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Юлія Банкова
журналіст, програма «Сьогодні. Підсумки», ТНТ

EVALUATION

USAID/Ukraine

Final Performance Evaluation of the Ukraine National Initiatives to Enhance Reforms (UNITER)

April 2014

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by Dr. Sarah Tisch, Dr. Andrew Green and Ms. Orysia Lutsevych of Social Impact.

EVALUATION OF THE UKRAINE NATIONAL INITIATIVES TO ENHANCE REFORM:

PERFORMANCE EVALUATION

April 28, 2014

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

CCC	Counterpart Creative Center
CEC	Community Enhancement Center
CMU	Ukraine Council of Ministers
CHESNO	A UNITER supported campaign for political transparency meaning “honest/fair”
CSO	Civil society organization
CSR	Corporate social responsibility
CUA	Center for United Actions
EEF	East Europe Foundation
EU	European Union
FG	Focus group
ICNL	International Center for Not-for-Profit Law
IRF	International Renaissance Foundation
IWP	Institute for World Policy
LAGP	Local Advocacy Grants Program
NGO	Non-governmental organization
OD	Organizational development
ONA	Organizational Network Assessment
PMP	Project monitoring, evaluation, and performance plan
SI	Social Impact
SIDA	Swedish International Development Cooperation Agency
SKII	Structured key informant interview
TORO	Transparency International Ukraine
UCAB	Ukraine Community Advisory Board
UCAN	Ukraine Citizen Action Network
UCIPR	Ukrainian Center for Independent Political Research
UNDP	United Nations Development Programme
UNITER	Ukraine National Initiatives to Enhance Reforms Project
UPF	Ukrainian Philanthropy Forum
USAID	U.S. Agency for International Development

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EXECUTIVE SUMMARY

PROJECT BACKGROUND

The U.S. Agency for International Development (USAID) is currently the largest international donor to civil society programming and initiatives in Ukraine. The Ukraine National Initiatives to Enhance Reforms (UNITER) project is the successor project to the USAID Ukraine Citizen Action Network (UCAN, 2002–2008). UNITER was awarded to the U.S. organization Pact in 2008, with an original budget of \$10,000,000. By September 30, 2013 (the period under review by this evaluation), the UNITER project budget had been increased through agreement modifications to a total of \$12,891,830. The UNITER project has four major objectives, which together describe the various activities pursued over the five-year life of the project. Objectives I and II are the focus of this evaluation report and are briefly described below.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

USAID requested a performance evaluation of the UNITER project to assess the effectiveness of performance towards two selected objectives. USAID will use evaluation findings, conclusions, and recommendations to reassess its role in improving the civil society sector within Ukraine. The evaluation focused on UNITER project **Objective I**: Ukrainian non-governmental organizations (NGOs) better represent citizen interests and drive the reform agenda through more effective advocacy, monitoring, and activism; and **Objective II**: The relevant legislative framework for civil society approaches European standards.

The four primary questions addressed in this evaluation are:

1. For a civil society organization (CSO), what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?
2. Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine, and why (Objectives I and II)?
3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and environment for civil society in Ukraine (Objectives I and II)? Which of those practices and behaviors were perceived to be the most crucial to bringing about the change in activities of and the environment for civil society in Ukraine (Objectives I and II)?
4. What major changes in the activities of and in the environment for civil society (Objectives I and II) in Ukraine do CSOs and other stakeholders perceive to be the result, in whole or in part, of the work of organizations?

Methods

The Team conducted a mixed-methods performance evaluation. This included a desk review of project documents, semi-structured key informant interviews (SKIIIs), a focus group (FG) discussion, and an electronic mini-survey of all UNITER project partners and EEF grantees.

Further detail on the methods used can be found in Annex IV. The protocols used for the SKIIs, focus group, and mini-survey are found in Annex VI, along with an Evaluation Matrix that consolidates the data collection approach for further clarity. The Team created the mini-survey based on a reading of UNITER project documents, which was sent to respondents prior to the team's arrival in Ukraine. Evaluation fieldwork took place from October 21 to November 8, 2013, with site visits in Kyiv, Odessa, Kirovohrad, Simferopol, Bakhchysaray, and Donetsk. These locations were selected using purposive sampling informed by discussions with USAID.

Limitations

One methodological limitation to the team's mixed-methods approach was the limited availability, due largely to unanticipated scheduling changes, of key informants to provide information to the team. Overall, there was a 49% response rate to the mini-surveys, which is considered an adequate response rate, in combination with 63 SKIIs. The team attempted to mitigate response bias by utilizing multiple data sources for the analysis, in addition to detail-seeking interview questions. Selection bias is always a potential problem in performance evaluations that rely primarily on key informants, but the team's methodology included incorporation of interview data from leaders of CSOs that did not participate in any aspect of UNITER's project.

PRIMARY FINDINGS AND CONCLUSIONS

Question 1

Findings

- The advantages of working with UNITER included a more engaged form of grant management, technical resources to try new approaches to advocacy on national and local issues, and greater access to training for organizational development (OD) and new media skills that strengthened CSO capacity to undertake and sustain advocacy campaigns.
- Disadvantages included slow decision-making on grants, heavy administrative requirements for administrative and financial reporting on grants, a lack of transparency regarding the sharing of research on civil society trends, and difficulties applying for the Marketplace vouchers.
- UNITER tailored its approach to meet the needs of individual CSOs for development of advocacy activities and provided innovative customized training to meet specific needs of the organization.

Conclusions

- The technical and financial support provided through grants, allowing CSOs to advance their advocacy efforts for campaigns, and the development of the civil society sector were the chief advantages, followed by training and capacity building.
- UNITER was seen as a key player in the maturation of the civil society sector, expanding the convening power of CSOs for key issues, linking Ukrainian OD training providers with CSOs, and focusing mutual interest on the creation of an enabling environment for CSO capacity building and advocacy.

- The process to approve grant applications and receive funds was prolonged, and the financial reporting requirements for grants were burdensome for direct grantees in Kyiv and Crimea.
- UNITER was different as it was willing to be flexible and consider the needs and context of a CSO, using an adjustable approach in addressing these needs, which was a new experience with a donor-funded project.

Question 2

Findings

- Among the tools and approaches that UNITER had at its disposition, the beneficiaries perceived that advocacy grants and networking perspective/sector-specific perspective are the most useful for influencing policy.
- There was no evidence that the Marketplace or crowdfunding tools were effective for supporting advocacy activities.
- There is no evidence pointing to how UNITER helped CSOs address any extant gender gaps. At the most minimal level, UNITER had high engagement of males and females.

Conclusions

- The success of UNITER supported coalitions was linked to having very strong CSOs taking leadership and working on specific sector-specific reforms.
- Although UNITER made positive contributions to national-level advocacy and coalitions, regional buy-in into the national UNITER coalitions was limited.
- Regarding Objective II, UNITER supported the individuals with expertise in non-profit law that used well-established legal advocacy tools to dialogue with the national legislative and executive agencies.
- Entrepreneurial approaches are popular and are more applicable for basic OD.
- Citizen engagement at the national level was mainly perceived as information sharing and awareness building about the policy issues.

Question 3

Findings

- CSOs noted that the new UNITER highly encouraged practices of information outreach, improved financial management, greater engagement of CSO boards, and improved governance but did not connect these to more effective advocacy activities.
- New forms of cooperation among CSOs at the national and local level through coalition building had a large influence on civil society activities.
- Use of new advocacy tools helped CSOs identify different ways of influencing policy at the national and local levels. UNITER project participants reported that coalition work and local advocacy grants were mostly effective in bringing change to the civil

society environment. However, the environments for advocacy at the national and regional levels differ, and CSOs require more tailoring to varying conditions.

- Promotion of advocacy as an organizational behavior was recognized by all CSOs as crucial to successful policy change.
- While there is better information sharing by CSOs to the public, tangible citizen engagement in support of CSOs activities and advocacy campaigns remains elusive.
- Engagement with public councils at the local level is of keen interest to CSOs and new behavior has developed to build positive relationships.
- CSOs are unaware of the changes that the new enabling legislation will have on their operations.

