the hubs' network for stronger impact. The CSDR envisaged the creation of an additional six CSO hubs to be added to the original eight that had been strengthened as part of the DHRP.[13] The idea of the network was to bring together CSOs with different mandates, areas of intervention and competencies that could support and provide expertise to each other in their respective fields. In addition, the existence of a nation-wide network would also mean that regional initiatives by individual CSO hubs could be scaled-up or replicated nation-wide and be given national coverage. Finally, the rationale for further capacitating regional CSO hubs was to enable them to transfer their knowledge and expertise to other and smaller CSOs in their respective regions. These local CSOs would, in turn, put into action this knowledge to promote democracy and good governance in their region.

- The Evaluation Team's assessment

UNDP was praised by several development partners for having contributed to the institutional development of CSOs not located in the capital city.

Based on the interviews it conducted, the Evaluation Team believes that the idea of supporting CSO hubs and creating a CSO hubs' network was relevant. There is a demand for regional CSO hubs that are capacitated to build and develop local CSOs' skills to advocate and provide services. The network has broadened the understanding of civil society and opened up new horizons to CSO hubs because of the different sectors and types of expertise found among members of the network. For example, the Institute of Analysis and Advocacy (CSO hub, Poltava) told the Evaluation Team that belonging to the network had raised their awareness of the human rights dimension of civil society.

In addition, the geographical coverage of the network (24 oblasts) has allowed members to have national level projects. Many social issues also need coordination and cooperation for a bigger impact.

CSO hubs have also contributed to subnational plans for the National Strategy for Promoting Civil Society Development.

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[12] End-project evaluation of the UNDP Ukraine "Democratization and Human Rights in Ukraine Programme" (DHRP).

[13] The six new CSO hubs were created in Vinnytsya, Volyn, Zhytomyr, Poltava, Mykolayiv and Khmelnytsky regions.

While the idea of the network was a "creation" of UNDP, CSO hubs now have ownership of the concept and take full responsibility for its application. Their position as regional civil society hubs has been recognised by both subnational authorities and local CSOs.

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

The CSDR project was also designed to have a human rights component. The project aligned with the National Human Rights Strategy 2016-2020 to whose adoption the earlier UNDP DHRP project had contributed. A new four-year National Human Rights Strategy was adopted in June 2021 and its Action Plan is being finalised.

What linked the human rights component to the other two components of the CSDR project was the strong human rights content of many of the initiatives from the civil society development and youth components. One of the responsibilities of CSO hubs was to mainstream the HRBA among local CSOs. Many grants allocated to local CSOs and youth initiatives also had a focus on human rights and gender equality.

The human rights component of CSDR also built up on the success of the DHRP in establishing a mechanism of human rights CSOs' coalition and networks (i.e., the Human Rights Agenda platform). Among other things, this entailed providing grant support to CSOs' coalitions in order for them to jointly monitor the implementation of Ukraine's international human rights obligations. While this aspect of the human rights component of CSDR did not seem closely connected to the other two components of the project, human rights organisations, nonetheless, told the Evaluation Team that they were grateful to CSDR for making these activities possible. International stakeholders also believed that for UNDP to support joint monitoring of the implementation of Ukraine's human rights obligations was fully justified given the human rights crisis in the occupied territories in eastern Ukraine and UNDP's human rights mandate.

A specific human rights project (Human Rights for Ukraine-HR4U) was designed by UNDP in 2019, which took over some of the responsibilities of the CSDR, particularly the monitoring of the National Human Rights Strategy. The

National Human Rights Strategy

The Human Rights Strategy 2016-2020 was characterised by the lack of a system of indicators, baseline data and clearly measurable outcomes, which resulted in different interpretations of its level of implementation. The Government, optimistically, said that 48% of the measures set out in the plan had been implemented while national human rights organisations put it at 29%.

The areas where negative trends were noted included discrimination, protection of the rights of national minorities and indigenous peoples, the right to health care and ensuring the rights of citizens living in temporarily occupied territories (where state authorities are temporarily not fulfilling or only partially fulfilling their duties.

HR4U was designed to strengthen the capacity of the Ombudsperson institution, which is a very specialised type of activity and would not have aligned well with the objectives of the CSDR project. In any event, the two projects worked on some common initiatives, which are described in more detail in the 'Effectiveness' section of the report. One of the most pertinent synergies between CSDR and HR4U was the use of CSO hubs to facilitate the work of the Ombudsperson institution's subnational civic representatives.

In 2020, UNDP faced the COVID-19 outbreak challenge. The CSDR project reacted promptly by launching communication campaigns and supporting CSO initiatives to protect vulnerable groups during the pandemic. Over one million people were provided with reliable information and recommendations related to COVID-19 detection and prevention by the CSO hubs network.[14] CSDR and HR4U also organised a joint competition and supported nine CSO initiatives in response to the needs of women and men, especially hard-to-reach and vulnerable groups, during the COVID-19 outbreak in Ukraine. In that way, the project showed its relevance even in unforeseen circumstances.

Output 3 – Enhanced civic youth engagement and youth participation in decision-making at all levels.

A central principle of the 2030 Agenda is the assurance that "no one will be left behind". The SDG are meant for all nations, all peoples of all ages and all societies. The universal nature of the 2030 Agenda entails that youth should be considered across all Goals and targets.

Since 2014, UNDP has supported the Ukrainian Government to reform its youth policy through an integrated approach, boosting youth participation in decision making at all levels, peacebuilding processes and the labour market – all with benefits across the 2030 Agenda.[15]

The DHRP evaluation had pointed out the lack of a strong focus on youth in Ukraine and recommended that UNDP increase programming for youth, in particular vulnerable youth.[16]

The CSDR ProDoc acknowledged the importance of developing capacities of youth to better engage in civic activities aimed at advancing democratisation and human rights at the subnational level. The rationale was that if youth in the regions of Ukraine is empowered and incentivised for civic engagement through specialised training of youth workers, then 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 grassroots initiatives aimed at strengthening democracy and human rights.[17]

The government officials, donors and international organisations interviewed by the Evaluation Team all supported the CSDR project's rationale. While there are other international actors in Ukraine working on youth civic engagement (e.g., UNFPA, UNICEF, Council of Europe, USAID, British Council, etc.), the interviewees all singled out UNDP as the key actor in bringing the Government of Ukraine to recognise the importance of youth civic engagement. In the words of one donor, "UNDP has cooperated closely

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[14] CSDR Annual Report 2020.
[15] https://sdgintegration.undp.org/countries/ukraine
[16] DHRP evaluation, op. cit.
[17] CSDR ProDoc.

and effectively with the Ministry of Youth and Sports and codesigned Ukraine's youth support architecture".

UNDP was influential in the design and adoption of all major documents, including the State Regulation on the Youth Worker Programme (adopted on 19 September 2018); the Law on Basic Principles of Youth Policy (adopted on 27 April 2021); the 2030 National Youth Policy Strategy (adopted in May 2021); and the State Target Social Programme "Youth of Ukraine" 2025 (approved in June 2021).

The Youth Worker Programme was a UNDP initiative aiming to boost skills among the people working with youth and to strengthen skills among young people to influence formulation and assume an active role in their communities. The Programme is in line with the National Youth Policy Strategy, is an integral part of the State Target Social Programme "Youth of Ukraine" 2021-2025 and establishes a sustainable framework for youth civic engagement. It is the first programme of non-formal education supported by the Government in Ukraine and can thus serve as an example for other programmes and sectors.

The Youth Worker Programme was found highly relevant by stakeholders and youth workers interviewed by the Evaluation Team. It was rated highly, in particular because of its civic education content based on democracy and human rights.

Interviewees pointed out that regardless of which party comes to power in Ukraine, the importance of investing in youth has now been put on solid footing through the laws that have been adopted and the policies that are now being implemented.

Efficiency

<u>CSDR project outcome:</u> **Civil society will have a stronger impact on the reform process 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 CSDR Project management unit consisted of experienced team members formerly involved in different activities for civil society development and youth engagement in Ukraine.

The UNDP's management procedures were transparent and accountable. The stakeholders interviewed said that communication with UNDP had always been efficient and direct. The project responded promptly and efficiently to the needs created by the COVID-19 pandemic as well to requests by stakeholders (i.e., CSO hubs, donors, etc.).

The project operated at a high level of budget execution. As of 26 January 2022, the project delivery rate stood at 100.26%.

CDSR's planned annual outputs were generally completed on time. Overall, the project has met seven out of the eight outcome indicators from its Logical Framework, including:

(1) the number of civil society organisations engaged in implementation of the National Strategy for Facilitating Civil Society Development at the subnational level;

(2) the number of subnational programmes for civil society developed and approved;

(3) the number of subnational programmes for CSOs financed by regional authorities and implemented with CSO engagement;

(4) the extent to which established CSO hubs' network is efficient, visible and capable;

(5) the number of new policies and strategies at national and subnational levels developed and operationalized with active CSO participation;

(6) the number of cases of international advocacy to raise awareness on human rights challenges in Ukraine lead by CSIs and supported by UNDP; and

(7) the extent to which CSO hubs' network strategy is implemented.

The 8th indicator concerned the percentage of UPR recommendations implemented. The results show that 16 UPR recommendations out of 163 were completely implemented. Twenty-seven recommendations were satisfactorily implemented and 27 partly implemented. The reason for this contrasted result for the 8th indicator is that a significant number of UPR recommendations are general and abstract (e.g., continue to improve the human rights situation in the country) and thus, their achievement is difficult to assess.

These achievements notwithstanding, it should be noted that the ProDoc is missing qualitative indicators to measure the quality of the programmes, policies and strategies that are reported to have been adopted and implemented through CSDR's interventions.

In terms of outputs, the project has met all 18 output indicators: six for output 1, seven for output 2 and five output 3. *See Annex 6 for more details on Logical Framework results.*

The Monitoring & Evaluation system that was put in place allowed progress tracking at output and outcome levels. Biannual narrative and financial reporting were provided in accordance with guidelines and to provide the basis of project control and effective management. End of year Result-Oriented Annual. Report (ROAR) provided an opportunity for outcome and output level reporting and for reflecting on performance and lessons learned during the year and identifying actions for the next year's integrated workplan. For example, in 2020, reflecting on the consequences of the COVID-19 pandemic, UNDP planned to support local communities to counteract the impact of COVID-19, enhancing access to quality public services for vulnerable groups.[18]

Synergies with the HR4U project, UNDP gender unit expertise, UNDP knowledge management unit allowed minimising overhead expenses in the project activities without losing quality of the project management process. Synergies with other donors supporting CSO development in Ukraine (e.g., International Renaissance Foundation) generated additional resources and increased the impact of the project's interventions (esp. for initiatives in the East of Ukraine and for CSO hubs). Partnerships with the Ministry of Youth and Sports and oblast administrations also allowed maximising the outreach of project activities.

The quality of UNDP learning materials and expertise has been recognised by many as a competitive advantage of the Ukrainian office. Stakeholders at all levels mentioned that there is added value in cooperating with UNDP thanks to its input to content development, contribution to policy documents and programming capacity building activities for CSOs and youth.

The CSO grant making procedures were sound and the CSO who were consulted found the guidelines and formats suitable for their purpose and did not identify issues using them. However, some of the

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[18] Results Oriented Annual Report – UKR – 2020.

CSO hubs interviewed stated that the monetary value of grants had remained the same over the years and was no longer sufficient to hire highly qualified national experts.

The Youth Worker Programme was also considered cost-effective. According to interviewees, the management, coordination structures and processes of this programme have been efficient considering the limited staff and financial resources and the programme was implemented according to its proposed and agreed schedule. The youth workers who had initially received UNDP sub-grants pointed out that the Youth Worker Programme had capacitated them to subsequently apply and receive funding from other sources (e.g., local budgets, other donors, local businesses, etc.). Such additional funding supported them in further developing their initiatives and extending their outreach.

Effectiveness

CSDR project outcome: Civil society will have a stronger impact on the reform process 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 Evaluation Team found that the CSDR project is significant and influential in the regions where it has worked. The stakeholders interviewed stated that the project has been pro-active, supportive and able to adapt to new challenges and trends (COVD-19 and the resulting need for digitalisation of communication and activities, human rights violations, etc.). CSDR has contributed to Ukraine's reform agenda, strengthened the capacities of Government and CSOs for dialogue and capacitated CSOs to put in place operating procedures that have strengthened these organisations and made them more sustainable.

Output 1: CSOs strengthened to promote democracy and foster participatory and results-driven Government-CSO dialogue at all levels in Ukraine

There is a consensus in Ukraine today that CSOs have gained a lot in terms of organisational maturity. [19]Civil society in Ukraine is recognised as a watchdog in promoting public accountability and a key driver for reforms, particularly judiciary and media reforms and the introduction of open access public procurement (ProZorro).[20] While this cannot be attributed to one organisation alone, all stakeholders agree that UNDP has played a key role in this through its advocacy, global expertise and the establishment and strengthening of CSO hubs in different regions of Ukraine.

However, there is usually a difference between national CSOs and local CSOs when it comes to organisational maturity, according to development partners interviewed by the Evaluation Team. Local CSOs still need to improve their capacity to consult with the public and advocate and bring together

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[19] KIIs: Development partners (i.e., embassies, International Renaissance Foundation).
[20] ProZorro ensures transparent and efficient spending of public funds by simplifying oversight opportunities for the civil society and by enabling enhanced, open competition among businesses that aim to supply goods and services to the government entities in Ukraine (https://prozorro.gov.ua/en).

The development of the National Strategy for Promoting Civil Society Development 2021-2026 is considered by all stakeholders to have been an inclusive process with strong CSO involvement. It builds on analytical materials from Ukrainian CSOs, such as the Roadmap for Legal Reform for Civil Society and the CSO Meter Report for Ukraine.

The main goals of the strategy are:

- the creation of favourable conditions for organisational development of CSOs;
- the establishment of effective procedures for public participation;
- CSO participation in socio-economic development ;
- the creation of favourable conditions for inter-sectoral cooperation; and
- mechanisms for the implementation of the strategy.

CSOs stressed that while the strategy is good on paper, it is important that they insist on and monitor its implementation.

different stakeholders. Government officials also emphasised that while CSOs, national and local, have improved in terms of advocacy, they still need to improve their performance as service providers.[21]

In this report, we argue that local CSOs that have benefited from CSO hubs' support have learned to apply for and managed grants from UNDP and other donors. However, some donors feel that local CSOs, at times, are engaged in unhealthy competition for funding and that they should instead learn to collaborate more when they apply for grants, for example by making joint proposals.

On the issue of collaboration between government and civil society, some development partners pointed out that there is less interest on the part of the current Government to engage CSOs in policy dialogue than was the case in the immediate aftermath of the Maidan protests in 2014. In its 2021 Annual Report, the CSDR project also noted that after discontinuation of the civil society and state website, there is no platform for communication between civil society and the Government.

At the subnational level, some authorities are open and keen to cooperate with civil society, the media and donors. Others, less so. Donors' engagement also varies from region to region. There is overlap of donors in some regions and neglect in others, particularly in the centre and south of Ukraine.

CSO hubs network

The Evaluation Team found that the idea of a CSO hubs network has great potential but that it was not fully developed during the project, in part because of COVID-19. The CSO hubs interviewed by the Team stressed the importance of horizontal meetings between hubs' members. As these meetings could not take place, at least not face-to-face, during lockdowns, there were less opportunities for strengthening social bonds and fruitful professional interaction.

Members of the CSO hubs network represent a broad spectrum of civil society expertise and goals (i.e., support to democracy, civic and cultural initiatives, legal aid, human rights, women's empowerment, local economic

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[21] KII: Head of the Department of Civil Society Development.

development, policy analysis and advocacy, etc.). They told the Evaluation Team that the network had broadened their perception of CSOs in Ukraine and allowed them to keep abreast of innovations and new trends in civil society development.

There has been good cross-sectoral cooperation among CSO hubs and they have been using each other's experience and expertise. For example, Podil Legal Liga (CSO hub, Khmelnytsky) learned how to develop an advocacy strategy from Influence Group (CSO hub, Kyiv). Territory of Success (CSO hub, Kropyvnitsky) received support from Women Perspective (CSO hub, Lviv) in designing gender mainstreaming methodology and guidelines. In turn, Territory of Success provided their advocacy experience for Women Perspective's gender equality advocacy. The network also enabled quick mobilisation and response to challenges such as COVID-19 or human rights violations.