Conclusions

- It was unclear as to how the practices of information outreach, improved financial management, greater engagement of CSO boards, and improved governance led to more professional behavior by CSOs in undertaking advocacy.
- Citizen engagement behaviors were more present at the local level. However, the problem of building constituencies at the national level remains an issue that undermines the wider influence of CSOs throughout Ukraine.
- The Civil Society Coordination Council and other local councils are seen as having weak capacity to support better civil society environment.
- The general legislative environment has improved for CSOs. The new laws addressed many weak points such as burdensome registration and a ban on financial activity.

Question 4

Findings

- UNITER improved the environment for civil society activities through support to advocacy campaigns and organizational development and through focused attention on legislative change.
- The project served as a gateway among CSOs, linking them with other CSOs in Kyiv and regions, and with other donors, and also supported development of individual activists.
- UNITER supported advocacy for new laws to enable the civil society environment; while many of these had been in the pipeline, UNITER's resources made a difference by supporting groups with the right technical experience and bringing in others to help advocate for the laws.

Conclusions

- At present, civil society in Ukraine is more active, more professional, and more daring to influence policies because of UNITER efforts.

- A key UNITER contribution to the civil society environment was support for newcomers into the civil society sector, at national and local levels, including individual activists.
- CSOs in the regions see a need to increase awareness, especially for the CSOs from small cities, about legislative changes.

RECOMMENDATIONS

Short-Term

1. USAID should continue a small grants program and local leadership fellowship in Crimea and to other more rural and isolated regions in Ukraine.
2. USAID should increase learning opportunities among UNITER grantees by organizing events to discuss findings of major studies, supported by UNITER.
3. USAID should increase efforts in developing advocacy-related training components on the Marketplace.
4. USAID should bridge the regional-national gap in the New Citizen platform by organizing more events on the regional level.
5. USAID should expand attention on use of social media tools for outreach and mobilization among its current grantees.
6. USAID should support training for NGO law of lawyers and the creation of an association or bureau of legal aid to CSOs to meet the needs of CSOs in understanding relevant legislation.

Long-Term

7. USAID should develop a CSO clearinghouse focused on knowledge management and information sharing, organized around key national advocacy campaigns.
8. USAID should design the next CSO support program to have resources to convene CSOs on a regular basis for meetings and for special initiatives when there is a need to call for concerted collective action.
9. USAID should require a set of metrics based on the level of CSO capacity for communication of administrative and reporting requirements to CSOs, including coaching sessions.
10. USAID should provide more small-grant support for advocacy at the local level.
11. USAID should require all CSOs receiving USAID support to include training in the use of simple gender analysis techniques in their grant applications.
12. USAID should focus on stakeholder development for new CSO capacity building assistance.
13. USAID should consider continued support of Community Enhancement Centers (CECs) in Crimea by funding their development into community foundations through a grants program.

14. USAID should continue to offer grants that allow CSOs to develop multi-stage plans and see them through.
15. USAID should support development of CSO capacity so they can provide high-quality services and demonstrate their public benefit for communities.
16. USAID should expand and extend the scope of the convening power of the next CSO support program to energize and foster local leadership by creating regional hubs.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

Social Impact (SI) conducted a performance evaluation to assess the effectiveness of selected Ukraine National Initiatives to Enhance Reforms (UNITER) project activities specific to help Ukrainian NGOs better represent citizen interests and drive the reform agenda (Objective I) and to help the relevant legislative framework for civil society approach European standards (Objective II). The U.S. Agency for International Development (USAID) plans to use evaluation findings, conclusions, and recommendations to reassess its role in strengthening the civil society sector within Ukraine. The four specific questions addressed in this evaluation are:

1. For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?
2. Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine, and why?
3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and the environment for civil society in Ukraine? Which of those practices and behaviors were perceived to be the most crucial to bringing change in the activities and in the environment for civil society in Ukraine?
4. What major changes in the activities of and in the environment for civil society in Ukraine do CSOs and other stakeholders perceive to be the result, in whole or in part, of the work of UNITER and its partner organizations?

PROJECT BACKGROUND

The UNITER project is the successor project to the USAID Ukraine Citizen Action Network (2002–2008). UNITER was awarded to the U.S. organization Pact in 2008, with an original budget of \$10,000,000. By September 30, 2013, the project budget had been increased through agreement modifications to a total of \$12,891,830.¹ This evaluation covers the project period of October 1, 2008 to September 30, 2013. The UNITER project has four major objectives, which together describe the activities pursued over the five-year life of the project. As per the

¹ In 2009, USAID provided an agreement modification of \$1,691,830 and asked Pact to extend UNITER activities into Crimea. In 2010 and 2012, USAID provided two separate agreement increases of \$600,000 each. Finally, the project was extended for an additional 12 months on October 1, 2013 to intensify activities under Objective II with an additional amount of \$1,425,711. In total, the UNITER project total is now \$14,317,541. Source: Email communication with USAID/Ukraine dated November 25, 2013.

evaluation scope of work, Objectives I and II are the focus of this report and are briefly described below.²

Objective 1: NGOs better represent citizen interests and drive the reform agenda through more effective advocacy, monitoring, and activism. A two-level grant-making system was established with national-level grantees, designated as UNITER Partners, and local- (Oblast)-level NGOs through three rounds of a Local Advocacy Grants Program (LAGP). The LAGP became the main vehicle for activating local NGOs and was administered through the East European Foundation (EEF).³ The UNITER Crimean program focused on “establishing connections in Crimea...where democracy and governance programming have been by and large absent or less effective.”⁴ The Crimean activities were completed in 2013.

Objective II: The relevant legislative framework for civil society approaches European standards. UNITER worked with the Ukrainian CSOs and international organizations such as the International Center for Not-for-Profit Law (ICNL) to develop key amendments to Ukrainian laws that would facilitate registration and help to develop “a culture of philanthropy” in Ukraine. The intended result was that the relevant legislative framework for civil society approaches European standards. UNITER utilized the following approaches to civil society development throughout the course of the program:

1. Networking and sectoral approach to encourage CSOs to build issue-based networks and coalitions. It should lead to establishing more collaborative perspectives among the organizations and assist in changing donor practices.
2. Infusing innovative and entrepreneurial approaches in civil society—supporting market-based, entrepreneurial approaches in civil society projects and capacity building to sustain Ukrainian civic courage and NGOs, and preparing them for the post-donor environment.
3. Focusing on organizational development where better-managed NGOs are better positioned to represent interests of citizens and advocate for reforms.
4. Citizen engagement focus to ensure CSOs’ legitimacy in the society.

Each of these approaches contained a set of tools that aided UNITER to operationalize these approaches. Figure 2 in Annex XIV illustrates the tools that UNITER applied to its partners.

² Objective III addressed organizational support to NGOs and networks to reach international standards, while Objective IV focused on engaging the private and public sectors. Social Impact was informed by USAID that the U.S. Inspector General was evaluating Objectives III and IV, and completed their field work in Ukraine in mid-October 2013.

³ East European Foundation is the successor organization to the Eurasia Foundation in Ukraine <http://eef.org.ua/index.php?lang=en>

⁴ UNITER Semi-Annual Report, 2009–2010. In this report, UNITER lists two additional sub-objectives for Crimea: Sub-objective 1: Crimean NGOs better represent citizen interests on the local level; and Sub-objective II: Increase the quantity and quality of public interest in Crimean issues (pp. 5–6).

EVALUATION METHODS AND LIMITATIONS

This section describes the methodology used and the limitations identified by the Team during the desk and field research.