One of the challenges is that not all hubs have the same degree of involvement in the network. There are 'champions' that could be a role model but they will need more support to make the network run in full speed. 'Champions' are those CSO hubs that are recognised by local CSOs in their region as role models in terms of management, advocacy and skills transfer; act as intermediaries for participatory cross-sector and cross-regional dialogue and that are pro-active and contribute their expertise and experience to the network.

The different levels of involvement in the network by the 15 current CSO hubs point to the need, in future, to conduct a thorough analysis of the motivations, niche and potential contributions of new hubs that may wish to join the network.

There was a consensus that the current system of managing the network is not very effective. The network board is chaired by the head of a CSO hub for two years (renewable once) on a rotating basis and operation functions are spread across different members. The current chair is a motivated and experienced person and has played a key role in the network's success. However, the CSO hubs also saw a conflict of interest between leading the network and leading one of the CSO hubs at the same time. They would like to have a manager who would be accountable for monitoring and reporting on the implementation of the network projects and be responsible for the network communication strategy (this position could be funded by the membership fee). There is also a risk that when the current chair steps down, there might not be a smooth transition in the period that follows.

To become stronger, the network will need to work in a more systemic way and have policy documents, a business model, a fund-raising and a communication strategy. During the early years of the network, the focus of network development was very much on instilling values and developing procedures. In the view of the CSO hubs interviewed, the next phase should focus more on the implementation of joint projects relevant to a majority of members and meeting a clearly identified social purpose. These projects should be designed by the CSO hubs themselves rather than by UNDP.

Another CSO hubs' weakness (identified this time by development partners in the capital) was the lack of visibility of the hubs (together with a lack of visibility of UNDP and Denmark as the embassy funding the CSDR project). While the hubs are well known and respected by subnational authorities and local CSOs, at least in the four regions visited by the Evaluation Team, they lack visibility on social media and with the general public. This was admitted by CSO hubs themselves. For example, Volyn Institute of Law

(CSO hub, Lutsk) told the Evaluators that they need to better position themselves as an organisation and to showcase their work to a wider public and to more target groups.

Advocacy experts from the Reanimation Package of Reforms were interviewed as part of this evaluation on the issue of collaboration between their network and the CSO hubs network. Ad hoc collaboration has already taken place in the case of CSO hubs or individuals who belong to both networks. The Reanimation experts generally supported the idea of greater experience sharing and collaboration on advocacy at the local level in future but the idea was not fully supported by CSO hubs as they prefer remaining independent from regional political competition.

CSO hubs' organisational development

According to the results of an independent assessment of the organisational development progress of the six (new) CSO hubs that were selected by the CSDR project, all of them have increased their capacity in the areas of democratic governance, management process and financial control systems. The Khmelnytskyi CSO demonstrated the greatest overall progress in organisational development, rising from initial level of development 2.5 (2017) to 4 (2020).[22]

The hubs also made significant progress in ensuring transparency and accountability for programme activities and financial resource management. This is shown by the fact that all hubs have now established the practice of annual reporting to ensure accountability to target groups and partners.[23]

Some of the younger CSO hubs were concerned about the difficulty in combining their own institutional development and the institutional development of the network, particularly during COVID-19 when they had had to prioritise their own development as a CSO.

CSO hubs' advocacy and collaboration with subnational authorities

In 2018, UNDP and the CSO hubs played a vital role in the Government's adoption of the Open Government Partnership Initiative Action Plan (OGP) 2018-2020, an Action Plan which is aligned with the SDGs. CSO hubs were actively engaged in facilitating public discussions on key priorities of the OGP Action Plan.[24] To ensure public engagement in choosing priorities, the hubs facilitated a nationwide information campaign and public consultations. During the campaign 812 participants in 12 regions were engaged in 20 public events and around 60,000 people were reached through more than 60 publications in traditional and social media.[25]

CSO hubs have also been advising and providing services to subnational authorities. For instance, the Volyn Institute of Law (CSO hub, Lutsk) helped Dubiv and Lublynets territorial communities (TCs) of Volyn region to create their development strategies until 2027 with principles of participation and inclusion – over 1148 concerned citizens were engaged in the process. These lessons have been recorded in the handbook 'Elaboration of the Amalgamated Territorial Community Strategy with Civic Participation', promoted by UNDP within the Local Democracy working group of the Decentralisation

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[22] CSDR Annual Report 2021.
[23] Ibid.
[24] The key priorities of the OGP AP include the creation of an online platform for civil society-state authorities' cooperation; transparent data in the field of education and science, environmental protection, budget process and international technical assistance; development of transparent electronic services and public procurement system; and implementation of the Extractive Industries Transparency and the Transparency Construction Initiatives.
[25] CSDR Annual Report 2018.

Donor Board, and through other civic platforms.[26] Representatives of the TC in Lublynets told the Evaluation Team that they were grateful for the expertise provided by the CSO hub and that they now have developed a practice of consulting and partnering with the hub and local CSOs on a regular basis.

The Institute of Analysis and Advocacy (CSO hub, Poltava) has introduced the 'Poltava-smart city' information ecosystem - an internet app for quick communication with residents and for online tracking of public transportation.[27] The IAA team also developed and transferred to the authorities two web resources: 'Affordable Medicines' (increasing transparency in the use of drugs purchases with budget funds) and a price register and public dashboard for declaring changes in retail prices for social and anti-epidemic goods during the COVID-19 pandemic.[28]

In 2020, the CSDR project reported that the comprehensive approach of the CSO hubs to developing advocacy campaigns and analysing subnational policies through HRBA lenses and inclusion of vulnerable groups in decision-making processes, building strong partnerships on the ground and engaging and mentoring local activists had resulted in the adoption of 18 subnational policies, including free legal aid and legal education, introducing effective local democracy tools and involving citizens in decision-making processes, establishing youth councils and supporting vulnerable groups. *The results of these civil society advocacy campaigns are shown on the next page.*

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[26] CSDR Annual Report 2018.
[27] KII: CSO hub, Poltava.
[28] CSDR Annual Report, 2021.

RESULTS OF CIVIL SOCIETY ADVOCACY CAMPAIGNS

FOR MID-YEAR 2020

24 SUBNATIONAL POLICIES

developed and adopted with active civil society paricipation

As a result of successful advocacy

UAH 900,000

fund was allocated by city councils

Active involved **members 1645**

6 policies adopted

as a result of implementation of advocacy initiatives of youth worker civic education course graduates

18 policies adopted

as a result of CSO Hubs advocacy initiatives

МЕРЕЖА ХАБІВ громадянського суспільства

- **Initiative "A Youth Council Takes Action"**

  Regulation on the "Strategic Plan for Youth Policy Development for 2020-2025" (Kivertsy, Volyn oblast)

- **CSO "New wings"**

  The program of waste sorting (Novovolynks, Volyn oblast)

- **CSO "VlrGov"**

  Program on self-defence for students (Lutsk, Volyn oblast)

- **CSO "Shylgivska community"**

  Resolution of the Shulhivska village council on co-financing the project of jym reconstruction (Shulhivka, Dnipropetrovsk oblast)

  Resolution on the amendments to the district budget for 2020 (Petrykivsk, Dnipropetrovsk oblast)

- **Initiative of youth worker civic education course graduate**

  Resolution on the establishment of the Centre for Youth Innovation (Tarashcha, Kyiv oblast).

- **PROVIDING FREE LEGAL AID AND LEGAL EDUCATION FOR THE RESIDENTS OF**

  - **Staropryluky ATC** (Stara Pryluka, Vinnytska oblast)

  - **Opishnyanska ATC** (Opishnyanka, Poltavska oblast)

  - **Kolomatsky ATC for 2020-2021** (Kolomatsk, Poltavska oblast)

- **INTRODUCING EFFECTIVE LOCAL DEMOCRACY TOOLS AND INVOLVING CITIZENS IN THE DECISION-MAKING PROCESS THROUGH ADOPTING POLICIES ON**

  - **Electronic petitions in Kornynska ATC** (Kornyn, Rivnenska oblast)

  - **General meetings of residents and public consultations of the Kornyn ATC** (Kornyn, Rivnenska oblast)

  - **Rozhysche ATC** (Rozhysche, Volyn oblast)

  - **Public (participatory) budget in Irshava ATC** (Irshava, Zakarpattia oblast)

  - **Lyubeshiv ATC** (Lyubeshiv, Volyn oblast)

- **ADOPTED THE STATUTE OF TERRITORIAL COMMUNITY IN**

  - **Statute of the Turiya ATC** (Turiya, Volyn oblast)

- **ESTABLISHING YOUTH COUNCILS IN**

  - **Kornyn ATC** (Kornyn, Rivnenska oblast)

  - **Komarivska ATC** (Komarivka, Chernihivska oblast)

  - **Vilkhovets ATC** (Vilkhovets, Cherkasy oblast)

  - **Tyachiv city** (Tyachiv, Zakarpattia oblast)

- **ENHANCING COOPERATION BETWEEN CIVIL SOCIETY AND SUBNATIONAL AUTHORITIES AND ENSURING FINANCIAL SUPPORT OF THE LOCAL INITIATIVES IN THE**

  - **Losynivska ATC** (Losynivka, Chernihivska oblast)

  - **Kornynska ATC** (Kornyn, Rivnenska oblast)

  - **Rozhysche ATC** (Rozhysche, Volyn oblast)

- **SUPPORTING VULNERABLE GROUPS THROUGH ADOPTION OF**

  - **The program on providing children with hearing impairments with hearing aids for 2020** (Smyga, Rivnenska oblast)

  - **Regulation on providing the assistance to minors with diabetes under the social programme** (Smyga, Rivnenska oblast)

CSO hubs' support to local CSOs

During field visits they conducted in Dnipro, Poltava and Lutsk, the Evaluation Team only heard positive things about the quality of services provided by CSO hubs. This assessment is in line with the results of last year's FGDs with representatives of CSOs in the regions where the hubs operate, which showed that CSO hubs were recognised as leading organisations by local CSOs, both with regard to programme activities and organisational development.[29]

For example, Territory of Success (CSO hub, Kropyvnitsky) has provided 250 consultations to CSOs in the last two years, helping them in programme activities, institutional capacity, strategic planning sessions, financial management, etc.[30] In order to promote transparency, the Volyn Institute of Law (CSO hub, Lutsk) has been promoting the practice of annual public reporting by local CSOs. More than 100 people and ten local CSOs have been participating in this annual event.[31]

In 2019, in response to recommendations from the Mid-Term Review of the project, CSDR developed the capacity of CSO hubs to manage small grants. As a result, that year, four CSO hubs managed small grants in support of 11 youth workers initiatives.[32]

In 2020 and 2021, CSDR issued a call for proposals 'Civil Society response to the needs and human rights violations of vulnerable women and men during COVID-19 outbreak in Ukraine'. Four grants were awarded to CSOs in 2020 and seven in 2021. In 2020, one grant was also awarded in response to a call for proposals 'Comprehensive response of the CSO hubs network to the challenges caused by the COVID-19 pandemic in Ukraine'.

The proposals that were implemented through these grants reached out more than a million people in the context of COVID-19, informing people about ways to protect their rights, how to act in case of GBV, how to contact relevant services, shelters, and service organizations. Five hundred and eighty-three persons also benefitted from life-protecting services delivered by the CSOs and 243 persons improved their skills in identifying types of domestic violence, use of response algorithms and building an effective strategy and partnership for responding to and combating domestic violence.[33]

The Evaluation Team found the topics of CSDR grantees (e.g., youth civic engagement initiatives, the needs and human rights of vulnerable women and men during COVID-19) relevant and timely. Indeed, CSDR showed great flexibility in responding and adjusting to new challenges such as COVID-19 (and the need to digitalise communication) and violation of human rights.

After learning to manage CSDR grants, several CSOs went on to apply successfully for grants from other donors. The EU Delegation to Ukraine told the Evaluation Team that CSDR had managed to create capable organisations at the subnational level as evidenced by their ability to manage grants from other donors such as the EU.

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[29] CSDR Annual Report 2021.
[30] KII: CSO hub, Kropyvnitsky.
[31] KII: CSO hub, Lutsk.
[32] CSDR Annual Report 2019.
[33] CSDR Annual Report 2021.

According to one development partner, the CSDR project did not only provide grant support but also worked with the Ministry of Social Policy to institute a competitive and transparent system of support to civil society through public funds.[34]

The Head of the Department of Civil Society Development told the Evaluation Team that the hubs had played an important role in encouraging CSOs to submit proposals to be included in the Action Plan for the implementation of the Open Government Partnership Initiative. The most interesting of these proposals were subsequently included in the Action Plan.

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

The Evaluation Team only heard positive comments from national stakeholders about the human rights component of the CSDR project.

The project provided much needed support to CSOs to submit petitions to the Office of the Prosecutor of the International Criminal Court (ICC) and appeals to the European Court of Human Rights (ECHR) concerning alleged war crimes, crimes against humanity, and human rights violations committed by pro-Russian forces in Donbas. These petitions contributed to drawing international attention to the human rights situation in the occupied territory of Donbas.

The project also coordinated civil society participation in the 3rd cycle of the Universal Periodic Review (UPR) and provided support to CSOs to submit shadow reports on the implementation of the International Covenant on Civil and Political Rights (ICCPR), Convention against Torture (CAT), Convention on the Rights of the Child (CRC) and the Beijing Platform for Action and UPR recommendations. The human rights CSOs interviewed by the Team were grateful for UNDP's crucial support on these matters. Similarly, the Focal Point for Gender Equality at the Ministry of Social Policy was grateful to UNDP for its support in preparing the state report on the Convention against All Forms of Discrimination against Women (CEDAW) and in the subsequent dissemination of the CEDAW UN Committee recommendations.

The Evaluation Team found that there were synergies between the civil society component and the human rights component of CSDR. UNDP-supported CSO hubs (i.e., in Lutsk, Dnipro, Kharkiv, Chernihiv, Kherson and Odessa) played a facilitating role between national human rights organisations (such as the Centre for Civil Liberties) and local human rights CSOs, particularly in terms of hosting meetings, providing technical equipment, disseminating information to the human rights community in their region and ensuring media coverage. There were also synergies between the youth civic engagement component and human rights. One of the specialised courses for youth workers, developed by UNDP, focused on developing students' common understanding of universal democratic values, e.g., citizenship, education, human rights and democratic participation.[35]

Finally, there were synergies between the human rights component of CSDR and the other UNDP human rights project (Human Rights for Ukraine-HR4U). HR4U experts delivered human rights-related training (e.g., on international human rights reporting mechanisms) to CSO hubs. The CSO hubs, in turn,

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[34] KII : Development Partner.
[35] Assessment of results and impact of youth-led initiatives conducted with UNDP support prepared for the United Nations Development Programme in Ukraine by Olena Bikla and Iryna Illiash, 2021.

facilitated collaboration between the Ombudsperson institution and civic activists in oblasts, in line with the objectives of the HR4U project. Finally, CSDR and HR4U carried out joint awareness-raising initiatives against GBV during COVID-19. In 2021, CSDR supported seven CSOs through the grant competition 'Civil Society Response to the Violations of Human Rights of Vulnerable Groups of Women and Men during COVID-19 outbreak in Ukraine'. The projects were implemented in Dnipro, Kharkiv, Khmelnytskiy, Kyiv, Poltava and Rivne oblasts. Supported initiatives included coordinating efforts of key stakeholders at the subnational level, advocacy for funding allocation for women's shelters, a rehabilitation programme for perpetrators, educational and media activities aimed at different audiences (i.e., decision-makers, women who suffer from domestic violence, including Roman women). Around 1 million eighty-seven thousand people were reached and informed about ways to protect their rights, how to act in case of GBV and how to contact relevant services, shelters and service organisations. Five hundred and eighty-three persons benefited from life-protecting services that were delivered by CSOs during the project implementation and 243 persons improved their skills in identifying different types of domestic violence, the use of response algorithms and how to build an effective strategy and partnership to respond and combat domestic violence. As a result of the CSOs' advocacy, five local policies were adopted that aimed to develop strategies to counteract GBV at the level of territorial communities.

While the project also promoted the Human Rights-Based Approach (HRBA) with local CSOs, the Evaluation Team did not find strong evidence that the HRBA is being used. In its 2021 Annual Report, CSDR had pointed out that the HRBA is often misunderstood as a concern for the interests of vulnerable groups rather than a conceptual tool to ensure that rights have been included in CSO projects and initiatives and rights holders and duty-bearers identified. In an interview with the Team, the HR4U Coordinator confirmed this finding but added that it very much depended on whether CSOs had experience working with donors.

In April 2021, the Government adopted the National Strategy for Creating a Barrier-Free Environment in Ukraine until 2030. The goal of the strategy is "to create a barrier-free environment for all persons to ensure equal opportunities for everyone to exercise their rights and services on an equal basis with others by integrating physical, informational, digital, social and civil, economic and educational barrier-free environments into all areas of public policies." The Advisor-Commissioner of the President of Ukraine on the Barrier-Free Environment strategy told the Evaluation Team that the strategy was the outcome of a participatory process involving more than 600 people from CSOs, vulnerable groups, and UNDP. An Action Plan for 2022-2023 is currently being finalised which will be focused on specific goals, such as facilitating PWDs' access to employment and making buildings accessible to PWDs.

CSOs supported by UNDP contributed to the promotion of more inclusive business practices by establishing a new section of Barrier-free business at the Diia Business web portal.[36] In Chernivtsi, a PWD CSO conducted awareness-raising with employers' associations and the State Employment Centre concerning the challenges to employment faced by Persons with Disability (PWDs) and how employers can contribute to mitigating these.[37]

Although the National Strategy represents a clear commitment by the authorities to protect the rights of PWDs and although it contains a raft of concrete measures to fulfil such rights, the Evaluation Team found that many PWDs are still facing violations of their rights, particularly as more than 50% of them

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[36] https://business.diia.gov.ua/en/pro-ofis
[37] CSDR Annual Report 2021.

live below the poverty line. Local authorities are reported to lack awareness of the need to involve PWDs in developing their development strategy.[38] Furthermore, despite some small progress, a competitive and transparent process of funding PWD CSOs is yet to be established. At times, there is also unhealthy competition for funding among PWD CSOs.[39] As a result, many small PWD CSOs are struggling to survive financially and this is bound to have an impact on the lives of PWDs who rely on services from these CSOs, particularly in rural areas.[40]

In meetings with the Evaluation Team, national human rights CSOs and international stakeholders also expressed concern about the lack of investigation into threats and attacks against human rights defenders. They called on UNDP to increase its focus on human rights, in particular, to advocate for human rights defenders and to support organisations that provide legal aid to victims.

Similar conclusions were drawn from an online FGD conducted by one of the Evaluators. Participants in the FGD included government officials, representatives from two CSO hubs (Podil Law Liga, Khmelnytskyi, and Community Foundation of Zakhyst, Kherson), a think tank (Vox Ukraine) human rights CSOs and several project beneficiaries (including survivors of domestic violence and legal support beneficiaries). The participants mentioned some of the human rights challenges they face and these include:

- Lack of access to public services during COVID-19. New digital procedures are often unclear and confusing, especially for vulnerable groups (in particular, PWDs).

- Lack of understanding of the importance of socialising and empowering PWDs (instead of simply providing basic amenities to them).

- As civil society activists have developed their capacity and received significant support from donors over the last five years, so has the number of attacks against such activists increased (in particular, against anti-corruption activists).[41]

To respond to these challenges, it was proposed that in the future, capacity building of CSOs on human rights activism be broad-based to include personal security and safety, and access to legal aid. The use of online tools by vulnerable groups should also be promoted to build their capability.

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[38] KII: CSO hub, Mykolaiv oblast.
[39] KII : Team Leader, HR4U.
[40] KII: PWD CSO.
[41] For example, CSDR reports that during the first nine months of 2020, human rights defenders recorded 74 cases of threats or attacks on civil society activists. Activists working on anti-corruption, LGBT+ rights advocacy and environmental protection are the most at risk (CSDR Annual Report 2020).

Output 3: Enhanced civic youth engagement and youth participation in decision-making

Legal framework

National Youth Strategy 2030, adopted 15 March 2021.

Law on Basic Principles of Youth Policy, adopted 27 April 2021.

State Social Programme Youth of Ukraine 2025, adopted June 2021.

State Regulation on the Youth Worker Programme, adopted 19 September 2018.

Institutional framework

Youth Policy Department, Ministry of Youth and Sports: the budget of the Department has been increasing year on year. In 2022, it has a budget of 60 million Hrvynia (= approx. USD 2.01 million) in addition to which it has received 45 million Hrvynia to establish the Ukrainian Youth Foundation.

The Ukrainian Youth Foundation is in the process of being established and will serve as a budgetary institution to facilitate the implementation of the Youth Policy objectives.

Regulations are currently being developed for the establishment of the National Youth Council of Ukraine, which will be an advisory body consisting of representatives from the youth sector under the Cabinet of Ministers.

The All-Ukrainian Youth Center represents and protects the civil, political, economic and social rights of Ukrainian youth. It partners with the Ministry of Youth and Sports and UNDP for the implementation of the youth worker programme.

Youth Councils: there are approximately 300 youth councils responsible for advocating with local authorities and implementing projects at the local level.

Other civil society youth initiatives include the National Youth Council of Ukraine (CSO), the Association of Youth Workers of Ukraine, the Youth Platform (managing 12 youth centres), and the First Youth Channel (supported by UNDP). There are also some 250 youth centres spread out in different regions and under different types of ownership (public and civic).

The National Youth Council of Ukraine (CSO) and the First Youth Channel are hosted on the premises of the All-Ukrainian Youth Center.

UNDP has been supporting the Ukrainian Government in the reform of youth policy and its implementation since 2014. It has made significant contributions to the legal and institutional framework concerning youth during 2017-2022. Stakeholders interviewed by the Evaluation Team all

agreed that UNDP had cooperated closely and effectively with the Ministry of Youth and Sports in codesigning Ukraine's youth support architecture. One Embassy said that this Ministry was the most cooperative in their portfolio and that it was UNDP that had made this possible.

The objectives of the State Social Programme Youth of Ukraine 2025 and of the National Youth Strategy 2030 are to increase volunteering among youth, provide civic education and increase youth participation in decision-making. It has been said that through the Youth of Ukraine 2025 programme, for the first time, young people have become the object and subject of a policy.[42]

The National Strategy, to whose drafting and adoption UNDP greatly contributed, was adopted only last year and is thus still in its infant stage. Government officials interviewed by the Evaluation Team said that in 2022, they were planning to develop a communication strategy to disseminate information to millions of youths, in particular in rural areas, who do not know about the opportunities offered to them by the adoption of the strategy and the establishment of youth councils and youth centres in particular. A recent survey showed that 65% of young people do not know about youth centres, especially in rural areas.[43]

The Head of Youth Policy Department also acknowledged that there is a lack of data and evidence to identify the actual needs of young people. While there are 24 quantitative indicators to measure young people's participation in public life, qualitative indicators have yet to be developed. Qualitative indicators would be useful to better understand what makes motivates and interests young people and to advocate for youth projects with the Government and development partners.

Because the National Strategy is still in its early stage, the Evaluation Team found that its implementation is still piecemeal at the subnational level where there is a lack of funding and dedicated staff. Some interviewees pointed out that there is little understanding of what youth work is about among local authorities and that, often, the value of investing in youth is not appreciated by the authorities (as young people tend not to vote and therefore, do not represent a group of

Youth Initiative

In Zaporizhzhia, approximately 150,000 residents of the city (i.e., a third of its population) regularly rides bicycles. Young people make up a significant share of active cyclists, with 38% of bike riders being young people aged 18-29. in 2019, youth activists launched a petition for the city council develop a cycling infrastructure. The proposal was accepted by the city council which later announced a tender. The Cycling Infrastructure Development Programme has the potential to transform Zaporizhzhia into a eco-friendlier city, breaking the stereotype that Zaporizhzhia is a city of factories (https://undpukraine.exposure.co/bike2work-and-everywhere#post-content).

One of the youth workers responsible for this initiative told the Evaluation Team that they had received support from USAID to expand their eco-friendly vision to two other oblasts (Online interview with Ganna Dvorna, youth worker and trainer, 11.01.2022).

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[42] Assessment of youth initiatives, op. cit.
[43] KIIs: Deputy Minister of Youth and Sports;
Head of Youth Policy Department, Ministry of Youth and Sports.

interest to political parties). Things are gradually changing, however, and some local authorities have recently introduced a section on youth (based on the National Youth Strategy) in their local strategy.[44]

The National Strategy provides for the establishment of youth councils at the subnational level. More than 300 youth councils have already been created (at times, with the support of CSO hubs). In addition, there are approximately 250 youth centres under different types of ownership (public and civic) providing various services to young people.

Discussions with stakeholders revealed that youth councils are a real opportunity, in particular for rural youth who often have few opportunities for social life, but that the potential is not yet fully used. One experienced youth worker and trainer sketched out to the Evaluation Team the characteristics of a 'good' (= effective) youth council. Such a youth council would have good connections with the subnational administration, be included in the process of creating a youth programme in the oblast or territorial community; suggest and vote on proposals; and conduct and publish research on young people's needs in the region. He added, however, that based on these criteria, he could not think of many examples of good youth councils.[45] Future support to youth civic engagement should, therefore, include a component for strengthening youth councils, particularly their capacity to conduct advocacy. Raising awareness of the importance of youth civic engagement among subnational authorities will also be a contributing factor in revitalising youth councils.

Youth Worker Programme
The Youth Worker Programme was perhaps the CSDR's project greatest achievement. It was praised by all stakeholders interviewed by the Evaluation Team (including government officials, donors, CSOs, youth workers and trainers, and beneficiaries of youth workers' projects). Indeed, the Programme Officer responsible for Democracy and Human Rights at the Embassy of Sweden told the Team that Sweden is planning to copy-cat the CSDR-sponsored Youth Worker Programme in its International Youth, Peace and Security Programme.

The Youth Worker Programme is now an integral part of the State Target Social Programme Youth of Ukraine 2021-2025 and has become a sustainable framework for youth civic engagement as it is now funded by the State and co-funded by local budgets and can thus be replicated across the country regardless of any financial support by UNDP.[46] As the first non-formal education programme supported by the Government, it can also serve as an example for other programmes and sectors.

The Youth Worker Programme is divided into a basic training programme and specialised training on topics such as civic education, voluntary work, management of youth centres, democracy, participatory approach, advocacy, etc. For instance, the 'Civic Education for Youth Worker' specialised course lasts approximately seven months and consists of three, three-day modules and a practical task that follows each module throughout the course. Through the Youth Worker Programme, youth workers learn of innovative tools for engaging youth into community life, which is essential given the roll-out of decentralisation reform. To date, 4250 youth workers have been trained under the programme.[47] The

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[44] KII : Youth worker, Zaporizhzhia.
[45] KII : Youth worker, Lutsk.
[46] Funding covers basic and specialized training, training for trainers and the contest for the best youth work practices.
[47] https://youth-worker.org.ua

youth workers have formed a network that now has more than 2000 members. The UNDP-sponsored First Youth TV Channel is also an opportunity to connect youth workers in small, rural communities.

The Evaluation Team met with participants of the Youth Worker Programme in Dnipro, Slobozhanske, Poltava and Lutsk. The Team also held online interviews with youth workers and trainers in Luhansk, Lviv and Zaporizhzhia. The programme was highly rated by all participants who said that the capacity of youth workers and others who had benefited from the programme had improved significantly.

At the end of the training, participants are encouraged to develop their own civic education initiatives and ways to advocate them in youth policy. After that, they have three months to develop and write their own project proposals. The best proposals then receive financial and mentoring support for the implementation of their initiatives.[48] Graduates from the Youth Worker Programme received access to small grants from CSDR for the implementation of youth civic engagement initiatives. Six such grants were given in 2018, 11 in 2019 and seven in 2021.[49] It is noteworthy that many of these initiatives were administered and coordinated by CSO hubs which had been mentored by UNDP for this purpose. That was an example of using the success of one component of the CSDR project (i.e., the institutional and capacity of CSO hubs) to achieve success for another component (i.e., youth civic engagement).

In several cases, youth workers who had carried out projects with UNDP financial assistance were able to continue independently and even replicate these projects in other regions.[50] Subnational authorities have also begun to provide funding to implement youth projects. The Head of the Youth Policy Department in Dnipro told the Evaluation Team that after graduating from the Youth Worker Programme, three youth workers received funding from a subnational budget to implement their projects.

COVID-19
The COVID-19 crisis encouraged youth workers to use new approaches in reaching out to young women and men, using online tools of engagement and support during the quarantine. But it was a challenge for youth workers who did not have good internet connection or internet skills.[51] Youth workers (as well as civil society organisations), especially those working in remote areas, small cities and villages, will require additional support and education to engage with youth on social networks, including on Tik Tok, which is currently the most popular social network among young people.

Sustainability
Output 1: CSOs strengthened to promote democracy and foster participatory and results-driven Government-CSO dialogue at all levels in Ukraine

The Evaluation Team interviewed seven CSO hubs. They were adamant that the UNDP project had taken them to a higher level in terms of organisational development. All of them now work according to strategic and operational plans and conduct systemic advocacy. They have gained recognition from

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[48] 'Civic Education for Youth Workers', Training course, Gromad-Osvita, p. 2 cited in Assessment of youth initiatives, op. cit.
[49] CSDR Annual Reports. In 2019, the 11 grants provided by UNDP translated into 58 civic education interventions in Volyn, Kyiv and Dinpro oblasts (including on leadership training for young people, advocacy, socialisation and inclusiveness of PWDs, improving street safety, improving young people's understanding of the police, etc.)
[50] KII: First Youth Channel Coordinator.
[51] KII: Youth worker programme trainer, Lviv.

subnational authorities and they now pass on the skills they have gained through UNDP support to smaller CSOs in their oblast. The Evaluation Team saw evidence that the hubs were fulfilling their role as a source of skills transfer and a hub of collaboration for local CSOs.

Another important point concerning the sustainability of the CSO hubs is that they have already learned to work without UNDP support and that none of them had doubts about the sustainability of their organisation. They were aware of what they had already achieved and were confident for the future. COVID-19 was a crash test and the network has survived.

The gains the CSO hubs have made in terms of organisational development has also contributed to put them on a more solid financial footing. In 2020, CSDR reported that the financial sustainability of the hubs network had improved significantly. That year, for the first time since its establishment, the network received support from donors other than UNDP. As a result, the network members implemented joint projects supported by NED, Pact International and the Embassy of the United States of America.[52] Modern Format (CSO hub, Zhytomyr) told the Team that as a result of them having joined the network and grown professionally, 70% of their submissions for grants were now successful.

While the CSDR project has opened up new opportunities for CSO hubs to receive grants from different donors, the hubs have been less successful in coming up with other sources of funding. At present, donor support represents 80-90% of funding for CSO hubs.

CSO hubs are trying to provide paid services (e.g., paid legal services) but this represents only a small percentage of their funding. Although some of the CSO hubs have been providing services to subnational authorities, such services are not always paid in full due to the lack of adequate legislation for the procurement of social services.

The CSO hubs acknowledge that they need to better position themselves as expert organisations and present their activities to a wider public and to more target groups. There should also be more awareness raising among the business community and local communities to foster an understanding the CSOs are not enemies or grant-eaters but experts eager to share their knowledge and skills and to assist.

On a broader level, sustainability is also related to how donors approach support to democracy and human rights in Ukraine in general and civil society development in particular. The way forward could be to move from project support to long-term programme support, which might mean closer donors' cooperation on programming and bigger grants for CSOs, including grants that would support their pilot activities to diversify their sources of funding.

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

The Human Rights portfolio of UNDP world-wide consists of three key areas: (1) support to National Systems for the promotion and protection of human rights; (2) promotion and application of the HRBA to development programming; (3) greater engagement with the international human rights machinery.

The CSDR project focused in particular on the 2nd and 3rd areas and a separate human rights project (HR4U) was developed in 2019 to address more specifically the 1st area.

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[52] CSDR Annual Report 2020.

Concerning the promotion and application of the HRBA to development programming, CSDR promoted this approach among civil society organisations but as stated earlier in the report, the Evaluation Team found that for many CSOs, the HRBA remains an abstract concept. In order to make HRBA more relevant to CSOs in future, it is recommended that prior to conducting HRBA training, an analysis of subnational human rights needs be carried out. This would facilitate a contextualised understanding of HRBA (both geographic and thematic), which, in turn, would promote the actual application of HRBA by CSOs and thus the sustainability of the approach.