METHODS

The Evaluation Team (the Team) included three members: Dr. Sarah Tisch, Team Leader; Dr. Andrew Green, Evaluation Specialist; and Ms. Orysia Lutsevych, Civil Society Specialist. Team member CVs may be found in Annex II. The team conducted a mixed-methods performance evaluation, which consisted of a desk review, SKIIs, an FG discussion in Bakhchysaray, Crimea, and an Internet-based voluntary mini-survey using SurveyMonkey[®] sent to all UNITER project participants, as defined by Pact in a database. The Team used a semi-structured approach to interviews, allowing for a level of standardization across interviews, as well as flexibility and adaptability to context and the particular person or group of people being interviewed. The SKII protocols were finalized by the Team after in-depth consultations with UNITER and USAID/Ukraine staff. Each type of SKII differed depending on the key informant's role and "causal distance" grouping from activities, as well as the extent of the key informant's involvement in UNITER activities and the time available for interviewing. SKIIs were held with the following groups:

- **UNITER Partners** (9 SKIIs). From the stakeholder list provided by the UNITER project, the Team discerned a total of 19 organizations that fall into the UNITER Partner category.
- **UNITER Grantees** (10 SKIIs).¹ Includes Kyiv-based UNITER grantees engaged with advocacy campaigns; in Crimea, grantees and voucher users, Crimea Innovation Fellows; and the 16 community representatives in Bakhchysaray who had received mini-grants through the Community Enhancement Center.
- **East European Foundation (EEF) Grantees** (14 SKIIs of 71 grantees). This included EEF grantees from Donetsk and Odessa, two CHESNO Campaign Regional Coordinators (Odessa and Kyrovohrad), and NGOs receiving no support from UNITER: Odessa (two) Kyrovohrad (two); and Donetsk (two).
- **External Experts** (17 SKIIs). This included other donors providing support to civil society; Ukrainian Government (GOU) representatives (Members of Parliament, officials from Municipality Odessa Oblast, the Odessa Oblast Administration, an advisor to the Crimean government, a member of the Cabinet of Secretaries office for civil society, and the Ombudsman's office); three journalists (one in Crimea, two in Kyiv); a CSO lawyer in Kyiv the Caritas regional office in Odessa; and two USAID Implementing Partners with close ties to UNITER.

Box 1 summarizes the evaluation respondents. Further detail on the methods used can be found in Annex IV, along with data collection instruments and the evaluation matrix. The Team conducted a gender analysis that can be found in Annex IX.

The UNITER project participant database was provided to the Team prior to arrival in Ukraine, and comprises two groups. The first group, UNITER Partners, comprises 69 organizations, including key USAID implementing partners, other direct grantees such as those in Kyiv and Crimea, and also the Crimea Innovation Fellows.⁵ The second group comprises 71 local grantees of the EEF. EEF received a large grant from UNITER to manage small grants made to CSOs throughout the country. The Team included the EEF grantees in the mini-survey and SKIIs because, in the desk review of UNITER project documents, it was clear that EEF Grantees were aware that the grant pool managed by EEF was a primary UNITER tool to support CSOs working in the regions on advocacy. Box 1 summarizes the evaluation respondents.

The Team created the mini-survey based on a reading of UNITER project documents. The email inviting UNITER Partners and EEF Grantees to fill it out was sent prior to the Team's arrival in Ukraine. Evaluation fieldwork took place from October 21 to November 8, 2013, and the Team conducted site visits in Kyiv, Odessa, Kirovohrad, Simferopol, Bakhchysaray, and Donetsk. These locations were selected using purposive sampling and after discussions with USAID.⁶ The Team presented its initial findings to USAID in an outbrief meeting on November 7, 2013, and again to UNITER project stakeholders on November 8.

⁵ The UNITER project created the Civic Innovation Fellowship to provide a new generation of civil society activists in Crimea with the skills to develop and implement advocacy campaigns, policy initiatives, and encourage cooperation among different stakeholders. Upon completion of the program, the Fellows were awarded small grants to implement their projects. A total of 42 young Crimean activists participated in the Fellowship (see UNITER Semi-Annual Performance Report, October 12, 2012.)

⁶ The UNITER project shared with the Evaluation Team a spreadsheet that listed partners (69), EEF Grantees (71), other donors (37), and 16 "other" civil society groups. The team considered this group division used by UNITER and realized a slightly different categorization would be needed to establish how groups interacted with the project.

LIMITATIONS

The mixed-methods approach described in Annex IV was designed to overcome several limitations the Team identified during the proposal and work planning stages. One limitation was the availability of key informants to provide information to the team. A great deal of effort was spent in seeking interviews with respondents in Kyiv, Odessa, Kirovohrad, Donetsk, and Luhansk. Many individuals were not available on short notice, and the three interviews planned in Luhansk were canceled due to a schedule change from USAID. Further, given the near ubiquity of the UNITER project combined with other donor efforts, it was difficult to identify and travel to locations where no UNITER project activities occurred to create a comparison group. Thus, accounting for any potential regional differences as had been initially planned was not possible. Instead, USAID advised a focus on visiting areas in the southern and eastern parts of the country where additional information might provide contrast.

Response bias. The Team worked to mitigate this bias by utilizing multiple data sources for the analysis, including multiple semi-structured interviews of key informants with different “causal distances” from the project. For instance, regarding the mini-surveys, the Team kept in mind that the overall response rate was 49%, which they judged to be adequate when used in combination with the SKIIs.⁷ The team also employed questions seeking detailed information and examples that would minimize pro forma or deliberately skewed responses. Finally, the anonymity provided by the mini-survey helped reduce the incentives that may be perceived by respondents to strategically answer evaluation questions.

Recall bias did not present as much of a limitation as would have been expected, because UNITER was recognized as distinct from the predecessor UCAN project, and therefore the team did not find that key informants were mixing memories. One recall bias problem the team encountered was that even very active UNITER Partners were unaware of much of the project’s support for research on Ukrainian civil society.

Finally, *selection bias* is always a potential problem in performance evaluations that rely primarily on key informants, but the team deliberately interviewed leaders from CSOs that did not participate in any aspect of UNITER’s project, which was intended to generate evidence from actors outside the project’s scope.

⁷ An email about the mini-survey and instructions with a link to it was sent twice to all 69 UNITER partners and 71 EEF Grantees on October 21 and October 25, 2013. Twenty-one email addresses were non-deliverable. The Team asked the UNITER project staff for replacement email addresses for these organizations and the email was resent to these addresses. Because of the anonymity measures, it was impossible to know which organizations responded and which did not.

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This section presents findings, conclusions, and recommendations from the SKIIs and mini-survey for each evaluation question. Findings for Objective I and Objective II are identified separately for Questions 2, 3 and 4. For Question 1, the advantages and disadvantages of working with UNITER and any tailoring done by the project to meet the needs of the CSO survey are described by the grouping in Figure 1 in Annex XIV, as these aspects differ based on the causal distance of each stakeholder group in relation to the project activities. For Evaluation Questions 2–4, the responses are described by number of SKIIs and the mini-survey grouping (UNITER Partner or EEF grantee). Once the SKIIs were completed, the Team reviewed each interview to see if there was a difference between male and female perspectives in their responses to the questions and found no differences. Annex IX provides a detailed analysis of gender approaches and outcomes achieved by UNITER.

Question 1: For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?

QUESTION 1 FINDINGS

Respondents from all four SKII groups were willing to speak at length about the advantages and disadvantages of working with UNITER or receiving support through UNITER (such as the EEF Grantees; see Figure 1 in Annex XIV). The mini-survey also covered questions concerning advantages, disadvantages, and tailoring.

Advantages

The way UNITER used its technical financial resources was appreciated by all four groups. All 11 UNITER Partner⁸ SKIIs described how the financial support from UNITER allowed them to expand their work on civil society advocacy initiatives and were able to give examples of how it would have been difficult to pursue or expand this work without this support, in particular because these advocacy efforts were supported through OD initiatives. Mini-survey results in Annex XIV Table 1 show that 29 out of 31 UNITER Partners felt grants, training, and capacity building were the most important services offered through the project. Table 2 in Annex XIV shows that almost 42% out of 24 respondents said they would have engaged in advocacy but at a

⁸The Team was able to interview the following UNITER Partners: EEF, Center for Political Studies and Analysis (CPSA), Democratic Initiatives Foundation (DIF), Counterpart Creative Center (CCC), Agency for Legislative Initiatives (ALI), GURT Resource Center, Ukrainian Center for Independent Political Research (UCIPR), New Citizen (NC), and Isar Ednannia. From the stakeholder list provided by the UNITER project, the Team discerned a total of 19 organizations that fall into the UNITER Partner category.

lower level, and Table 3 in Annex XIV shows that 87% of 23 respondents felt their UNITER-supported advocacy efforts were successful (also confirmed by all 11 SKIIs). Regarding **Objective II**, the support to engage the Ukrainian government on creating an enabling environment for civil society was acknowledged by the 11 SKIIs to have been critical in moving legislation forward.

Of the 10 SKIIs with UNITER Grantees,⁹ seven SKIIs spoke of UNITER’s willingness to take on ideas that would not be considered by other donors, with three detailing ideas such as soft power, street protests as a form of advocacy, and using project support to leverage funds from the private sector. UNITER Grantees such as IWP took issues such as EU Association to the regions and effectively engaged citizens. In Crimea, SKIIs with three Civic Innovation Fellows said there were no other sources for acquiring the advocacy skills except UNITER and they described how UNITER tailored training to the needs expressed by the Fellows.

The Team held 17 SKIIs with EEF Grantees¹⁰, all of whom were well aware that EEF received the grant funds from UNITER. All 17 SKIIs provided examples of how the training and coaching obtained through the Marketplace voucher helped them articulate their vision through a tailored OD plan that expanded their capacity to manage advocacy campaigns.¹¹ This is echoed by the mini-survey results, where 97% out of 37 responses said they valued the EEF Grant assistance provided by and through UNITER (see Table 6 in Annex XIV).

Of the 25 SKIIs with External Actors,¹² five SKIIs agreed that UNITER revitalized the civil society sector by supporting national and local advocacy campaigns, making OD opportunities available to CSOs through the Marketplace. These five SKIIs mentioned the strategic hands-on

⁹ Includes Kyiv-based UNITER grantees engaged with advocacy campaigns: Center for United Actions (CUA), TORO Creative Union (TORO), and Institute for World Policy (IWP). In Crimea: Young Civil Servants, Aibolit, Crimea Association for Regional Development, the Center for Disabled Women “Berenginya,” three Crimea Innovation Fellows; and the 16 community representatives in Bakhchysaray who had received mini grants through the Community Enhancement Center.

¹⁰ Includes EEF Grantees from the following locations: Donetsk: Foundation for Regional Initiatives, Alliance, EveryVoice, Dialoug; Luhansk: Eastern European Centre for Civic Initiatives; Odessa: Andrii Krupnyk—All Ukrainian NGO Association for Community Self-Organization, and the Public Institute of Social Technologies; two CHESNO Campaign Regional Coordinators (Odessa and Kirovohrad); and NGOs receiving no support from UNITER: Odessa: Women/Health/Longevity, HUB; Kirovohrad: Flora, Territoyia Uspiha; Donetsk: Donbas, and Dobrata.

¹¹ The UNITER-funded NGO Marketplace for capacity development is a platform to connect supply and demand for organizational development. It includes the web portal for CSOs to commission trainings and coaching and for organizational development consultancies to advertise the offers. The website was launched in 2011.

¹² Includes other donors Swedish International Development Agency (SIDA), UN Development Programme (UNDP), International Renaissance Foundation (IRF), Canadian International Development Agency (CIDA), and European Union (EU). Ukrainian Government (GOU) representatives: two Members of Parliament; officials from Kvit Municipality Odessa Oblast, the Odessa Oblast Administration, and an advisor to the Crimean government; a member of the Cabinet of Secretaries office for civil society, and the Ombudsman’s office. Three journalists: one in Crimea and two in Kyiv, and a CSO lawyer in Kyiv.

¹² Caritas regional office in Odessa. Two USAID implementing partners with close ties to UNITER: Agroinvest (Chemonics International) and U Media (Internews Network).

mentoring of Center UA and other organizations and the willingness to fund new initiatives to expand the CSO community. All 25 SKIIs described the proactive engagement through well-organized convening of donor coordination meetings in line with the Paris Declaration as an effective practice. Similarly, information sharing on the civil society sector achieved through the weekly newsletter was acknowledged as another very valuable practice because they learned what other UNITER stakeholders and other donors were doing, and what the hot issues were. The Team held two SKIIs with journalists who described how UNITER approaches helped a new group of CSO leaders emerge, through the CHESNO campaign and through the Crimea Innovation Fellowship program. One SKII with a donor said UNITER’s financial and intellectual resources were recognized as being the “right resources [and] right people in the right place at the right time.”¹³

Disadvantages

Of the UNITER Partners, 5 out of 11 SKIIs said disadvantages of the UNITER approach included a slow pace of funding (of even up to a year) compared to other donors, the level of transparency of UNITER’s selection process, and the extent of knowledge sharing. This “slowness” was attributed to both the decision-making process and completion of paperwork, but also results in perceived lost opportunities to take advantage of a situation to advocate on an issue. The five SKIIs described examples of opaque UNITER decision-making processes, including those to expand the program and bring in new partners. These SKIIs described the original UNITER proposal as having envisioned more collaborative information-sharing practices, in particular, a lack of sharing commissioned research on the civil society sector was cited by 2 of the 11 SKIIs.

Among the 10 UNITER Grantee SKIIs, 8 mentioned the difficulty of complying with the administrative and financial reporting required by UNITER. For some CSOs, complying with these requirements cost them additional non-grant funds to hire the extra bookkeepers and accounting assistants that were not in the grant budget. These eight SKIIs said that UNITER was also not responsive when they asked for help with addressing problems with financial reporting. Two of the eight SKIIs said they celebrated when the UNITER grant was over, and they never did this when grants funded through other donors ended. It is notable, that while not a disadvantage per se, three SKIIs said they could not use the vouchers they had been approved for—one had even received an extension on the voucher but still could not find the time to use it.

Of the 17 EEF Grantees, most indicated they saw no real disadvantages. However, two SKIIs mentioned some disadvantages to associating with UNITER. One SKII had been a training provider to CSOs supported by UNITER prior to the creation of the Marketplace and said that once their training services were listed on Marketplace the number of training requests declined. EEF Grantees also had difficulty using Marketplace, with only 7 out of 19 responses indicating they did not have an issue applying for vouchers and accessing services. Finally, when the Team

mentioned during the SKIIs some of the civil society sector research done by the UNITER project, two CSOs said they wished UNITER had shared the reports with them.¹⁴

Of the 25 External Actors, only 2 of the SKIIs mentioned that the organizational self-assessments required to qualify for a Marketplace voucher may have excluded many CSOs who could really benefit from OD, particularly those that are in more isolated regions and those that operate in sectors that are not continuously in the news. As well, CSOs have not been able to get all the training they need because the Marketplace voucher application is not user-friendly. Only one SKII mentioned that UNITER focused only on think tanks in Kyiv, while another SKII felt the CHESNO campaign was not as successful as it could have been because there was no apparent mechanism with which to pressure Members of Parliament once they were elected.

Tailoring

All 11 UNITER Partner SKIIs remarked that UNITER's willingness to provide training on useful skills such as data visualization, social media tools, and use of public relations that met specific needs of established CSOs was new and different from prior programs. These 11 SKIIs described UNITER staff as flexible and collaborative in the activity development process, which was considered as a fresh approach to grant management and a departure from the usual monitoring approach to grant-making. All 11 SKIIs indicated that Marketplace allowed for specific tailored training to meet the needs of individual CSOs. Mini-survey results present more mixed feelings about how UNITER adjusted its approach to meet CSO needs, as seen in Table 4 in Annex XIV. While almost 41% (out of 29 responses) said UNITER made adjustments, 37% said UNITER did not make any adjustments.¹⁵ The 11 SKIIs mentioned the in-person meeting mode used by UNITER as effective. Table 5 in Annex XIV echoes this finding, where almost 70% of the responses (12 out of 17 mentioned the face-to-face meeting to discuss the needs of the CSO and how UNITER could provide support. This is also reflective of all 10 UNITER Grantee SKIIs as they were also part of the "UNITER Partner" group that took the mini-survey.

Table 4 (Annex XIV) of the mini-survey indicates a more diverse experience, while 40% out of 29 responses said there was significant adjustment to the CSOs needs, 37% said there was no adjustment. This mixed picture is reflected in two UNITER Grantee SKIIs, who spoke at length of the difficulty of going through the financial audit process sponsored by UNITER to potentially qualify for USAID direct funding consideration. These two SKIIs mentioned the large time investment they devoted to the audit process, and when they failed to pass they felt UNITER should have been more sensitive to the workloads of staff. They said the financial audit activity

¹⁴ The reports include the Strengthening the Role of the Public Sector in the Local Government System. Crimean Engineering and Pedagogical University, Simferopol, Ukraine, 2011. http://uniter.org.ua/data/block/cepu_resume_sci_in_crimea_report_07_02_2012.pdf and Civil Society Organizations in Ukraine: The State and Dynamics 2002-2011. Counterpart Creative Center, Kyiv, Ukraine, 2013. http://uniter.org.ua/data/block/2012_tck_en.pdf. The Team followed up with the UNITER staff on this issue, and UNITER said it had let CSOs know when the studies were published but could not be specific as to when, through what means, and which CSOs were notified.