Concerning a greater engagement with the international human rights machinery, some of CSDR's interventions in that area have been related to the human rights violations that are taking place in the context of the current armed conflict in eastern Ukraine. CSDR supported Ukrainian CSOs to submit petitions to the ICC and the ECHR concerning alleged war crimes, crimes against humanity and human rights violations. At the time of writing this report, the conflict has escalated. Since UNDP has a human rights mandate and, as part of the UN family, is seen as neutral, there are strong reasons to argue that it should continue supporting CSO reporting on these violations of international law. Furthermore, national and international stakeholders interviewed by the Evaluation Team asked for UNDP to step up its human rights work, in particular advocacy for human rights defenders and support to legal aid organisations.

At a broader level, UNDP's future human rights work should be in line with the Government's National Human Rights Strategy of Ukraine 2021-2025.

The new strategy focuses on 27 areas related to human rights, including: fulfilling the right to justice, freedom of assembly, eradication of discrimination, ensuring equal opportunities for men and women, combating domestic violence, and fulfilling the rights of children, ex-combatants, IDPs, and people living in Non-Government Controlled Territories. It also includes several new areas, such as addressing the consequences of the armed conflict and protecting the rights of men and women living near the contact line, protecting environmental rights, and promoting human rights principles in business. Specifically, the strategy recognizes the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a benchmark, calls on the Government to protect human rights, and requests that all businesses respect them.

The Evaluation Team was told by UNDP that in the next phase of its support to civil society and youth civic engagement, there would not be a specific human rights component. Instead, human rights would be supported through the current HR4U project until 2023 and through a follow-up project afterwards. The new human rights project will build on the achievements of HR4U and CSDR and include new topics such as support to subnational representatives of the Ombudsperson institution, social cohesion, legal aid coordination and mediation, and business and human rights.[53] The Evaluation Team supports this proposal which is in line with international developments in the area of human rights and with current Ukrainian needs.

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

Enhanced civic youth engagement and youth participation in decision-making has been part of the Government of Ukraine's political strategy. It has been institutionalised through the adoption of several

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[53] KII : Team Leader, HR4U.

documents, including the Law on Basic Principles of Youth Policy, National Youth Strategy 2030, the State Social Programme Youth of Ukraine 2025 and the State Regulation on the Youth Worker Programme. While UNDP is recognised to have played a key role in the development of these documents and in the implementation of relevant policies, the responsibility for these is now completely in the hands of the Government and that ensures their sustainability.

For example, the Youth Worker Programme, which is considered UNDP's greatest achievement in the context of CSDR, is now an integral part of the State Target Social Programme "Youth of Ukraine 2021-2025". The programme establishes a sustainable framework for youth civic engagement as it is funded by the State and co-funded by local budgets and can thus be replicated across the country regardless of any financial support by UNDP.

The Evaluation Team interviewed youth trainers and workers in Luhansk, Lutsk, Lviv, Zaporizhzhia, Dnipro and Slobozhanske. They were all positive about the sustainability of the work they were doing. They gave examples of civic education or other youth projects which they had started with UNDP support and were now continuing with support from other donors or from subnational authorities. The programme trainer in Lviv compared the programme to a growing tree while in Dnipro City, the Evaluators were told that the city had allocated 48 million Ukrainian Hryvnia (approximately 1.5 million USD) to 21 youth projects in 2022.

One of the challenges is about the social value and recognition of the profession of youth worker, a problem that could affect the sustainability of the programme. Most of the youth workers interviewed were quite enthusiastic about the developments that have taken place through the UNDP-sponsored programme. The explained that most of them had been able to implement projects, initially with support from UNDP and subsequently with support from subnational authorities (or other donors). But those who were enthusiastic usually had other professional occupation and commitments (i.e., working as a teacher, working for an NGO, being a trainer, etc.). In contrast to them, one full-time youth worker pointed out that his job was not currently sustainable because of the low salary and lack of understanding and social recognition of the profession by Ukrainian society.

The Evaluation Team discussed this issue with officials from the Ministry of Youth and Sports and with the Head of Dnipro Regional Youth Council. The Deputy Minister of Youth and Sports outlined the steps the Government is taking to upgrade the profession of youth worker and thus make it sustainable. 'Youth worker' is not yet recognised as a profession but a roadmap for such recognition has been developed with UNDP support. In November 2021, the Ministry of Economy of Ukraine included the profession of youth worker in the National Classifier of Professions as a specialist in youth issues. As per the roadmap provisions, the Ministry of Youth and Sports has now established a working group on the development of professional standards for youth workers. These standards are expected to be developed in 2022 and some universities have indicated that they are prepared to develop youth workers' training and qualifications up to master level. Once educational standards have been raised, salaries for youth workers – currently quite low – will be upgraded accordingly, making the profession more attractive in the long haul. The deputy minister also indicated that one of the efficiency indicators for mayors is related to whether a municipality (Territorial Community) employs youth workers, which, according to her, shows the importance that the Government now attaches to the profession of youth worker.

Impact

<u>CSDR project outcome</u>: Civil society will have a stronger impact on the reform process in the country, including in the regions in the aeras of democracy and human rights and will contribute to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking.

In line with the conclusions of the Mid-Term of the CSDR project, the Evaluation Team believes that CSDR's support to CSOs has impacted upon thousands of beneficiaries across Ukraine in the form of government reforms, participatory local governance, service delivery, access to justice and increased awareness of human rights.

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

As explained previously, through this component CSDR continued to build the capacity of the eight CSO hubs which had been created by the earlier DHRP project. To the original network were added another six new hubs. The CSO hub network, in turn, built the capacity of local CSOs.

The Evaluation Team found that in the regions they visited, at least, CSO hubs had become **key partners** of subnational authorities. As such, they successfully lobbied for new policies and initiatives that have now been implemented by the authorities. The examples collected by the Team include local environmental policies (e.g., waste sorting), communal infrastructure, participatory budgeting and e-governance. UNDP grants to local CSOs have also been used for youth civic engagement, the revitalisation of cities and villages and the social rehabilitation of addicts, to name just a few examples. Some of these policies and practices have become institutionalised and will likely have a long-term impact.

Output 2: Capacities of human rights actors enhanced to promote and defend human rights in Ukraine.

In general, human rights awareness has been raised considerably in Ukraine since 2014 and the UN, and UNDP in particular, have played a key role in this, as outlined below.

CSDR supported national human rights organisations in the submission of petitions to the ICC and the ECHR and of reports to UN treaty bodies. The impact of these petitions and reports is difficult to measure as they are part of long-term international strategies to improve enjoyment of human rights by the citizens of Ukraine. Nevertheless, the project supported the building and consolidation of Ukrainian human rights CSO coalitions, thus increasing their capacity to advocate for increased respect for human rights by the Government.

CSDR also supported raising awareness of human rights at the local level and building the capacity of CSO hubs and local CSOs to address human rights issues (through training on the HRBA). However, as explained earlier, the Evaluators found that the HRBA remains an abstract concept for many CSOs. To mainstream human rights, long-term engagement is needed as well as local contextualisation of the HRBA.

Finally, CSDR has addressed the issue of GBV and domestic violence, which are widespread in Ukraine and peaked during the COVID-19 lockdown. This issue was addressed both in terms of an immediate response and in terms of long-term strategy. In terms of immediate response, the project (together with

HR4U) organised public campaigns that provided relief to survivors and potential victims (e.g., in terms of access to information about health, shelters, etc.). In terms of long-term strategy, human rights awareness and youth work are all contributing to addressing the social and cultural causes of GBV and domestic violence. The impact can hardly be measured now but will undoubtedly be felt in the years to come.

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

UNDP has supported the Ukrainian Government to reform its youth policy since 2014. UNDP was influential in the design and adoption of all major documents, including the State Regulation on the Youth Worker Programme, the Law on Basic Principles of Youth Policy, the National Youth Policy Strategy and the State Target Social Programme "Youth of Ukraine". Many of the initiatives resulting from these documents and aiming at youth civic engagement and political participation have only recently begun to be implemented. The Ministry of Youth and Sports has set aside a specific budget for the implementation of youth civic engagement initiatives. At the time of writing, approximately 300 youth councils and 250 youth centres have been set up. The work of these bodies has operated a change of mind among subnational authorities resulting in the inclusion of youth work and youth civic initiatives in subnational budgets (although it is still at an initial stage and varies from oblast to oblast). The UNDP-sponsored Youth Worker Programme has created an informal professional community and has been rated a success by all stakeholders. The profession of 'youth worker' is expected to be recognised soon, which will contribute to greater social recognition for youth workers. All these developments are contributing to civic youth engagement and youth participation in decision-making at all levels. A sea-change has happened in Ukraine regarding this since 2014. There is an impact in terms of the capacity building of thousands of professionals working with youth (4250 at the time of writing) and thousands of youths who have been equipped with civic engagement skills and sensitised to inclusive governance, participatory democracy, human rights and gender equality. But these successes need to be consolidated and extended geographically, in particular to distant rural areas, in the years to come.

Cross-cutting

Human Rights

Human rights was a core activity of the CSDR and cross-cutting. One of the three components of the project (*Output 2: Capacities of human rights actors enhanced to promote and defend human rights in Ukraine*) specifically focused on supporting the reporting and advocacy work of Ukrainian human rights organisations (as explained earlier in the report).

Human rights was cross-cutting for the other two components: *Output1: Civil society organisations strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue*, and *Output 3: Enhanced civic youth engagement and youth participation in decision-making at all levels*.

Output 1: In addition to being trained on international human rights mechanisms, CSO hubs facilitated collaboration between the Ombudsperson institution and subnational civic activists. They also carried out campaigns against GBV in the context of COVID-19 and managed grants given to local CSOs to promote human rights.

Output 3: The youth worker programme was praised by participants because of its strong content on human rights and democracy. Some of the grants that were given to graduates from the youth worker programme and to CSOs focused on human rights, including the right to personal safety, the right to a safe environment, etc. According to the online survey conducted as part of the 'Assessment of Results and Impact of Youth-Led Initiatives Conducted with UNDP Support', the implementation of 68.6% of youth civic initiatives contributed to human rights.

The Evaluation Team asked stakeholders how the youth worker programme reached out to vulnerable groups, in particular PWDS. They were told that during implementation of the programme, training materials were revised to accommodate people with visual impairments. At the same time, youth workers also acknowledged that the programme still needs to reflect more in depth about the needs of vulnerable groups. In fact, the Deputy Minister for Youth and Sports told the Team that in 2022, the Ministry would be designing two programmes based on a survey carried out last year on the inclusiveness of their current approach and programme. These training programmes – one for youth centres staff and one for youth workers – will be implemented later this year and the Ministry will request UNDP's support for their design.

The Human Rights Based Approach (HRBA) is an essential part of the UN's human rights work. The CSDR project made considerable efforts to promote the HRBA, in particular by training CSO hubs which, then, cascaded their knowledge down to local CSOs. However, the Team found that unless the CSOs specialised in human rights or had worked with donors, they usually had a limited understanding of the HRBA. In order to make HRBA more relevant to CSOs in future, it is recommended that prior to conducting HRBA training, an analysis of local human rights needs be carried out. This would facilitate a contextualised understanding of the HRBA, which, in turn, would promote the actual application of HRBA by CSOs.

Gender Equality
The project also supported gender equality in different ways. One of the CSO hubs specialised in gender equality and women's empowerment (Center Women's Perspective, Lviv). All CSO hubs have adopted the gender manual from the Lviv hub: "How to conduct gender audit of your organisation" and the CSO hubs interviewed said that they now use gender lenses when planning activities and make sure not to use sexist or discriminatory messages in their communications, and that they have introduced gender-responsive instruments in programming and budgeting. 'Territory of Success' (CSO hub, Kropyvnitsky) told the Evaluation Team that that they had received support from Women's Perspective in designing their gender mainstreaming methodology and guidelines. 'Community Foundation of Zakhyst' (CSO hub, Kherson) supported the implementation of a women's empowerment project by two local CSO. Twenty-five women, selected out of 175 applicants, were trained and received mentorship to participate in local elections. Nineteen of them ran as candidates and four were elected as local councillors.[54]

Building on these successes, UNDP (under CSDR) has launched an initiative to promote women's participation in policy- and decision-making in several oblasts. It includes capacity development for women members of the councils of territorial communities, research on women's political participation and a communication campaign to raise awareness of women's equal role in public life.

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[54] CSDR Annual Report 2019.

Since 2017, CSDR has partnered with the Ukrainian Women's Congress (a public platform that annually designs the gender equality policy agenda for the Parliament, Government, private sector, civil society and media) to discuss the challenges and opportunities for accelerating gender equality and women's empowerment in Ukraine.

As explained earlier, the Human Rights component of CSDR supported national human rights organisations in the drafting and submission of a shadow report on CEDAW and the CSO hubs, subsequently, assisted in the dissemination of CEDAW Committee recommendations to the subnational level.

To complement the National Report on implementing the Beijing Platform for Action (BPfA) prepared by the State, Ukrainian women's CSOs prepared a parallel report in August 2019. Women's Perspectives (CSO hub, Lviv) provided substantial input to the parallel report, including on eradicating poverty among women and girls, addressing violence against women and girls and outlining a strategic vision for accelerating the gender equality agenda in Ukraine.[55]

Some of the youth civic engagement projects specifically promoted gender equality through identifying gender stereotypes and responding to them or raising awareness of domestic violence and its causes. Training was also organised on gender responsive budgeting. According to the online survey conducted as part of the 'Assessment of Results and Impact of Youth-Led Initiatives Conducted with UNDP Support', 45.7% of youth civic initiatives contributed to gender equality.[56]

One area where the project was less successful was in promoting gender mainstreaming among CSOs. Similar to what happened with the HRBA, the local CSOs interviewed by the Evaluation Team usually had a one-dimensional understanding of gender mainstreaming that reduced it to collecting sex-disaggregated data (i.e., ensuring a fairly equal participation of women and men in their activities). There was not much evidence that these CSOs used gender lenses when planning activities or that they identified how their projects might present different opportunities and constraints for women and men. In future, local CSOs need to be further sensitised to how gender mainstreaming can enhance the quality of their services to beneficiaries and make it relevant to both men and women.

CONCLUSIONS

The project has been managed well and efficiently and has met seven out of eight indicators from its Logical Framework and all its 18 output indicators.

In terms of relevance, the Evaluation Team has found that the project was a logical development of UNDAF and the CPD 2018-2022 and was in line with Government policies and strategies. The ProDoc built up on earlier UNDP projects in the same field, took duly note of the DHRP evaluation and reflected the demands of Ukrainian civil society for inclusive democratic governance, participation and the protection of human rights. The method of delivery was also appropriate as it promoted a participatory approach involving both government authorities, CSOs, citizens and youth.

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[55] Women's Perspectives also took part in a sub-regional meeting of CSOs from six Eastern Partnership countries in September 2019 that resulted in a common gender equality position for the Beijing+25 Regional Review Meeting in October 2019 in Geneva, which provided a forum for UNECE member states to review progress on the implementation of the BPfA and advocate for necessary action.

[56] Assessment of youth initiatives, op. cit.

In terms of effectiveness, the Evaluation Team has found that the project has significantly contributed to Ukraine's reform agenda and capacitated and strengthened CSO hubs. The idea of a CSO hubs network was found to have great potential but it could not be fully developed during the project, in part because of COVID-19. However, not all CSO hubs were found to have the same level engagement, which points to the need, in future, to conduct a thorough analysis of the motivations, niche and potential contributions of new hubs that may wish to join the network. As regards local CSOs that benefited from the hubs support, they were found to have grown in maturity and have learned to apply for and successfully managed grants from donors other than UNDP.

The project was praised by stakeholders for having supported reporting on human rights by national human rights organisations. Such reporting contributed to drawing international attention to the human rights situation in the occupied territories of Donbas. The project also made considerable efforts to respond to the COVID-19 challenge and the resulting increase in cases of GBV. Using CSO hubs as catalysers, CSDR conducted several mass campaigns to provide correct information on COVID-19 and to support women at risk of domestic violence. While local CSOs were trained on the HRBA and gender mainstreaming, the Evaluation Team found however that these concepts were not sufficiently understood and used by the CSOs. For this reason, the Team recommends that in future, training on such concepts and on their application be based on a contextualised analysis of local needs.

The youth component of the project was found to be the strongest and to have produced tangible results. The youth worker programme was highly rated by participants and the capacity of youth workers and young people who have benefited from the programme was found to have improved. UNDP, as a whole, was praised by stakeholders interviewed by the Evaluators for having made significant contributions to the legal and institutional framework concerning youth in Ukraine during 2017-2022. Some youth workers expressed concern about the lack of formal recognition for the profession of 'youth worker' but the Evaluators were told by officials and UNDP that steps are being taken to formally recognise the profession and thus enhance its social status.