¹⁵ Electronic surveys take away the human factor during an interview, so it is possible that the respondents expressed their feelings more bluntly in the survey than they did during a SKII, where the human interaction may have made them feel that they should be positive in their responses.

was evidence of UNITER's incomplete tailoring of a process to their needs, because they did not achieve the goal. Additionally, they said UNITER did not provide details about why they failed to qualify for direct funding. While the KIIs said understood that the decision was made by USAID, they requested and expected a detailed de-brief from UNITER as to why they did not qualify and what improvements they could make for the future. Of the 25 External Actor SKIIs, two described how UNITER made an effort to align with their programs, develop co-funded initiatives, share organizational assessment templates, and focus on developing strong advocacy initiatives.

QUESTION 1 CONCLUSIONS

Advantages

- *The technical and financial support provided through grants, allowing CSOs to advance their advocacy efforts for campaigns, and the development of civil society sector were the chief advantages, followed by training and capacity building.* Advocacy grants helped tip the scale and allowed CSOs to go further than they otherwise would have, and the OD training provided planning and strategy skills that they were able to use in their work. UNITER's willingness to use social media, street protests, and innovative funding mechanisms (crowdfunding) to support advocacy campaigns injected new energy into the sector post-2008 and after the 2012 parliamentary elections.
- *The link between national advocacy campaigns to local efforts was innovative and stretched the horizon of what had been previously possible.* National campaigns such as CHESNO, New Citizen, public procurement, and patient rights demonstrated the reach and credibility of the alliances of CSOs, media, and activists by creating a new set of leaders, and considering new ideas such as soft power, street protests as new forms of advocacy. By using a sub-granting mechanism for regional and local grants, UNITER supported joint efforts among local CSOs on advocacy activities. In Crimea, the grant funds and training showed the power of working at the local community level, where the mini-grants provided financial resources into the sector and the fellowships fostered a new cadre of leaders.
- *UNITER was seen as a key player in the maturation of the civil society sector, expanding the convening power of CSOs for key issues, linking Ukrainian OD training providers with CSOs, and focusing mutual interest on the creation of an enabling environment for CSO capacity building and advocacy.* As one donor put it, UNITER was said to have "set the bar" for civil society activities around the country by demonstrating that high levels of collaboration lead to results.

Disadvantages

- *The process to approve grant applications and receive funds was prolonged, and the reasons for the delays were not shared openly with direct grantees.* This was mystifying to direct grantees in Kyiv who had joined UNITER with the expectation that the funding process would be more nimble and straightforward; furthermore, Grantees perceived that think tanks in Kyiv were favored over direct-advocacy CSOs.

- *The financial reporting requirements for grants were burdensome for direct grantees in Kyiv and Crimea and not well communicated.* There was a certain element of surprise at the level of detail required on a frequent basis and the level of effort required by the recipient CSO. Sub-grantees did not report on financial reporting issues.
- *Information sharing of the innovative research on the civil society sector supported by UNITER was not successful.* The sharing of this material was not widespread through the large network that UNITER created and serves as a missed opportunity for CSOs in regions who do not have resources to sponsor such research.
- *Marketplace applications for OD training vouchers were burdensome.* The opportunity for OD training was appreciated, but many CSOs in Kyiv, the regions, and Crimea were daunted by the pre-training organizational assessment required to qualify for a voucher.

Tailoring

- *Whether fully successful or not, UNITER was different as it was willing to be flexible and consider the needs and context of a CSO, which was a new experience with a donor-funded project.* UNITER is recognized as being open to innovative and new ideas, and flexible and collaborative once an idea is agreed upon. This willingness to adjust helped grantees feel that UNITER was committed to their success.
- *UNITER was willing to listen to the interests and work of others working in the civil society sector and used an adjustable approach in addressing the needs of different CSOs.* By avoiding overlap, leveraging other donor investments, and paying attention to where there were gaps, UNITER was able to foster innovative national advocacy campaigns, support development and advocacy for legislation that would have a positive effect on the sector, and create an online mechanism (the Marketplace) which extended training opportunities to CSOs throughout the country.

QUESTION 1 RECOMMENDATIONS

Short-Term

1. USAID should continue a small grants program and local leadership fellowship in Crimea and to other more rural and isolated regions in Ukraine. These external resources would give the CSOs leverage and bargaining power to combat the pressure to conform like “pocket NGOs”.
2. USAID should increase learning opportunities among UNITER grantees by organizing events to discuss findings of major studies, supported by UNITER.

Long-Term

3. USAID should develop a CSO clearinghouse focused on knowledge management and information sharing, organized around key national advocacy campaigns.
5. USAID should require a set of metrics based on the level of CSO capacity for communication of administrative and reporting requirements to CSOs, including coaching sessions.

Question 2: Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine and why?

QUESTION 2 FINDINGS

Networking and Using a Sector Perspective Approach

Coalitions, organizational development forums, and strategic advocacy

UNITER used coalitions as an **approach** to promote cooperation among NGOs around issue-based advocacy in specific sectors (see Figures 2 and 5, Annex XIV). From Question 5 in both mini-surveys, 70% (out of 30) of UNITER Partners and 83% (out of 36) of EEF Grantees report belonging to various networks and coalitions; this number is generally lower nationwide, where only 67% of CSOs report membership in coalitions and networks¹⁶¹⁷. UNITER coalitions were formed to pursue joint advocacy work around specific issues. The mini-survey data indicate that 79% (out of 29) of UNITER Partners pursue advocacy efforts around policy issues specific to the civil society sector. The majority of EEF Grantee respondents (94% out of 36) reported a focus on changing local laws and regulations. This high level of focus on policy change can be partially explained by the EEF calls for proposals focused solely on advocacy projects. However, this trend is not illustrative for the overall civil society sector in Ukraine. Nationwide, only 36% of CSOs list advocacy or lobbying as one of their three main activities, preceded by training or consultation and information dissemination. As compared to 2009, advocacy activities decreased from 49% to 36% in 2011¹⁸.

The Team found that one of the unique and new **approaches** encouraged by UNITER in coalitions is the strong presence of media inside UNITER-supported coalitions. For example, 11 out of 58 participating organizations in the New Citizen Platform are media-related CSOs, such as independent media trade unions, civic journalists, and media law experts.¹⁹ Coalition work was cited as an effective advocacy approach promoted by UNITER: Out of 63 SKIIs, 10 spoke of how UNITER created a collaborative spirit that fostered the coalition's work. These same 10

¹⁶ see CCC, 2011, p. 6

¹⁷ In addition, the mini-survey respondents also named being part of other networks, such as the Coalition for Protection of People with Disabilities, Network of Legal Aid Support, Ukrainian Federation of Legal Support, Network for Civil Society Development, Helsinki Human Rights Network, Association for Citizen Organizing, Civic Initiatives of Ukraine, NGO Network of Ukraine, Reform Support Network, and coalitions focused on environmental protection, HIV/AIDS, network of press clubs for investigative journalism, youth development, and support for homeless and marginalized groups.

¹⁸ see CCC, 2011, p. 23

¹⁹ These numbers are based on the list of New Citizen Partnership, which can be found at: <http://newcitizen.org.ua/partners>

SKIIIs said being part of coalitions was more powerful than individual CSO action, as there is a safety net in solidarity, and the coalition could tap into various resources of participating CSOs.²⁰

Another UNITER **tool** used to promote networking was the OD Forums; they were used as a way to connect CSOs with each other for exchange of best practices and work on organizational development. In the mini-survey, out of four possible response options, UNITER partners rated the Forum as the second most valuable UNITER service after training services, and EEF Grantees rated it third, after training services and information on funding resources (see Annex XIV). Very few informants who were interviewed (2 of 63) considered participation in the Forum a useful UNITER tool for developing advocacy skills.