In terms of sustainability, the youth component offers the greatest assurance by virtue of having become institutionalised. While UNDP can be said to have spearheaded the recognition by the Government that youth is an important stakeholder for democracy and human rights and that its aspirations need to be nurtured, youth civic engagement and participation and the youth worker programme have today been fully integrated into government policies. Nevertheless, government officials told the Evaluators that UNDP's support will still be needed for its international expertise and experience. Youth councils, in particular, will need to be strengthened as this report has explained.

CSO hubs have also taken steps towards sustainability by extending the range of donors prepared to support them. However, there are still questions concerning their capacity to fund their work without donors. Currently neither paid services nor membership fees represent a significant percentage of their budget. As for national human rights organisations, it is likely that they will continue to have important responsibilities in terms of human rights reporting and denouncing violations. It will therefore be important for international partners to continue supporting UNDP in its human rights work although UNDP told the Evaluators that this would probably be done as a separate project rather than being included in a civil society development and youth civic engagement project.

RECOMMENDATIONS

- The CSO hubs network includes champions that can be a role model. Their practices should be studied so that they may be replicated for new hubs. An analysis of the motivations, niche and contributions should also be conducted of the new hubs that wish to join the network.

- The network management should be strengthened. The network needs to work in a more systemic way and have policy documents, and fund-raising and communication strategies.

- Support the network to work on a strategy to diversify funding sources. The network should consider partnering with businesses and creating pilots for different kinds of paid services to subnational authorities.

- Capacity building for local CSOs should be a priority. Re-granting by CSO hubs should be continued with both a focus on topics that are important at national level and a focus on topics that are important at local level.

- Participatory budget is a good empowering tool for CSOs and youth. Good practices should be studied, promoted and replicated.

- Scale up youth work. Build capacity of authorities and CSOs at the subnational level. Advocate that the youth strategy be supported by adequate resources, in particular at the subnational level. Work with youth councils to make them a better and more useful instrument.

- The HRBA and gender equality training should be based on a study of real needs and the local situation. The focus of re-granting should be relevant to the human rights needs that have been identified.

- Capacity building of CSOs on human rights should be broad-based and include security and access to legal aid.

- Digital inclusiveness should be considered as a cross cutting issue in the future programming as COVID-19 has revealed a digital literacy gap

- In future, when recording data about people's participation, UNDP projects should make sure that the data is disaggregated by sex.

LESSONS LEARNED

- The youth component is the strongest, is well thought and has produced tangible results.

- The youth worker programme is highly rated by participants and the capacity of youth workers and young people who have benefited from the programme has improved.

- The project has contributed to the emergence of new and more active CSOs not located in the capital city.

- The idea of CSO hub is relevant. It has great potential but was not fully developed during the project, in part because of COVID-19, which prevented regular meetings and the exchange of ideas among CSO hubs. Nevertheless, CV-19 was crash test for the network and it has survived.

- There are champions in the network that can be a role model but they will need more support to make the network run in full speed.

- CSO hubs are good managers for grantees. CSOs that have benefited from hubs support have grown in maturity and have learned to apply for and manage grants from UNDP and other donors.

- The topics of UNDP grantee projects have been relevant (e.g., youth civic engagement initiatives, the needs and human rights of vulnerable women and men during COVID-19, etc.).

BEST PRACTICES

- Cross-sectoral cooperation among CSO hubs (providing a platform for communication between different stakeholders)

- Fostering practice of citizen participation in decision-making, especially participatory budgets as an empowering mechanism for CSOs and activists

- Joint public reporting by local CSOs to promote transparency (Volyn Institute of Law, Lutsk)

- Collaboration with the authorities on e-governance (Institute of Analysis and Advocacy, Poltava, developed e-Poltava for the city council, an app for quick communication with residents and online tracking of public transportations, etc.)

- Public campaign on community policing / bringing together citizens and the police (Modern Format, Zhytomyr)

- CSO hubs supporting civic representatives of Ombudsperson institution in oblasts

- The Center for Civil Liberties using CSO hubs as its facilitators to reach out to local activists

- Country-wide campaigns by CSO hubs against GBV during COVID-19

- CSO hubs have adopted gender manual from Women's Perspectives (CSO hub, Lviv): "How to conduct gender audit of your organisation"

- Youth participation approach as a tool for re-socialising and rehabilitating addicts (Novo Oleksandrivka, Dnipro)

- Mission "advocacy" training programme for youth (Lutsk) (well-thought training programme dedicated to building positive cooperation with local authorities)

- Guidelines for youth workers (high quality content that can be further distributed via various channels of communication – social media campaigns, animations, online courses, etc.)

- Digital solutions developed by the participants of online trainings for youth (excellent empowerment tool especially for young people from remote areas.

ANNEXES

Annex 1: Terms of Reference

TOR for INDIVIDUAL CONSULTANT
ICPN/2021/

Project name: UNDP Civil Society for Enhanced Democracy and Human Rights in Ukraine (CSDR)

Post title: International Consultant for Final Evaluation of the Civil Society for Enhanced Democracy and Human Rights in Ukraine project

Country / Duty Station: Home-based with 1 mission to Ukraine (approximately 6 days), will depend on the epidemiological situation

Expected places of travel (if applicable): Kyiv, (+other cities which will be specified during the inception phase)

Starting date of assignment: 1st November 2021

Duration of assignment / or end date (if applicable): 25 days within the time-frame of 1st November 2021 to 15 February 2022

Supervisor's name and functional post: Evaluation manager

Selection method: Desk review

Administrative arrangements: The Consultant will submit deliverables to the evaluation manager, who will safeguard the quality and independence of the evaluation. The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, CSDR Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews. Otherwise, the evaluation will be fully independent, and the evaluator will retain enough flexibility to determine the best approach in collecting and analyzing data for the evaluation. Interpretation and translation services will be set up by the evaluator. Space/technical equipment will not be provided for this assignment.

Payment arrangements: Lump Sum (payments linked to deliverables).

1.BACKGROUND

The project "Civil Society for Enhanced Democracy and Human Rights in Ukraine" (2017-2022) funded by the Danish Ministry of Foreign Affairs is a nation-scale 5-year initiative which runs from 1st April 2017 until 31st March 2022 with the total project budget is 4,280,822.00 USD. The project aims to strengthen the capacity of civil society organizations to promote democracy and build a constructive dialogue between the government and civil society organizations which is based on citizen participation at all levels in Ukraine. It will also help develop and strengthen human rights actors to promote and protect human rights in Ukraine, and to increase the level of youth civic engagement and youth participation in decision-making processes at all levels.

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 rightsbased governance.

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.

Please find more information about the project in its Project Document at
https://open.undp.org/projects/00099967
The Project follows a human-rights-based approach to programming under which policies, processes and planned activities are anchored in the system of rights and corresponding obligations established by international law, and ensures gender-mainstreaming in all its components providing opportunities for equal participation of women and men in capacity building, advocacy and grant activities.

CSDR has gone through an independent mid-term programme review in 2019, and has effectively taken part in the overall, cross-country, programme-level effectiveness assessment done by the team of independent consultants engaged by the Ministry of Foreign Affairs of Denmark. The MTR was represented by by Julian Brett (Team Leader) and Katerina Stolyarenko (Ukraine civil society and M&E expert).

The ongoing COVID-19 crisis is challenging people, households and countries in unprecedented ways. As of September 2021, Ukraine ranked 18th in the world by the number of recorded total cases of COVID-19 and 19th in the world by the number of deaths[1][1]. Containing the pandemic and protecting people remains the top priority. The COVID-19 pandemic has aggravated a range of social and economic challenges in Ukraine. Among other negative impacts of the pandemic is the increased number of cases of domestic violence in Ukraine. More than 40 percent of those who faced domestic violence among the respondents said they had never experienced it before the lockdown, the reported cases increased by 30 percent. Therefore, during the pandemic, CSDR project in 2020-2021 supported the activities of the CSOs in safeguarding human rights and protecting vulnerable groups in Ukraine, including the initiatives of CSOs that address the domestic and gender-based violence issues.

As currently CSDR is in its phasing out stage, it is important to engage the independent evaluator to assess the extent to which project objectives were achieved and contribute to future programming, policymaking and overall organizational learning with a focus on lessons learnt and best practice.

2. MAIN OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The major objective of the assignment is to conduct a final evaluation of five years of CSDR implementation to assess the extent to which the project objectives were achieved, summarize the key results, lessons learned and best practices with a view to contribute to future adaptation, programming, policymaking and overall organizational learning by outlining recommendations for the next phase of UNDP civil society development programme. The consultant should also evaluate the project's COVID-19 related activities and effectiveness of budget allocations.

Identifying lessons learned and best practices are key elements of this evaluation, as UNDP would like to understand what has worked well, what hasn't worked well, what is sustainable and what approaches, pathways and interventions are likely to have most impact and be effective to engage CSOs and rightsholders in the future.

3. DESCRIPTION OF RESPONSIBILITIES/SCOPE OF WORK

The Evaluator should make the analysis of the Project strategy, thematic priorities, the theory of change, the allocated resources and make the assessment of Projects key results / achievements (impact where possible, outcomes, outputs) against initial objectives taking into consideration the key findings and recommendations of the CSDR mid-term review.

The key product expected is a comprehensive evaluation report (*up to maximum 25-30 pages without annexes, single spacing, Myriad Pro font, size 11*) with key findings and a maximum of 7 key recommendations. The evaluation report should include, but is not limited to the following components:

- Introduction
- Evaluation scope and objectives
- Evaluation approach and method
- Development context and project background
- Data analysis and key findings and conclusions
- Recommendations, lessons learned and best practices for the future (including viable ideas on focus areas and work directions which could be sharpened and further enhanced in the next UNDP civil society support programme)
- Annexes: TOR, list of field visits and their agendas, list of people interviewed, documents reviewed, interview and focus group questions, etc.

In addition to a final evaluation report, a consultant shall develop an *executive summary* on the key findings, lessons learned and best practices and recommendations (no more than 5 pages long).

The evaluation at a minimum will cover the criteria of **relevance, effectiveness, efficiency, sustainability and impact**. The Evaluator should also address how the Project applied the human rights-based approach and mainstream gender in development efforts.

Specifically, it will cover (but not be limited to) the following areas and questions:

RELEVANCE

The report will examine the extent to which the project is relevant to the:

- Country context: How relevant was the project to the interventions target groups, including Government's needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP Country Programme Document/United Nations Partnerships Framework? Is there a coherence with other donors interventions?

- Target groups: To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at project and stakeholder's level)? To what extent did the initial theory of change for the project take those groups into consideration?

- Describe if CSDR was able to transform/adjust to fast changing political context taking into consideration risks/challenges mitigation strategy. The Evaluator can emphasize to what extent Project outputs have been achieved with involvement of government partners and have been adopted into national strategies, policies and/or legal codes.

- To what extent has the project contributed to CSO's engagement, the empowerment of young men and women and the human rights-based approach?

EFFECTIVENESS

- Did the intervention achieve the project objectives and what were the key outcomes and outputs?
- Assess the overall performance of the CSDR with reference to its respective project document, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? What are the results achieved beyond the logframe? To what extent have the results at the outcome and output levels generated results for gender equality, empowerment of women?
- Assess the level of engagement of citizens/civil society at the local, subnational and national levels in the course of project implementation.

- How have stakeholders been involved in project implementation? How effective has the Project been in establishing national ownership?

EFFICIENCY

- Were the resources and inputs converted to outputs in a timely and cost-effective manner?
- Was the project management, coordination and monitoring efficient and appropriate?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results?
- To what extent has the project ensured value for money?
- To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?

• To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

SUSTAINABILITY

• To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends? Define the areas, which produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention.

• Is stakeholders' engagement likely to continue, be scaled up, replicated or institutionalised after the project? Define which of the platforms, networks, relationships development in the framework of the project have the highest potential for further scaling up and/or replication.

• Are there any social or political risks that may jeopardize the sustainability of project results?

• To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out? And is there a best practice sustainability model which can be replicated into a future design?

• Identifying possible priority areas of engagement, offer recommendations for the next phase

IMPACT

• Has the project contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civil society groups and institutions related to the project?

• What difference has the project made to the beneficiaries, involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)?

• Has the Project contributed to gender equality, women's empowerment and protection of human rights, social inclusion?

Focus and cross-cutting issues, such as HRBA and gender should be carefully evaluated and be integrated across the evaluation.

4. METHODOLOGY AND PROPOSED ARRANGEMENTS

The scope of the final evaluation will cover all activities undertaken in the framework of the CSDR Project. The Evaluator will compare planned outputs of the Project to actual outputs and assess the actual results to determine their contribution to the attainment of the Project objectives.

The evaluation must provide evidence based and transparently obtained information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with CSOs, government counterparts, international partner organisations, UNDP Country Office and Project team.

An evaluation of Project performance will be carried out against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for Project implementation along with their corresponding means of verification. It is suggested that the evaluation

should use a mixed method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.

The evaluator will also identify lessons learnt and best practices from the Project which could be applied to future and other on-going UNDP interventions.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and significant outcomes and outputs of the Project. They should be well substantiated by the evidence and logically connected to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to Project beneficiaries, UNDP and CSDR.

The evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP prior to the start of fieldwork; these documents and the list of CSOs to visit should be agreed with UNDP. While proposing the methodology, the Consultant should be guided by UNDP approach to evaluations[57].

The evaluator is expected to develop and present detailed statement of evaluations methods/approaches in the inception report to show how each objective, evaluation criterion will be assessed.

The final evaluation methodology and approach (to be discussed and agreed with UNDP shall include, as a minimum, the following elements / sources of information:

- Desk research of CSDR primary documentation: the project document, monitoring reports, board meeting minutes, financial reports, M&E framework, work plans as well as CSDR Mid-Term Evaluation, CSO hubs Network development and impact assessment, assessment of youth initiatives and other relevant written records;
- Review of specific products including datasets, publications, audio visual materials, technical packages, consultancies reports and other materials and reports;
- Thematic interviews with UNDP and CSDR staff and consultants to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders and other issues;
- Key informant interviews/focus groups with CSDR's partners and end-beneficiaries broadly represented, women, men, youth etc.):
    - the government institutions (including but not limited to Ministry of Youth and Sports, Secretariat of the Cabinet of Ministers, etc.);
    - the selected direct CSO beneficiaries, including small-scale organisations at the regional level, CSO hubs Network, the large-scale CSDR's CSO beneficiaries in Kyiv in the thematic areas of democratization and human rights;
    - Interviews with international development actors, such as the DMFA and USAID.
    - Interviews with other key informants/experts

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[57] http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

For each of these key informant interviews, the evaluator should first develop and present his/her ideas for the content and format of the interview forms (e.g. interview guides defining the structure of future interviews and key proposed questions to be asked) that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.
If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

5. DELIVERABLES:

Deliverable #	Task description	Timing	Payment breakdown

| Deliverable #1 | Conduct desk research of the CSDR Project core documentation (Project document, annual work plans and progress reports 20172021, project implementation plans, board meeting minutes, midterm review mission report with annexes, Project studies and assessments, etc). The set of documents to be reviewed will be prepared by UNDP.

Develop an evaluation methodology and strategy to collect the required information, plans and forms for the interview with partners and counterparts, as well as the questionnaire for a beneficiary satisfaction survey.

Output: the inception report, including workplan and evaluation schedule (with detailed description of the methodology and evaluation matrix) is produced; annotated structure of the report is developed; a toolkit for gathering information (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is designed. All documents are submitted to UNDP for final approval. | 4 days | 20% |
|---|---|---|---|
| Deliverable #2 | Conduct a number of meetings with selected Project stakeholders according to the agreed agenda (the preliminary list is defined in section 4 of this TOR). | 12 days | 0% |
| | Make the analysis of grant and youth civic engagement programmes, achieved results (long and short term) and overall level of effectiveness. Collect feedback from partners.

Discuss observations, preliminary findings, lessons learned, best practices and early recommendations in a tri-angulation workshop with Project team and relevant UNDP CO staff *(can be done on-line)*. | | |
| Deliverable #3 | Produce a draft report of the evaluation with key findings and a maximum of 10-15 recommendations. The report should be evidence-based and cover all items detailed in the paragraph #2 of the present TOR with definition of the lessons learned and best practices.

Output: draft of the report produced and submitted for UNDP comments (*UNDP review will take up to 10 days*). | 6 days | 40% |

Deliverable #4	Collect, review and incorporate comments from UNDP into the final version of the evaluation report, produce audit trail detailing how comments, questions and clarifications have been addressed **Output**: Final evaluation report containing all required annexes indicated in the paragraph #3 of the present TOR, submitted to UNDP for final review and approval.	1 days	35%
Deliverable #5	Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP/CSDR and DMFA, in Kyiv, Ukraine *(can be arranged online depending on the epidemiological situation. If travel occurs, UNDP will cover all related travel expenses)*. Should the simultaneous translation be needed for the presentation, it will be provided by UNDP. Consultations regarding UNDP expectations from the presentation will be held with the Contractor prior to the event. **Output:** PowerPoint presentation prepared and delivered during the joint meeting of interested parties (to cover major findings and lessons learned from the evaluation as defined in section 3 of this TOR, with diagrams/pictures, where applicable).	2 days	5%

6. MONITORING/REPORTING REQUIREMENTS, MANAGEMENT ARRANGEMENTS
The detailed schedule of the evaluation and the length of the assignment will be discussed with the evaluator prior to the assignment. The estimated duration of the assignment is 25 working days (1st November 2021 to 15 February 2022).

The final version of the comprehensive report with UNDP comments taken into consideration should be submitted to UNDP by 10 February 2021.

Evaluation manager will review and approve inception reports including evaluation questions and methodology, review and comment on evaluation report, circulate draft evaluation report, collect and consolidate comments and share with the Evaluator for finalization of the evaluation report. The satisfactory completion of each of the deliverables shall be subject to the endorsement of the UNDP Evaluation Manager.
The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, CSDR Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews.

7. EVALUATION ETHICS, IMPARTIALITY AND CONFIDENTIALITY

Evaluation consultants will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. Evaluators need to sign the Pledge of Ethical Conduct.

The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultants must also agree to hold in trust and confidence any information or documents ("confidential information") disclosed to them or discovered by them or prepared by them in the course of or as a result of the evaluation and agree that it shall be only used for the purposes of this evaluation and shall not be disclosed to any party without UNDP approval.

8. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

- *Education*: **Advanced University degree** (Master's or PhD) in Monitoring and Evaluation, Public Administration, International development or related fields;
- *Relevant professional experience*: **At least, 7 years of international work experience** in the field of democratic governance, human rights and HRBA, rule of law, CSO support, gender, youth, and experience in participatory approaches and planning, and monitoring, evaluation and learning. Working experience in Eastern Europe region and CIS will be an asset;
- *Experience in evaluation:* **At least, 3 accomplished complex evaluations projects where the candidate was the author or co-author**, especially in democratic governance field. Proven experience in human rights, HRBA, gender and rule of law programming. (Reference to or copies of previously developed knowledge materials including analytical reports, project documents, research papers, case studies materials, etc. to be provided);
- *Proven knowledge of monitoring and evaluation methodologies*, summary of a proposed evaluation methodology is to be provided (up to 2 pages).
- *Language proficiency*: Excellent English writing and communication skills; knowledge of Ukrainian and/or Russian would be an asset.

9. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Applicants shall submit the following documents:

☒ Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached;

☒ Professional Resume CV and P11, including information about past experience in similar projects / assignments;

☒ Financial proposal (according to defined deliverables);

☒ Reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. (at least, 3 reports)

10. FINANCIAL PROPOSAL

☒**Lump sum contract**

The financial proposal shall specify a total lump sum amount in USD, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel costs

All envisaged travel costs will be paid separately according to UNDP rules and procedures and should not be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

11. EVALUATION CRITERIA
-       Educational background – **10** points max
[10pts – PhD degree; 8 pts – Master's degree];

-       Relevant professional experience – **15** points max
[15 pts – 8+ years, including the experience in Eastern Europe; 12 pts – 8+ years; 10pts – 7 years];

-       Experience in conducting complex evaluations – **20** points max
[20   pts - 5+ highly relevant evaluation projects ; 17 pts - 3-5 highly relevant evaluation projects; 14 pts - 3 highly relevant evaluation projects];

-       Proven knowledge of monitoring and evaluation methodologies - **20** points max
[20   pts – highly relevant methodology; 17 pts – intermediate level of quality and relevance; 14 pts – acceptable quality and relevance of the methodology];

- Languages proficiency – **5** points max

[5 pts – English, Russian, Ukrainian; 3pts – only English];

Maximum available technical score - 70 points.

12. EVALUATION METHOD ☒Cumulative analysis

Contract award shall be made to the incumbent whose offer has been evaluated and

determined as: a) responsive/compliant/acceptable, and

b) having received the cumulative highest score out of a pre-determined set of weighted technical and

financial criteria specific to the solicitation. * Technical Criteria weight: 70%

* Financial Criteria weight: 30%

Only candidates obtaining a minimum 70% from the maximum available technical score (70 points) would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

Prepared by:
Lesia Shyshko, Partnership and Coordination Officer, Team Leader a.i. Strategic Planning, Partnerships and RBM

Lesia Shyshko
_____

Cleared by:
Maryna Anokhina, Procurement Analyst

Maryna Anokhina
_____

Approved by:
Manal Fouani, Deputy Resident Representative

Manal Fouani
_____

TOR for INDIVIDUAL CONSULTANT
ICPN/2021/

Project name: UNDP Civil Society for Enhanced Democracy and Human Rights in Ukraine (CSDR)

Post title: National Consultant for Final Evaluation of the Civil Society for Enhanced Democracy and
Human Rights in Ukraine project

Country / Duty Station: Kyiv, Ukraine

Expected places of travel (if applicable): Kyiv, (+other cities which will be specified during the inception phase). Starting date of assignment: 22 December 2021

Duration of assignment / or end date (if applicable): 20 days within the time-frame of 22 December 2021 to 28 February 2022

Supervisor's name and functional post: Evaluation manager

Selection method: Desk review

Administrative arrangements: The Consultant will work in close cooperation and under guidance of the international consultant, conducting evaluation, and will submit deliverables to the evaluation manager, who will safeguard the quality and independence of the evaluation. The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, CSDR Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews. Otherwise, the evaluation will be fully independent, and the evaluator will retain enough flexibility to determine the best approach in collecting and analyzing data for the evaluation. Interpretation and translation services will be set up by the evaluator. Space/technical equipment will not be provided for this assignment.

Payment arrangements: Lump Sum (payments linked to deliverables).

1.BACKGROUND

The project "Civil Society for Enhanced Democracy and Human Rights in Ukraine" (2017-2022) funded by the Danish Ministry of Foreign Affairs is a nation-scale 5-year initiative which runs from 1st April 2017 until 31st March 2022 with the total project budget is 4,280,822.00 USD. The project aims to strengthen the capacity of civil society organizations to promote democracy and build a constructive dialogue between the government and civil society organizations which is based on citizen participation at all levels in Ukraine. It will also help develop and strengthen human rights actors to promote and protect human rights in Ukraine, and to increase the level of youth civic engagement and youth participation in decision-making processes at all levels.

The overall aim for this project 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 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.

Please find more information about the project in its Project Document at https://open.undp.org/projects/00099967.

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

CSDR has gone through an independent mid-term programme review in 2019, and has effectively taken part in the overall, cross-country, programme-level effectiveness assessment done by the team of independent consultants engaged by the Ministry of Foreign Affairs of Denmark. The MTR was represented by by Julian Brett (Team Leader) and Katerina Stolyarenko (Ukraine civil society and M&E expert).

The ongoing COVID-19 crisis is challenging people, households and countries in unprecedented ways. As of September 2021, Ukraine ranked 18th in the world by the number of recorded total cases of COVID-19 and 19th in the world by the number of deaths[1][1]. Containing the pandemic and protecting people remains the top priority. The COVID-19 pandemic has aggravated a range of social and economic challenges in Ukraine. Among other negative impacts of the pandemic is the increased number of cases of domestic violence in Ukraine. More than 40 percent of those who faced domestic violence among the respondents said they had never experienced it before the lockdown, the reported cases increased by 30 percent. Therefore, during the pandemic, CSDR project in 2020-2021 supported the activities of the CSOs in safeguarding human rights and protecting vulnerable groups in Ukraine, including the initiatives of CSOs that address the domestic and gender-based violence issues.

As currently CSDR is in its phasing out stage, it is important to engage the national consultant to support international evaluator in assessing the extent to which project objectives were achieved and contribute to future programming, policymaking and overall organizational learning with a focus on lessons learnt and best practice.

2. MAIN OBJECTIVE AND SCOPE OF THE ASSIGNMENT

The major objective of the assignment is to provide support to independent international consultant in conducting a final evaluation of five years of CSDR implementation to assess the extent to which the project objectives were achieved, summarize the key results, lessons learned and best practices with a view to contribute to future adaptation, programming, policymaking and overall organizational learning by outlining recommendations for the next phase of UNDP civil society development programme. The consultant should also provide support in evaluation of the project's COVID-19 related activities and effectiveness of budget allocations.

Identifying lessons learned and best practices are key elements of this evaluation, as UNDP would like to understand what has worked well, what hasn't worked well, what is sustainable and what approaches, pathways and interventions are likely to have most impact and be effective to engage CSOs and rightsholders in the future.

3. DESCRIPTION OF RESPONSIBILITIES/SCOPE OF WORK

The national consultant, in close cooperation with and under the oversight and coordination of international consultant, should contribute to the analysis of the Project strategy, thematic priorities, the theory of change, the allocated resources and make the assessment of Projects key results / achievements (impact where possible, outcomes, outputs) against initial objectives taking into consideration the key findings and recommendations of the CSDR midterm review.

The key products expected to be produced in cooperation with and under oversight of international consultant are a comprehensive evaluation report (up to maximum 25-30 pages without annexes, single spacing, Myriad Pro font, size 11) with key findings and a maximum of 7 key recommendations. The evaluation report should include, but is not limited to the following components:

- Introduction
- Evaluation scope and objectives
- Evaluation approach and method
- Development context and project background

- Data analysis and key findings and conclusions
- Recommendations, lessons learned and best practices for the future (including viable ideas on focus areas and work directions which could be sharpened and further enhanced in the next UNDP civil society support programme)
- Annexes: TOR, list of field visits and their agendas, list of people interviewed, documents reviewed, interview and focus group questions, etc.

In addition to a final evaluation report, the consultant shall contribute to the executive summary on the key findings, lessons learned and best practices and recommendations (no more than 5 pages long).

The evaluation at a minimum will cover the criteria of relevance, effectiveness, efficiency, sustainability and impact. The Evaluator should also address how the Project applied the human rights-based approach and mainstream gender in development efforts.

Specifically, it will cover (but not be limited to) the following areas and questions:

RELEVANCE

The report will examine the extent to which the project is relevant to the:

• Country context: How relevant was the project to the interventions target groups, including Government's needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP Country Programme Document/United Nations Partnerships Framework? Is there a coherence with other donors interventions?

• Target groups: To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at project and stakeholder's level)? To what extent did the initial theory of change for the project take those groups into consideration?

• Describe if CSDR was able to transform/adjust to fast changing political context taking into consideration risks/challenges mitigation strategy. The Evaluator can emphasize to what extent Project outputs have been achieved with involvement of government partners and have been adopted into national strategies, policies and/or legal codes.

• To what extent has the project contributed to CSO's engagement, the empowerment of young men and women and the human rights-based approach?

EFFECTIVENESS

• Did the intervention achieve the project objectives and what were the key outcomes and outputs?

• Assess the overall performance of the CSDR with reference to its respective project document, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of Project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? What are the results achieved beyond the logframe? To what extent have the results at the outcome and output levels generated results for gender equality, empowerment of women?

• Assess the level of engagement of citizens/civil society at the local, subnational and national levels in the course of project implementation.

• How have stakeholders been involved in project implementation? How effective has the Project been in establishing national ownership?

EFFICIENCY

• Were the resources and inputs converted to outputs in a timely and cost-effective manner?

• Was the project management, coordination and monitoring efficient and appropriate?

• Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results?

• To what extent has the project ensured value for money?

• To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?

• To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

SUSTAINABILITY

- To what extent are the project results (impact, if any, and outcomes) likely to contribute after the project ends? Define the areas, which produced the most sustainable results, and the most promising areas requiring further support in the course of future intervention.
- Is stakeholders' engagement likely to continue, be scaled up, replicated or institutionalised after the project? Define which of the platforms, networks, relationships development in the framework of the project have the highest potential for further scaling up and/or replication.
- Are there any social or political risks that may jeopardize the sustainability of project results?
- To what extent were capacity-building initiatives for partner organizations adequate to ensure sustainability? What could be done to strengthen exit strategies and sustainability? What should be phased out? And is there a best practice sustainability model which can be replicated into a future design?
- Identifying possible priority areas of engagement, offer recommendations for the next phase

IMPACT

- Has the project contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civil society groups and institutions related to the project?
- What difference has the project made to the beneficiaries, involved in the implementation of the initiatives, as well as indirect beneficiaries (target communities)?
- Has the Project contributed to gender equality, women's empowerment and protection of human rights, social inclusion?

Focus and cross-cutting issues, such as HRBA and gender should be carefully evaluated and be integrated across the evaluation.

4. METHODOLOGY AND PROPOSED ARRANGEMENTS

The scope of the final evaluation will cover all activities undertaken in the framework of the CSDR Project. The national consultant, in close cooperation with and under the oversight and coordination of international consultant,will compare planned outputs of the Project to actual outputs and assess the actual results to determine their contribution to the attainment of the Project objectives.

The evaluation must provide evidence based and transparently obtained information that is credible, reliable and useful. The national consultant is expected to follow a participatory and consultative approach ensuring close engagement with CSOs, government counterparts, international partner organisations, UNDP Country Office and Project team.

An evaluation of Project performance will be carried out against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for Project implementation along with their corresponding means of verification. It is suggested that the evaluation should use a mixed method approach – collecting and analyzing both qualitative and quantitative data

using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.

The evaluator national consultant, in close cooperation with and under the oversight and coordination of international consultant, will also identify lessons learnt and best practices from the Project which could be applied to future and other on-going UNDP interventions.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and significant outcomes and outputs of the Project. They should be well substantiated by the evidence and logically connected to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to Project beneficiaries, UNDP and CSDR.

The national consultant should contribute to a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP prior to the start of fieldwork; these documents and the list of CSOs to visit should be agreed with UNDP. While proposing the methodology, the Consultant should be guided by UNDP approach to evaluations[58].

The national consultant, in close cooperation with and under the oversight and coordination of international consultant, is expected to develop and present detailed statement of evaluations methods/approaches in the inception report to show how each objective, evaluation criterion will be assessed.