Despite the fact that UNITER financial and technical support reached CSOs in every part of Ukraine, evidence of networking as an **approach** among CSOs working in regions on similar issues was limited. The local CSOs receiving advocacy grants did not link groups working on regional issues that could help escalate advocacy about a local problem to cover more oblasts or scale up to the national level. With the exception of the regional presence of UNITER in Crimea, where there was regular interaction with the Simferopol UNITER office staff, SKIIIs from other regions CSOs mentioned weak UNITER presence in terms of Pact project staff or EEF representatives. Of the 63 SKIIIs, it is notable that only 3 volunteered the wish there had been regional networking meetings to share experiences in running advocacy campaigns or common advocacy-related trainings for CSOs.

Sectoral Approach. Overall the issues that UNITER partners focused on at national and local levels represented citizen interests (see Box 2). The work of TORO, New Citizen Platform, UCAB addressed the pressing issues of corruption and access to public health services, which rank high on the agenda of citizens in Ukraine. However, there is an observable issue gap since as citizens report concern with job creation, poverty and education.²¹ A recent survey lists unemployment, corruption of state bodies, low industrial production as top

²⁰ *To reinforce coalitions* UNITER applied Organizational Network Analysis. It was conducted for New Citizen, TORO, EU Expert Council. It was not ranked highly by the partners and was only mentioned by one CSO, a leader of the coalition, as a tool that helped “better understand relations in the coalition and forces that are driving it.” However, this tool was not used actively for future purposes, as it required an experienced external facilitator to implement it.

²¹ IFES and UN MY world (See <http://blog.myworld2015.org/tag/ukraine/> and <http://www.myworld2015.org/>)

issues.²² The list of reforms of Yanukovich administration includes pension reform, tax code reform, education reform, and gas sector reform. These areas were of a lesser focus among UNITER Partners. Figure 6 in Annex XVI illustrates the sectoral focus of the EEF grantees. UNITER's sectoral approach facilitated cooperation between research and think tank groups and advocacy CSOs. The combination of research and advocacy was embedded in collation projects that fostered partnerships among UCIPR, Media Law Institute (MLI) and New Citizen Platform, Institute for Economic Research and Policy Consulting (IERPC) and Association of Farmers and Landowners of Ukraine (AFLU). For example, CHESNO campaign had 75 analysts throughout Ukraine as part of the research network. This network was formed from alumni of political education programs funded by the Konrad Adenauer Foundation, journalists, activists, and other young professionals. In Kyiv CHESNO had another 12 people analyzing party lists, who coordinated with regional analysts. One SKII with an international donor mentioned that UNITER made 'good use of research which was widely disseminated' through CHESNO.

To encourage discussion on a particular issue, UNITER financed sectoral analysis by the International Centre for Political Studies (ICPS) around the issues of education with the focus on employability, pension reform, land reform, consumer rights, labour policy, corruption and access to public information, regional (ICPS, IWP soft power) and European Integration. These sectoral analyses were to guide discussions about the role of civil society in addressing these issues. The Team noted there was no analysis of healthcare, poverty reduction, SME development, and job creation mentioned in these citizen surveys.

Strategic advocacy

A strategic **approach** to advocacy supported by planning as a key element of OD was mentioned by only 6 out of 63 SKIIs as a way to focus on long-term goals and measureable impact that CSOs could deliver. Further, of the 63 SKIIs, a different 4 KIIs articulated UNITER's perspective of working from a "bigger picture" rather than a short-term project framework as an effective way to encourage CSOs to think of sustaining advocacy efforts. These four respondents are other civil society donors working in Ukraine, such as IRF, EU, SIDA, and the USAID implementing partner (IP) Internews. All of them co-funded some of the UNITER supported initiatives, such as the CHESNO campaign and the Marketplace. The Team requested information from Pact and Marketplace implementer ISAR Ednannia about how many of the reported 203 vouchers were used for strategic planning but did not receive a response. Of the 17 SKIIs with EEF Grantees, two reported that using a voucher for this purpose helped them to focus their missions, consult with their beneficiaries, and define responsibilities inside the organization, which they felt improved their ability to engage in advocacy.

Objective II. Active advocacy for better legislative environment for CSOs was one of the civil society campaigns supported by UNITER. This effort was led by UNITER Partner UCIPR to promote passage of new enabling environment laws, such as those on public associations and social contracting. UCIPR led ongoing advocacy efforts to improve the legislative framework and used a variety of advocacy **tools**. During the SKII with UCIPR, they described these tools:

²² IRI (2013) Survey of Citizens of Ukraine, March

a) development of a legal draft by UCIPR, b) providing its legal opinion on the drafts presented in the Parliament, and c) holding personal meetings (along with other UN ITER Partners)²³ with government representatives, and c) active participation in the working group under the Verkhovna Rada Committee on State Building and Self-Governance. Using these tools helped bring about the approval of six policies that regulate the legal environment for NGO operations at the national level (see Box 3). As stated during the SKII with the EU Commission: “UNITER helped with legal framework, the environment is not necessarily better, but if UNITER had not been there, it would have been worse. Tax environment has not changed, and CSOs really can’t change this.”

Entrepreneurial Approach

Marketplace and vouchers

About half of the respondents of the UNITER Partners and EEF Grantees answering the mini survey indicated that they used the NGO Marketplace (see Annex XIV). More detail on the usefulness of Marketplace and voucher system as an innovative **tool** to promote organizational development in the civil society sector was described by 6 SKIIs out of 63 SKIIs. These SKIIs indicated that the voucher system helped connect weaker CSOs to stronger groups with the capacity to mentor and train other CSOs, and that it provided opportunities for CSOs to chart their own OD by identifying trainings to meet their needs. These SKIIs stated that the Marketplace would not have been created in Ukraine without UNITER support. The Team saw that the Marketplace website usage is much lower compared to other CSO web-based portals that also have capacity building components. For example, daily usage of the Gurt Portal is 30 times higher (see <http://www.gurt.org.ua/>).²⁴

Crowdfunding

This web-based platform was developed by the UNITER Grantee “Big Idea” as a **tool** to help CSOs fundraise individual donations for projects (see <http://biggggidea.com>). No SKII mentioned this tool as something they used for advocacy or connections with citizens. However,

²³ Such as Ukrainian Philanthropy Forum (UPF), which worked on charity law issues, and the Corporate Social Responsibility Center (CSR Center), which drafted a proposed National CSR Strategy.

²⁴ The outreach of other online civil society website resources in Ukraine reviewed by the Team in October 2013 include: 986 Marketplace registered users with 100 daily users; 4,000 registered NGOs users and 3,000 individual activists with 3,000 daily users of Gurt; and 5,000 registered users with 900 visitors daily to Civic.ua.

UNITER reported that it has supported eight projects initiated by Fellows in Crimea, out of which three projects attracted co-funding from multiple donors from all over Ukraine utilizing the groundbreaking Spilnokosht online crowdfunding platform²⁵. UNITER also reported that the CHESNO campaign received advice from a UNITER-funded Slovak communication expert on how to utilize its crowdfunding mechanism as a mobilization tool. As a result, CHESNO designed “consumer” segmenting to reach over a million citizens. However, in the SKII with UAC, they did not mention crowdfunding or consumer segmenting as a tool that UNITER supported.

Citizen engagement and social media

During SKIIs, UNITER’s **approach** to emphasizing better citizen engagement and outreach was only partially acknowledged by SKIIs. Focus groups as a tool to engage with citizens was mentioned by only 1 out of 14 EEF Grantees that used the Marketplace voucher for OD. Further, only 5 out of 37 EEF Grantees in the mini-survey reported increased membership or growing use of volunteers in their work. Only 9 out of 31 UNITER partners in the mini-survey said they engaged more volunteers and four said they had increased their membership base. With respect to constituency building, in the same mini-survey 87% (of 30) of UNITER Partners and 94% (of 37) of EEF Grantees reported having active members, with large majorities of EEF Grantees (82% of 34) and UNITER partners (84% of 25) reporting a membership of 10 to 50 persons.

The small size of the UNITER Partners and EEF grantees indicates that perhaps to increase citizen engagement a different set of approaches might be needed. For instance, it is worth noting that the issue of CSO legitimacy was monitored by UNITER in its project monitoring, evaluation, and performance plan (PMP). The “Constituency Legitimacy” indicator used by UNITER is to establish the extent to which beneficiaries are involved in program planning and existence of feedback mechanisms to learn about the services. The results of these scans as reported by UNITER list scores of 0.64 for beneficiary involvement and 0.25 for feedback, which are lower than other PMP indicators used by UNITER. The Team was not able to ascertain exactly how UNITER used these data to tailor programming that specifically addressed gaps in local legitimacy of CSOs, and there are no further data from the KIIs or mini-surveys indicating that citizen engagement was increased as a result of UNITER activities or support²⁶

In Crimea, the situation was a little different, where the Team heard from all 16 FG discussion participants how the five Community Enhancement Centers (CECs) encouraged local CSOs to engage in innovative formats for citizen participation (such as Sunday Borsch or *Ploff*, street events, and community needs mapping). The FG participants described how the Bakhchysaray

²⁵ UNITER Semi-Annual Report, October 2012–March 2013, p. 31

²⁶ These data are from the UNITER project Semi-Annual Report October 31, 2012–March 31, 2013, Annex 4 UNITER Project, PMEP data tables, Indicator % of grantees that increase their constituency legitimacy. In an email exchange on November 5, 2013, Pact UNITER staff confirmed to the Team that the Pact “Quick Organizational Scan” is used to assess this indicator. The scan is done at the beginning and at the close of each grant as a measurement of change. As the endline scan is done when a grant is complete, there is no further redress with that particular CSO unless another grant is given.

CEC connected to its small communities by helping them identify their own issues and stimulating them to contribute their own time and financial commitment to realize small projects.

In the mini-survey, 75% (out of 31) of UNITER Partners reported that they now provide more outreach information directly to citizens and media. Despite these increased communication efforts, CSOs still struggle to engage citizens as drivers of change. The Pact Director of Capacity Development stated after conducting a 360-degree assessment of UNITER partners that “[partners] have to be more proactive in engaging with stakeholders within Ukraine and beyond; and while some of the partners are more successful in this, there is an overall tendency towards competition rather than collaboration between civil society organizations.”²⁷ None of the 63 SKIIs mentioned that UNITER had focused attention on their needs to build a volunteer base, expand membership, or facilitate citizen discussions to formulate opinions on various social issues.

Since the UNITER strategic objective was to target the development of the entire civil society sector, social media outreach data is a fair indicator of achievement. Of the 63 SKIIs, nine described the growing use of social media by CSOs as a way to communicate with citizens about their work and announce events. In 2013 in Ukraine, 50% of people over 18 years old report using the Internet, which is the largest number reported since the research began.²⁸ This trend is also visible in the Internet use by CSOs; for instance, in 2011, 41% of polled organizations commented that they had their own Internet resource, while in 2002 only 12% of CSOs had access to the Internet²⁹.

The Team noted that UNITER provided social media training as a **tool** to the Crimea Innovation Fellows. A search of the Marketplace website by the Team indicated that training was available on the use of social media for citizen mobilization, volunteering or individual donation development. Out of 63 SKIIs, 10 mentioned that the use of social media by CSOs is increasing but said this was a general trend. Regarding social media use, the CHESNO campaign stands out as one of the most active networks, in part because of UNITER’s more active capacity building assistance to CUA. As indicated earlier, there were many journalists who were actively using social media and blogging as part of the CHESNO campaign. Of the 63 SKIIs, only one SKII mentioned bloggers as an important source of independent opinion.

UNITER Partners reported that having personal meetings with the government officials is an effective **tool** to advocate for policy changes. Of the 11 SKIIs with UNITER Partners, three mentioned the need to establish close cooperation with high-level officials, preferably Members of Parliament who are supportive of advocacy. In the mini-survey, UNITER Partners pointed to this personal meetings as a tool that is equal in importance to information sharing with citizens at the same level: 61% (out of 26). With EEF Grantees, providing information to citizens about policy issues through brochures, websites, and social media is considered effective in building

²⁷ UNITER Semi-Annual Report 2012–2013, p. 16

²⁸ See <http://osvita.mediasapiens.ua/material/23448>

²⁹ CCC, 2013, p. 7

support and pressure for advocacy (73% out of 37 in the mini-survey). Table 8 in Annex XIV presents the tools that CSOs cooperating with UNITER identified as most effective for advocacy.

Gender and social analysis tools

None of the 63 SKIIs reported that UNITER encouraged the use of gender analysis and social vulnerability analysis as **tools** to identify gaps between males and females on any given issue that UNITER supported. In addition, SKIIs with CSOs in Kyiv, Crimea, Odessa, Kirovohrad, Donetsk, and Luhansk³⁰ said that they were aware of gender gap problems facing men and women at the local and national level, and that they did not have the tools to address such gender issues as wage inequality, hiring prejudices, domestic violence, gender-based violence, and human trafficking.³¹ The team searched the Marketplace for training offerings on gender analysis or social vulnerability analysis. While the Marketplace lists registered organizations with gender skills and gender analysts, no specific training in these skills was listed. All 63 SKIIs were asked if they had received information on gender-related training or similar inquiries from UNITER and none responded positively.

The Team read in a UNITER project report that the CHESNO campaign had explored how males and females receive messages³². When interviewed by the Team, UNITER staff said they had neither promoted gender-related training or skills nor worked on this issue to any depth with their partners.

QUESTION 2 CONCLUSIONS

Networking and Using a Sector Perspective Approach

- *The success of UNITER-supported coalitions was linked to having very strong CSOs taking leadership and working on particular sector-specific reforms.* UNITER managed to bring a collective dynamic perspective into the sectors, and issues were already being addressed by strong and established CSOs. UNITER facilitated cooperation around issues that resonated with the public such as corruption, public health, or European Union Integration. Through UNITER advocacy grant support and mentoring, stronger UNITER partners ran successful coalition-based national advocacy campaigns in various sectors. By encouraging CSOs to have a wider and longer-term perspective through training, grants, and the Forums, UNITER boosted cooperation among Kyiv-based groups and, outside of Kyiv, among CSOs working in similar

³⁰ One CSO representative from Luhansk was interviewed in Kyiv.

³¹ For instance, UN Women and the Friedrich Ebert Foundation are providing training to women's organizations, local government, and activists in gender-response budgeting. <http://www.un.org.ua/en/information-centre/news/1570>. While in Bakhchysaray the Team had a conversation with a local government official responsible for investment; he described how he was applying the gender-responsive training he received from the Friedrich Ebert Foundation in the building of a new sports complex. In November 2013 the OCSE convened a meeting with 150 experts from NGOs, gender experts, and government officials to prioritize gender issues that need attention in Ukraine. <http://www.osce.org/ukraine/108392>

³² UNITER 2011–2012 Annual Report, p. 64.

issues. UNITER's sector-specific approach helped think tank groups and advocacy CSOs work together to advocate for civil society enabling legislation.

- *Although UNITER made positive contributions to national-level advocacy and coalitions, regional buy-in into the national UNITER coalitions was limited.* The New Citizen-type model for coalitions was not replicated at the regional level. UNITER's approach was to plug regional groups into national advocacy campaigns; it did not facilitate scaling up of regional or local issues to the national level. EEF CSOs still lag in advocacy and ability to plan a campaign, and feel the absence of like-minded activists working to achieve specific results that may be important for a community. The team found that local CSOs wished the issues that mean the most to them, such as job creation, social services, and cooperation with local government, could be taken to the national level as appropriate.
- *Regarding **Objective II**, UNITER supported the individuals with expertise in non-profit law that used well-established legal advocacy tools to dialogue with the national legislative and executive agencies.* The presence of state officials willing to engage in "constructive dialogue" was an important element in this progress. The work on improving legislature was driven by Kyiv-based groups and so EEF Grantees were not aware of this work as a national campaign.