The final evaluation methodology and approach (to be discussed and agreed with UNDP shall include, as a minimum, the following elements / sources of information:

- Desk research of CSDR primary documentation: the project document, monitoring reports, board meeting minutes, financial reports, M&E framework, work plans as well as CSDR Mid-Term Evaluation, CSO hubs Network development and impact assessment, assessment of youth initiatives and other relevant written records;
- Review of specific products including datasets, publications, audio visual materials, technical packages, consultancies reports and other materials and reports;
- Thematic interviews with UNDP and CSDR staff and consultants to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders and other issues;
- Key informant interviews/focus groups with CSDR's partners and end-beneficiaries broadly represented, women, men, youth etc.):
  - the government institutions (including but not limited to Ministry of Youth and Sports, Secretariat of the Cabinet of Ministers, etc.);
  - the selected direct CSO beneficiaries, including small-scale organisations at the regional level, CSO hubs Network, the large-scale CSDR's CSO beneficiaries in Kyiv in the thematic areas of democratization and human rights;
  - Interviews with international development actors, such as the DMFA and USAID.
  - Interviews with other key informants/experts

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[58] http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

For each of these key informant interviews, the consultant should first develop and present his/her ideas for the content and format of the interview forms (e.g. interview guides defining the structure of future interviews and key proposed questions to be asked) that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

5. DELIVERABLES:

Deliverable #	Task description	Timing	Payment breakdown
Deliverable #1	Conduct, in close cooperation with and under the oversight and coordination of international consultant, desk research of the CSDR Project core documentation (Project document, annual work plans and progress reports 2017-2021, project implementation plans, board meeting minutes, mid-term review mission report with annexes, Project studies and assessments, etc). The set of documents to be reviewed will be prepared by UNDP.	4 days	20%
	Contribute to the development of evaluation methodology and strategy to collect the required information, plans and forms for the interview with partners and counterparts, as well as the questionnaire for a beneficiary satisfaction survey. Output: the inception report, including workplan and evaluation schedule (with detailed description of the methodology and evaluation matrix) is produced; annotated structure of the report is developed; a toolkit for gathering information (questionnaire and interview plans, a questionnaire for a		

	beneficiary satisfaction survey) is designed. All documents are submitted to UNDP for final approval.		
Deliverable #2	In close cooperation and coordination of international consultant, conduct a number of meetings with selected Project stakeholders according to the agreed agenda (the preliminary list is defined in section 4 of this TOR). Make the analysis of grant and youth civic engagement programmes, achieved results (long and short term) and overall level of effectiveness. Collect feedback from partners. Discuss observations, preliminary findings, lessons learned, best practices and early recommendations in a tri-angulation workshop with Project team and relevant UNDP CO staff (can be done on-line).	12 days	0%
Deliverable #3	Contribute to a draft report of the evaluation with key findings and a maximum of 10-15 recommendations. The report should be evidence-based and cover all items detailed in the paragraph #2 of the present TOR with definition of the lessons learned and best practices. Output: draft of the report produced and submitted for UNDP comments (UNDP review will take up to 10 days).	6 days	40%
Deliverable #4	In close cooperation and coordination of international consultant, collect, review and incorporate comments from UNDP into the final version of the evaluation report, produce audit trail detailing how comments, questions and clarifications have been addressed Output: Final evaluation report containing all required annexes indicated in the paragraph #3 of the present TOR, submitted to UNDP for final review and approval.	1 days	35%

Deliverable #5	Together with an international consultant prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP/CSDR and DMFA, in Kyiv, Ukraine (can be arranged online depending on the epidemiological situation. If travel occurs, UNDP will cover all related travel expenses). Should the simultaneous translation be needed for the presentation, it will be provided by UNDP. Consultations regarding UNDP expectations from the presentation will be held with the Contractor prior to the event. Output: PowerPoint presentation prepared and delivered during the joint meeting of interested parties (to cover major findings and lessons learned from the evaluation as defined in section 3 of this TOR, with diagrams/pictures, where applicable).	2 days	5%

6.   MONITORING/REPORTING REQUIREMENTS, MANAGEMENT ARRANGEMENTS

The detailed schedule of the evaluation and the length of the assignment will be discussed with the evaluator prior to the assignment. The estimated duration of the assignment is 25 working days (22 December 2021 to 28 February 2022).

The final version of the comprehensive report with UNDP comments taken into consideration should be submitted to UNDP by 10 February 2022.

A team of two independent consultants will conduct the evaluation - one international team leader (with experience and practice of participation in projects and evaluations in other regions of the world) and one national expert.

Evaluation manager will review and approve inception report, including evaluation questions and methodology, review and comment on evaluation report, circulate draft evaluation report, collect and consolidate comments and share with the Evaluator for finalization of the evaluation report. The satisfactory completion of each of the deliverables shall be subject to the endorsement of the UNDP Evaluation Manager.

The Consultant will be supported by the Evaluation Focal Team (EFT) comprising of representatives of UNDP Ukraine (UNDP Democratic Governance Analyst, CSDR Project Coordinator, and relevant project staff). The EFT will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews.

7. EVALUATION ETHICS, IMPARTIALITY AND CONFIDENTIALITY

Evaluation consultants will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations'. Evaluators need to sign the Pledge of Ethical Conduct.

The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultants must also agree to hold in trust and confidence any information or documents ("confidential information") disclosed to them or discovered by them or prepared by them in the course of or as a result of the evaluation and agree that it shall be only used for the purposes of this evaluation and shall not be disclosed to any party without UNDP approval.

8. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

- Education: University degree in Monitoring and Evaluation, Public Administration, International development, Political Science or related fields;
- Relevant professional experience: At least 3 years of work experience in the field of democratic governance, human rights and HRBA, rule of law, CSO support, gender, youth. Experience in participatory approaches and planning, monitoring, evaluation and learning would be an asset.
- Experience in evaluation: At least, 2 accomplished evaluations projects or other advanced knowledge products where the candidate was author or co-author, especially in democratic governance field. (Reference to or copies of previously developed knowledge materials including analytical reports, project documents, research papers, case studies materials, etc. to be provided);
- Proven knowledge of monitoring and evaluation methodologies, summary of a proposed evaluation methodology is to be provided (up to 2 pages).
- Language proficiency: Excellent knowledge of Ukrainian and/or Russian, as well as fluency in spoken English and good command of written English.

9. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Applicants shall submit the following documents:

☒ Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached (up to 2 pages);

☒ Professional Resume CV and P11, including information about past experience in similar projects /

☒ assignments; Financial proposal (according to defined deliverables);

☒

Reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. (at least, 2 reports)

FINANCIAL PROPOSAL

☒Lump sum contract

The financial proposal shall specify a total lump sum amount in USD, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel costs

All envisaged travel costs will be paid separately according to UNDP rules and procedures and should not be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

11. EVALUATION CRITERIA
- Educational background – 10 points max
[10pts – PhD or equivalent; 8 pts – Master's, Specialist's or Bachelor's degree];

- Relevant professional experience – 15 points max
[15 pts – 6+ years; 12 pts – 4-5 years; 10pts – 3 years];

- Experience in conducting evaluations – 20 points max
[20 pts - 5+ highly relevant products; 17 pts - 3-4 relevant products; 14 pts - 2 relevant evaluation projects or knowledge products];

- Proven knowledge of monitoring and evaluation methodologies - 20 points max
[20 pts – highly relevant methodology; 17 pts – intermediate level of quality and relevance; 14 pts – acceptable quality and relevance of the methodology];

- Languages proficiency – 5 points max
[5 pts – excellent knowledge of Russian and/or Ukrainian, as well as fluency in spoken English and good command of written English; 3 pts – excellent knowledge of Russian and/or Ukrainian];

Maximum available technical score - 70 points.

12. EVALUATION METHOD

☒Cumulative analysis

Contract award shall be made to the incumbent whose offer has been evaluated and

determined as: a) responsive/compliant/acceptable, and

b) having received the cumulative highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight: 70%

∗ Financial Criteria weight: 30%

Only candidates obtaining a minimum 70% from the maximum available technical score (70 points) would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

Prepared by:

Lesia Shyshko, Team Leader, Strategic Planning, Partnerships and Results-Based Management

DocuSigned by:

Lesia Shyshko

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Cleared by:

Maryna Anokhina, Procurement Analyst

DocuSigned by:

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Approved by:

Manal Fouani, Deputy Resident Representative

DocuSigned by:

Manal Fouani

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Annex 2: List of documents reviewed

UNDAF 2018-2022

CPD Ukraine 2018-2022

CSDR ProDoc

CSDR Annual Reports 2017-2021

CSDR Annual Workplans

Results Oriented Annual Report 2018-2020

CSDR Resources and Publications

CSDR Mid-Term Review, 2019

Youth Worker Programme Evaluation, 2020

Assessment of Results and Impact of Youth-Led Initiatives Conducted with UNDP Support, 2021

Final DHRP Evaluation

Human Rights for Ukraine ProDoc, UNDP

Developing Civil Society Report, UNDP Ukraine

Demystifying Organisational Development (A Reference Guide for Practitioners), UNDP Ukraine

Status of Evaluation of the National Strategy for Civil Society Development, UNDP Ukraine

Evaluation of Implementation of National Human Rights Strategy (2016-2019), Ukrainian Helsinki Human Rights Union

National Strategy for Creating a Barrier-Free Environment in Ukraine until 2030

Defining Civil Society for Ukraine, Research Report, Danish Ministry of Foreign Affairs & UNDP Ukraine

EU Roadmap for Engagement with Civil Society in Ukraine

Action Plan Review 2021-2022, Open Government Partnership

Mid-Term Evaluation of the Implementation of Recommendations of the Universal Periodic Review (2017-2020), Stakeholders Report

The State of Youth in Ukraine, United Nations Ukraine, 2019

The Strategy of Youth Policy Development in Ukraine by 2030 (UNICEF, Ministry of Youth and Sports, ProMova)

Peace in Ukraine I, II and III, International Crisis Group

Annex 3: List of Key Informants

Date	Type of meeting	Name(s)	Position(s)	Institution / region
29.12.2021	Online	Oksana Kosenko + Team	CSDR Project Coordinator	UNDP
30.12.2021	Online	Olena Kulikovska	Programme Analyst	UNDP
04.01.2022	Online	Anna Ostrikova	Coordinator of Youth Worker Programme	UNDP
04.01.2022	Online	Olena Ursu	Programme Specialist	UNDP
05.01.2022	Online	Nataliia Oksha	Head of Dpt. of Civil Society Development	Secretariat of the Cabinet of Ministers
05.01.2022	Online	Nataliia Bohdanova	Gender Focal Point	Ministry of Social Policy
06.01.2022	Online	Zhanna Solovyova	Executive Director	NGO Modern Format Zhytomyr
06.01.2022	Online	Serhii Mytrokhin	Youth worker programme trainer	Luhansk
10.01.2022	Online	Anastasia Ploshchynska	Executive Director	NGO Podil Legal Liga Khmelnytskyi
10.01.2022	Online	Pavlo Medyna	Coordinator	First Youth Channel Volyn
10.01.2022	Online	Yaryna Voloshin	Youth worker programme trainer	Lviv
11.01.2002	Online	Ganna Dvorna	Youth worker programme trainer	Zaporizhzhia

12.01.2022	Online	Iryna Byelyaeva	Head of Youth Policy Department	Ministry of Youth and Sports
12.01.2022	Online	Inga Dudnik	Executive Director	NGO Territory of Success / Kropyvnytskii
12.01.2022	Online	Iryna Hayduchuk	Executive Director	Institute of Law / Lutsk
12.01.2022	Online	Inna Pidluska	Deputy Director	International Renaissance Foundation
13.01.2022	Online	Vladyslav Yatsyk	Head of Youth Policy Department	Dnipro Regional Council
13.01.2022	Online	Vasyl Romanyuk	Programme Officer	Embassy of Sweden
13.01.2022	Online	Vladymyr Kebalo	Head of the project "Strengthening civil participation in democratic decision making in Ukraine"	Council of Europe
18.01.2022	Online	Mogens Blom Olena Prokopenko	Chief Technical Advisor Development Advisor	Ministry of Foreign Affairs Embassy of Denmark
18.01.2022	Online	Larysa Baida	Head of Department	National Assembly of Persons with Disabilities
20.01.2022	Online	Sinziana-Elena Poiana	Programme Officer	EU Delegation to Ukraine
20.01.2022	Online	Dmytro Loza	Project Officer	Embassy of Norway

21.01.2022	Online	Yevgen Zakharov	Human rights activist	Kharkiv Human Rights Group
24.01.2022	Face-to-face	Oleksandra Romantsova	Executive Director	Center for Civil Liberties
24.01.2022	Face-to-face	Tatiana Lomakina	Advisor-Commissioner of President of Ukraine	Barrier-free environment
24.01.2022	Online	Oleksandr Pavlichenko	Executive Director	Helsinki Human Rights Union
26.01.2022	Face-to-face	Vladyslav Yatsyk + colleagues		Dnipro Regional Council + Dnipro Regional Youth Council Members
26.01.2022	Face-to-face	3 members		CSO Anti-Drug Rehabilitation Center Novooleksandrivka / Dnipro
26.01.2022	Face-to-face	Youth workers		Dnipro City
26.01.2022	Face-to-face	Youth workers		Smart Youth / Slobozhanske
27.01.2022	Face-to-face	Yurii Romashko Iryna Domnenko	Executive Director Project Manager	Institute for Analysis and Advocacy / Poltava
27.01.2022	Face-to-face	Maryna Gerasymenko	Executive Director	CSO Mistohub / Poltava
27.01.2022	Face-to-face	Natalia Norizyna		CSO Poltavska Platforma

27.01.2022	Face-to-face	Roman Shyrokhyh	Head of Rapid Response Department	Poltava City Council
27.01.2022	Face-to-face	Tetyana Tatarina	Chief Executive Officer	City Development Institute / Poltava City Council
31.01.2022	Face-to-face		Project Manager Secretary of the Council	Volyn Self-Government Territorial Community
31.01.2022	Face-to-face	Iryna Hayduchuk Дмитро Безвербний Петро Лавринюк	Executive Director комунікаційний менеджер Голова Правління	Volyn Institute of Law
01.02.2022	Face-to-face	Olga Shmigel Oksana Romanyuk Anastasia Demyanchuk Svetlana Milinchuk	Representatives of youth civic initiatives (CSDR grantees)	Volyn Youth Center
01.02.2022	Face-to-face	Demyan Petryk Yuliya Tkachuk	Youth workers (Youth Center Team)	Volyn Youth Center
01.02.2022	Face-to-face	Young people who participated in youth initiatives		Volyn Youth Center
01.02.2022	Face-to-face	Zakharii Tkachuk	Director of the Youth Center	Volyn Youth Center

02.02.2022	Face-to-face	Zhanna Solovyova + Team	Executive Director	NGO Modern Format Zhytomyr
03.02.2022	Online	Svitlana Kolishko	Team Leader	HR4U Project, UNDP
04.02.2022	Online	Tetiana Grytsenko	Gender Expert	UNDP
11.02.2022	Online	Marina Popatenko	Deputy Minister	Ministry of Youth and Sports
11.02.2022	Online	Olga Lymar Denys Davydenko	Executive Director Head of the Department of Advocacy and International Relations	Reanimation Package of Reforms

Annex 4: Evaluation matrix

Criteria	Key evaluation questions	Additional questions	Source(s)	Method of information collection
Relevance	• To what extent is the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan and the SDGs?	• To what extent is UNDP engagement a reflection of strategic considerations, including the role of UNDP in the Ukrainian development context and its comparative advantage?	UNDP Strategic Plan 2018-2021. UNDAF 2018-2022. CPD 2018-2022. Project document. SDGs.	Analysis of project strategy and theory of change, as articulated in the project document, as well as project objectives, outcomes and outputs. Triangulation. Review of risks and challenges. Consultations/interviews with senior management and project team and stakeholders (civil society, government authorities, development partners)
	• To what extent was the method of delivery selected by UNDP appropriate to the Ukrainian context?	• To what extent were lessons learned from other relevant projects considered in the design of the project? • To what extent have recommendations from the MTR been implemented? • To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc. changes in the country?	Civil Society Development Programme 2009-2012. Democratisation, Human Rights and Civil Society Development 2013-2016. Project document. Mid-Term Review of CSDR. National Strategy for Facilitating Civil Society Development. National Human Rights Strategy and Action Plan. Reports by other organisations on civil society and human rights in Ukraine. Senior management, project team and stakeholders (civil society and government authorities, development partners).	Analysis of project strategy and theory of change, as articulated in the project document, as well as project objectives, outcomes and outputs. Triangulation. Review of risks and challenges. Consultations/interviews.

Effectiveness	• What have been the key successes and challenges registered by the project?	• In which area does the project have the greatest achievement? • Why and what have been the supporting factors? • In which areas does the project have the fewest achievements? • What have been the constraining factors and how could they be overcome?	Project document. ROAR, progress and annual reports. MTR. Youth Worker Programme Evaluation Report. Youth Civic Initiatives Evaluation Report. Senior management, project team, stakeholders and beneficiaries (e.g., CSO hubs, local CSOs, government authorities).	Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	• To what extent were the project outputs achieved?	• What factors have contributed to achieving, or not, intended country programme outputs and outcomes?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews, focus groups. Media screening
	• To what extent does the project contribute to the country programme outcome and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	• What have been the key results and changes attained for men, women and vulnerable groups?	• To what extent has the project contributed to gender equality, the empowerment of women and the realisation of human rights? • To what extent have marginalised groups benefited?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews, focus groups.

				Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	● To what extent has the UNDP partnership strategy been appropriate and effective?	● What factors contributed to effectiveness or ineffectiveness? ● To what extent have different stakeholders been involved in project implementation?		
	● How did the COVID-19 pandemic affect the delivery of the project?	● What measures were taken to offset the negative impact of COVID-19? ● How successful were these measures?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	● What other factors beyond the control of the implementing partners have influenced the outcome of the project?	● Has the project generated unintended consequences (positive or negative)?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews, focus groups.
	● What do you consider have been the project's best practices?	● Has UNDP utilised innovative techniques?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	● Which project areas are the most relevant and strategic for UNDP to scale up or consider going forward?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
Efficiency	● To what extent was the project management structure, as outlined in the project document, efficient in generating the expected results?		Project document. ROAR, progress and annual reports. MTR. YWP Evaluation Report. Youth Civic Initiatives Evaluation Report. Senior management, project team, stakeholders and beneficiaries.	Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.

	• Has the project strategy and execution been efficient and cost-effective (including an economical use of financial and human resources)?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	• Were adequate resources mobilised to achieve the desired results?	• If funds were not adequate, what strategies were put in place to close the resource gap? • To what extent have project funds and activities been delivered in a timely manner?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews, youth focus groups.
	• How suitable were the technologies deployed to improve efficiency during project implementation?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
	• Did the monitoring and evaluation systems that UNDP has in place help to ensure that the project was managed efficiently and effectively for proper accountability of results?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
Sustainability	• What markers or evidence is there to show that the results achieved so far will be sustained beyond the programme period?		Project document. ROAR, progress and annual reports. MTR. YWP Evaluation Report. Youth Civic Initiatives Evaluation Report. Senior management, project team, M&E expert, stakeholders and beneficiaries.	Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews, focus groups. Media screening

		How has UNDP contributed to the capacity building of national partners as a guarantee for sustainability beyond UNDP interventions?	To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project? To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
		To what extent will financial and economic resources be available to sustain the benefits achieved by the project?	Are there any financial risks that may jeopardise the sustainability of project outputs affecting women, men and vulnerable groups?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
		Are there national plans/reforms in place - or likely to be developed and implemented in the coming months or years - to sustain the project results?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
		Are there any social or political risks that may jeopardise the sustainability of project outputs and the project contribution to country programme outputs and outcomes?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
		What changes should be made in the next programme to promote long-term sustainability?	Has follow-up support after the end of the project been discussed and formalised with the implementing partners?		Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.
		To what extent does the project have a well-designed and well-planned exit strategy?			Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.

Impact	• Did the intervention produce the intended results in the short, medium and long-term?	• If so, for whom and to what extent?	Project document. ROAR, progress and annual reports. MTR. YWP Evaluation Report. Youth Civic Initiatives Evaluation Report. Senior management, project team, M&E expert, stakeholders and beneficiaries.	Review and analysis of relevant reports. Triangulation. Review of risks and challenges. Consultations/interviews.

Annex 5 : FGD guide
Focus Group Human rights and gender equality

Participants: project grantee, independent think tank representative, representative of a CSO hub, participant of the training on HRBA, representative from the vulnerable group (or organisation working with the vulnerable groups)

1.   What human rights challenges are in the focus area of your organisation?

2.   What human rights challenges are the most critical in your region?

3.   How do you assess the response to these challenges by the CSOs?

4.   What are the successes?

5.   What are the failures?

6.   How did the CSDR program influence the situation during the last years?

7.   What are the other actors that contribute to this area?

8.   How is the cooperation between different actors at the subnational level?

9.   How do you assess the capacity of CSOs to deals with the challenges?

10.   What can be improved in this regard?

11.   Do you see any breakthrough solutions that can increase the quality of citizens participation in the human rights agenda?

12.   How UNDP can support civil society with that?

Annex: 6 Logical Framework results
Outcome and output reporting on 31.12.2021

Indicators	Baseline	Project Milestone (2022)	Result 2017	Result 2018	Result 2019	Result 2020	Result 2021	Target 2022	Source	Comments
Outcome. Civil society has strong impact on the reform processes in the country including in the regions in the areas of democracy and human rights and contributes to more inclusive, democratic and rights-based governance through enhanced capacity, better coordination and networking										
1. Number of civil society organizations engaged in implementation of the National Strategy for Facilitating Civil Society Development at the subnational level	4*	100**	70	117	117	117	117	117	- 2017-2018 – Project report of the CSO grantee (All-Ukrainian CSO "Association for Supporting Self-Organization of Population"") - 2021-2022 – Independent evaluator's report	*CSOs engaged in development of subnational programmes for CSD with UNDP support **CSOs that engage other CSOs
2. Number of subnational programmes for civil society developed and approved	21	24**	23	24	24	24	24	24	- 2017-2018 Monitoring report by All-Ukrainian CSO «Association of supporting the Self-organization of population» - 2021-2022 – Independent evaluator's report	

3. Number of subnational programmes for CSOs financed by regional authorities and implemented with CSO engagement	0	20	11	19	19	19	19	20	- Monitoring report by All-Ukrainian CSO «Association of supporting the Self-organization of population 2021-2022 – Independent evaluator's report	
4. The extent to which established CSO hubs network is efficient, visible and capable (CSO hubs network is established; very partially; partially; fully)	Very partially	Fully	Very partially	Partially	Partially	Fully	Fully	Fully	- Final organizational assessment of CSO hubs - Mini-mapping of Intermediary Support Organizations by ISAR	
5. Number of new policies and strategies at national and subnational levels developed and operationalized with active CSO participation (UNDP Country Programme Document indicator)	0	40	1	13	32	57	71	71	- Progress reports of CSO grantees - Reports of the line ministries (Ministry of Education and Science, Ministry of Youth and Sports of Ukraine)	**Overall, 14 policies: 11 subnational and 2 national** 6 policies CSDR-GA-NET-COVID-2020: 1 Regulation on electronic petitions in Buzka ATC 2 Regulation on the community budget in Buzka ATC 3 Rule of procedures of the Voznesensk city council 4 Rule of procedures in Vynohradove village council 5 Rule of procedures in Chaplynka village council 6 Rule of procedures in Novoselivka Poltava oblast 7 IAA CSDR-DA-GEM-2020-01 - regulation on pilot project on E-TTN **8.** Youth worker included in the National Classifier of Professions as a specialist in youth issues (youth worker) in November 2021. 9. Local youth council in Nemishaevo (Kyiv oblast) ,

Indicator										
										10. <u>Programme of youth advisers in Novoukrainka city administration,</u> 11. <u>Regulation on competition of youth initiatives in local administration Kopychynetka City Council</u>, 12. <u>Volunteer management programme for university students in Taras Shevchenko National University ''Chernihiv collegium''</u> 13. <u>Green waste management programmes in Zvanivka territorial community.</u> 14. Regional action plan on protection of victims of domestics violence. Podil Law Legue
6. Number of cases of international advocacy to raise awareness on human rights challenges in Ukraine led by CSOs and supported by UNDP	4	15	6	9	14	16	17	17	- CSDR progress reports - <u>OHCHR web-site</u> (international treaty bodies section)	Regional Centre for Human Rights CSDR-GA-HR-2020-02 - International Criminal Court submission
7. Extent to which CSO hubs network strategy is implemented (Scale 0-4: 1- Strategy developed and adopted, 2 – very partially implemented, 3 – partially implemented, 4 – fully implemented)	0	3	1	2	3	4	3	3	- Self-assessment by the CSO hubs network -Independent evaluator's report	According to the results of independent assessment (CSO hubs Network assessment report)
8. Share of 2017 universal periodic review (UPR) recommendations implemented	0	50% of recommendations accepted by Ukraine are	163 UPR recommendations accepted	10% (17 out 163)	19% (32 out of 163)	26%	26%* + 22% partly	50% of recommendations accepted by	- UPR recommendations for Ukraine (2018) - Shadow and alternative reports	*16 out of 163 recommendations are completely implemented + 27 satisfactory

		implemente d	by Ukraine in March 2018				satisfa ctory	Ukraine are implemented	on UPR provided by national stakeholders.	implemented and 37 partly satisfactory A significant part of the recommendations within UPR are of a very general nature, such as continue to improve the human rights situation in the country which is difficult to ever completely implement

Output level

Indicators	Baseline	Project Milestone (2022)	Result 2017	Result 2018	Result 2019	Result 2020	Result 2021	Target 2022	Source	Comments
Output 1. CSOs strengthened to promote democracy and foster participatory and result-driven Government-CSO dialogue at all levels in Ukraine										
1.1. Number of CSO hubs specialized in democratization – members of network	5	8	5	8	8	8	8	8	- Reports of CSO grantees selected for the organizational development contest - Final independent assessment report of the CSO hub's network	Total number of hubs of the 1st and 2nd waves
1.2. Baseline report on operationalization of the NS for CS development available (yes/no)	No	Yes	No	Yes	Yes	Yes	Yes	Yes	- 2017-2018 Monitoring report by All-Ukrainian CSO «Association of supporting the Self-	

								organization of population»	
1.3. CSO hubs network strategy is developed in participatory way and adopted by all members	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	- Report from the independent expert engaged for capacity assessment of the CSO hubs' network - Strategy of the CSO hubs' network	
1.4. Number of CSO hubs' constituencies involved in the programme activities of CSO hubs	10,000 - 1st wave hubs	22,000 - 1st wave hubs	10,943 (3608 m, 7335 f) - 1st wave hubs	15,736 (5397m, 10339 f) 1st wave hubs	19,350 (7143 m; 12207 f) 1st wave hubs	19,622 (7237 m, 12385 f) 1st wave hubs	19,622 (7237 m, 12385 f) 1st wave hubs	20,000 20,000 1st wave hubs	- Progress reports from the CSO hubs according to the agreed template	incl. permanent target audience of CSO hubs
	NA 2nd wave hubs	15,000 2nd wave hubs	0 2nd wave hubs	10,174 (3788 m, 6386 f) 2nd wave hubs	16,069 (6903 m; 9166 f) 2nd wave hubs	16,356 (6998 m, 9358 f) 2nd wave hubs	16,356 (6998 m, 9358 f) 2nd wave hubs	17,000 2nd wave hubs		
1.5. Number of vulnerable groups' representatives, i.e. vulnerable groups of women, IDPs, Persons with Disabilities (PwD), minorities covered by the CSO hubs' activities	0	10,000	2,771	4867	6517	8465	8465	10000	- Progress reports from the CSO hubs according to the agreed template	

|										
1.6. Number of successfully implemented CSO projects and initiatives	0	20	0	3	5	17	22	22	- Progress reports of CSO grantees (reports through direct granting and re-granting modalities)	1. IAA 2. Anticorruption Headquarters 3. CSO Hubs Network 4. Social boost 5. Vox Ukraine
Output 2. Capacities of human rights actors enhanced to promote and defend human rights in Ukraine										
2.1. Number of CSO hubs specialized in human rights – members of network	3	6	4	7	7	7	7	7	- Reports of CSO grantees selected for the organizational development contest - Final independent assessment report of the CSO hubs network	Total number of hubs of the 1st and 2nd waves
2.2. The extent to which the strategy of CSO hubs includes targeted interventions to involve and increase knowledge and skills of vulnerable groups (0-3: 0 – None; 1 - Very Partially, 2 - Partially, 3 - Fully)	1	3	1	2	2	3	3	3	- Progress reports from the CSO hubs according to the agreed template	
2.3. Number of CSO hubs applying HRBA in their programme work	8 (have basic knowledge)	15	9	15	15	15	15	15	- Progress report of the CSO hubs' network - Independent assessment report	
2.4. Number of successfully implemented CSO projects and initiatives aimed at human rights promotion, including	0	20	4	6	9	16	30	30	- Progress report of CSO grantees	Additional 14 projects and initiatives implemented during the reporting period include: 1.CSO Hubs Network 2.Mariupol Youth Union

those with a special focus on vulnerable groups										3. Centre for Democracy Development 4. Human Rights House 5. Chernivstsi "Zakhyst". Inclusive workplaces 6. Regional Center for human rights 7. Gender Stream 8. UFPH 9. Svitlo Nadii 10. Charivni_Runy 11. Chaika 12. IDD 13. JurFem 14. Rozvytok demokratii
2.5. Number of vulnerable groups representatives (i.e. vulnerable groups of women, IDPs, persons with disabilities, minorities) benefitting from the implemented CSO projects and initiatives aimed at human rights promotion	0	10'000	832	2'987	3'436	7'346	10'450	10'450	- Progress report of CSO grantees	**Overall: 3104** CSO Hubs Network CSDR-GA-NET-COVID-2020: **1197** Centre for democracy development CSDR-GA-COVID-2020-04: **1131** Zakhyst Chernivtsi CSDR-GA-HR-2020-05: **33** Diya CSDR-GA-HR-2020-03: **25** Regional Centre for Human Rights CSDR-GA-HR-2020-02: **189** Vostok SOS: **110** Light of hope **13** Chaika **11** NGO "Institute for Democratic Development of Kharkiv **402** NGO "Podil Legal League"**103**

Indicator									Means of verification	Comments
2.6. Number of alternative stakeholders' reports to the international treaty bodies on various human rights issues prepared	4	13	6	7	11	13	13	14	- OHCHR web-site (international treaty bodies section) - Progress report of CSO grantees	
2.7. Number of rights holders and duty bearers with knowledge and skills in mechanisms of civil society engagement in policy development and implementation	0	3,000	113 duty bearers 170 right holders	351 duty bearers 982 right holders	590 duty bearers 1412 right holders	821 duty bearers 1578 Right holders	1070 duty bearers 1666 Right holders	1070 duty bearers 1666 Right holders	- Progress report of CSO grantees - Training reports	Overall: 249DB. 88 RH - Anticor Shtab CSDR-DA-GEM-2020-03 : 206 DB Vox Ukraine CSDR-GA-DEM-2020-04: 40 DB; 78RH Mariupol Youth Union CSDR-GA-HII-2020-06: 10 RH. 3 DB
<td colspan="11" align="center">**Output 3. Enhanced civic youth engagement and youth participation in decision-making**</td>
3.1. Number of youth workers who have skills and knowledge to work and engage youth in civic activities	462	3000	885 762 basic 123 civic ed	1700 1,538 basic 162 civic ed	2,809 2,439 basic 370 civic ed	3422 2904 Basic 518 Civic ed	4868 4254 Basic 534 civic ed 80 TOT volunteer management	4900 4286 Basic 534 Civic ed 80 TOT volunteer management	Database of certificates on civic education course completion issued to youth workers (data of the Ministry of Youth and Sports)	Basic training (1350 (1053w,297m) Civic education 16 (1w,5m) Volunteer Management Course: 80(63w 17m) Youth Worker Forum 50 (26w,24m) 22K views online)
3.2. Number of young men and women that built skills in civic activism	0	3000	669, incl.: 257 m, 412 f	1386, incl.: 526 m, 860 f	2390 incl 832 m 1558 f	5900 incl 3749m 2151f	7029 incl 4170m 2859f	7059	- Training reports - Progress report of CSO grantees, where relevant	Youth civic initiatives 831 (499f,332m) Youth Day 15 (7f,8m) (2100 views online

										NGO ''Volunteer service'' project 283 (202f,81m)
3.3 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	0	400 duty bearers 600 right holders	82 duty bearers 71 right holders	207 duty bearers 383 right holders	350 duty bearers 484 right holders	822 duty bearers 1193 right holders	937 duty bearers 1253 right holders	937 duty bearers 1253 right holders	- Youth Worker's program specialized training reports - Progress report of CSO grantees, where relevant - Civic Education Initiatives	''Youth of Ukraine 2025'''public discussion (60RH, 40DB) Training for civil servants (75 DB)
3.4. Number of engaged formal youth CSOs and non-formal youth groups advocating for the rights of vulnerable groups, i.e. women, IDPs, PwD, minorities	0	20	5	7	27	32	40	40	- U-Inn data (incl. uinn.org.ua web-site) - Civic education course graduates - Report CSO grantees	7 Civic education course graduates initiatives: 1) NGO "Kirovohrad Regional Youth Center" 2) NGO "Young Agents of Change" 3) NGO "All-Ukrainian non-governmental organisation «Poruch»", 4) NGO "Force in unification!" 5) Public Organization "Charivni Runy" 6) NGO «Prevention Centre, «Choice» 7) NGO "Chernivtsi Youth Centre" And 8) NGO ''Ukrainian Volunteer service''

3.5. Number of successfully implemented youth initiatives aimed at enhanced democracy and human rights	0	50	0	9	16	37	47	47	Report of CSO grantees	Additional 10 youth initiatives implemented during the reporting period include: 1. Wings online 2. Volunteer portal 3. "Agents of Volunteering" 4. ''Eco dvizh'', 5. Youth participation in South of Ukraine'', 6. ''Volunteer life'', 7. Step by Step to Advocacy'', 8. ''Establishment of Youth Council in Nemishaevo Community'', 9. ''School of Project Management'', 10. ''Student Volunteer Club ''HandofHelp''
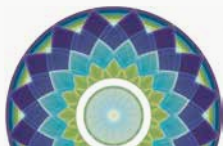
PLEDGE OF ETHICAL CONDUCT IN EVALUATION

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional,** engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

G. del Monaco

17 December 2021

(Signature and Date)

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG
United Nations Evaluation Group

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Kateryna Kravchuk

10.01.2022 _____ (Signature and Date)