Entrepreneurial Approach

- *Entrepreneurial approaches are popular but so far are more applicable for basic OD.* The Marketplace as an online venue to identify Ukrainian OD training providers and use of vouchers is an innovative way of supporting institutional support for CSO development. Marketplace is structured so it can help meet the needs for tailored assistance for strategic planning, communication/outreach, and fundraising.
- *Citizen engagement at the national level was mainly perceived as information sharing and awareness building about the policy issues.* The CHESNO campaign demonstrates that UNITER managed to achieve wide recognition throughout the country. However, membership and volunteering components remain weak parts of capacity building for EEF Grantees. With the exceptions of the Crimea CECs and some EEF Grantees, direct participation of citizens in campaigns or projects was limited. UNITER efforts promoting the use of social media were marginal. There is clearly much more potential as to how social media could be used for constituency building and advocacy and reaching out to a wider interested public.
- *There is no evidence pointing to how UNITER helped CSOs address any extant gender gaps as part of its citizen engagement approach.* At the most minimal level, UNITER had high involvement of males and females in activities. Given its premier position as a well-financed civil society-strengthening project, it is not clear why gender analytic tools were not used systematically by UNITER as an OD tool as a means for CSOs to identify differences between male and female citizen perspectives so their needs could be better represented on an equal basis by CSOs. Further, as gaps between males and females were not articulated, nor were their perspectives on different issues and how well they feel served by CSOs, there is no evidence to show whether UNITER support of CSO citizen engagement or outreach through social media benefited both sexes.

QUESTION 2 RECOMMENDATIONS

Short-Term

1. USAID should increase efforts in offering advocacy-related training on the Marketplace.
2. USAID should bridge the regional-national gap in the New Citizen platform by organizing more events on the regional level.
3. USAID should expand attention on the use of social media tools for outreach and mobilization among its current grantees.

Long-Term

4. USAID should design the next CSO support program to have resources to convene CSOs on a regular basis for meetings and for special initiatives when there is a need to call for concerted collective action.
5. USAID should provide more small-grant support for advocacy at the local level.
6. USAID should require all CSOs receiving USAID support to include training in the use of simple gender analysis techniques to better understand the challenges their constituencies face and where the gaps faced by men and women are in their grant applications.

Question 3: What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and environment for civil society in Ukraine (Objectives I and II)? Which of those practices and behaviors were perceived to be the most crucial to bringing change in the activities and in the environment for civil society in Ukraine (Objectives I and II)?

QUESTION 3 FINDINGS

Practices and Behaviors to Influence Civil Society Activities and Environment

Practices and behaviors to influence civil society activities

Information outreach ranks the highest on the list of **practices** introduced by CSOs as the result of UNITER support. The mini-survey results show that 65% (out of 31) of UNITER Partners and 71% (out of 37) of EEF Grantees report they adopted information outreach activities as a result of UNITER (see Table 9, Annex XIV). This aligns with the mini-survey findings that 59% (out of 31) of UNITER Partners and 77% (out of 37) of EEF Grantees indicate that providing information to media and citizens is an effective way to influence policy (see Table 8, Annex XIV). The use of social media was mentioned by 10 out of 63 SKIIs as a tool used more actively by CSOs, with the reservation that these efforts were mainly reaching the “converted” audience (young and urban) and of limited value in reaching out to smaller and rural communities.

Facebook and Twitter were mentioned as “virtual participation” tools, which still have to translate into a real contribution of time and effort.³³ None of the 63 SKIIs mentioned UNITER’s role in turning the potential of social media into an effective tool.

Regarding use of information outreach **practices** to translate into engagement of citizens beyond information sharing, the track record of UNITER is more mixed. The Team did not identify any specific UNITER effort to help CSOs change their **behavior** through new practices that could build better CSO legitimacy by connecting or building cooperation through local activism. Of the 63 SKIIs, five said that CSOs suffer from lack of stakeholder engagement that contributes to a lag in making public participation more influential. Further, 8 out of the 63 SKIIs referred to the gap between formal CSOs and citizens as a serious problem that has not been sufficiently addressed. Even the CHESNO campaign, despite generating relatively strong public endorsement on the issue they were advocating (between 66% and 81% of Ukrainians supported the various CHESNO criteria)³⁴ and reaching over 10 million citizens through an information campaign, struggled to mobilize citizens in the regions for active engagement.³⁵ For instance, IFES survey data from September 15–17, 2012, reported that 13% of citizens know that some CSOs that work in Ukraine, 50% say they are not aware, and 30% do not know what a CSO is.³⁶ This indicates that overall, CSOs in Ukraine may have an information outreach issue. It is unknown what the impact of the absence of gender analysis means because the baseline study commissioned by UNITER in 2009 did not detail how CSOs identified gaps between males and females on how they get information and how they view CSOs as addressing key issues or providing services.³⁷ All 63 SKIIs were asked what practices they used to ensure that both male and female interests were being represented, and none provided a concrete response about specific practices.

UNITER used OD training as a means to change CSO **behavior** through improved financial management **practices** and engagement of governance boards. Marketplace vouchers were used as a means to improve these practices. Most vouchers were issued for this purpose (the Team was able to ascertain that only 17 out of 214 vouchers issued were used for advocacy training).³⁸ Another useful **practice** that emerged was improved governance. In the mini-survey, 65% (out of 31) of UNITER Partners and 62% (out of 37) of EEF Grantees indicated that internal governance had improved along with more effective use of Boards (see Table 9 Annex XIV).

³³ This perspective on social media tools is also mentioned in the Development and Training Services Final Report, Evaluation of Information and Communication Technologies in Europe and Eurasia. Office of Coordination of the United States Assistance to Europe and Eurasia, U.S. Department of State, August 2013, pp. 44-48.

³⁴ European Research Center for Anti-Corruption and State Building CHESNO Evaluation, 2012. See <http://www.againstcorruption.eu/articles/ukrainian-coalition-chesno-takes-stock-of-campaign-achievements/>

³⁵ UNITER Semi-Annual Report, 1 October 2012–20 March 2013, p. 10.

³⁶ IFES, 2013, p. 16

³⁷ Counterpart Creative Center (September 2009) Report on Baseline Assessment of the UNITER Grantees. In the Advocacy Index used for the study, CSOs are asked about the input of women and minorities in public fora, and whether policy formation is done in a gender-sensitive manner (see p. 35).

³⁸ UNITER project data provided through an email communication from Pact on November 11, 2013.

These three practices—financial management, engagement of governance boards, and improved governance—were practices to help expand capacity to undertake advocacy on a more professional level. While many SKIIs with UNITER Partners, Grantees, and EEF Grantees mentioned these practices as positive factors, none made a direct connection between these practices and their success advocating on an issue.

New forms of cooperation among CSOs through coalition building as a **practice** had a large influence on the range and scope of civil society activities. In the mini-survey, 50% (out of 31) of UNITER Partners and 52% (out of 37) of EEF Grantees report establishing new cooperation with other CSOs as a result of UNITER assistance (see Table 9 in Annex XIV). UNITER supported cooperation such as the New Citizen coalition served as inspiration to Kyiv-based groups to stick together as they tackled various issues. As stated by one SKII, “The New Citizen office became a very open space for people across generations to come together and brainstorm ideas and joint actions.” While the New Citizen campaign structure is admired, none of the 63 SKIIs said they used the network established by New Citizen to raise the issues they care about to the national-level agenda.

Practices and behaviors to influence the policy environment

Both UNITER Partners and EEF Grantees were aware of different **practices** in influencing policy change. Table 8 in Annex XIV shows that use of advocacy tools such as personal meetings with government officials, providing information to citizens, monitoring government policy, and civic education and public awareness are important to both UNITER Partners and EEF Grantees. In the mini-survey, 45% (out of 20) of EEF Grantees and 34% (out of 26) of UNITER Partners reported that they had adopted the practice of using the new advocacy tools introduced by UNITER (see Table 9, Annex XIV). This was amplified in the SKIIs where 8 out of 63 SKIIs reported that now CSOs are using advocacy tools as a new **behavior** by being more proactive. One SKII said that “CSOs want change and are willing to support it.”

Regarding **Objective II**, as per the KII with UNITER Partner UCIPR, building a more enabling environment for civil society is really about specific technical expertise and lobbying capacity at the national level. While UCIPR reported there had been discussions to extend the expertise, the investment would be significant for a CSO with little or no prior experience in this highly specialized area of advocacy in the policy environment. Of the 63 SKIIs, only 5 (including 2 SKIIs in Donetsk) mentioned that they know “who to call”—lawyer Aleksandr Vinnikov or experts from UCIPR—when they need assistance on non-profit law or consultations. Because the laws are relatively new and untested, the people who have the drafting and advocacy expertise are the same ones who can most easily answer questions. It is worth noting that this **practice** is focused on a small Kyiv-based group of people serving all CSOs within Ukraine, and experts located in other parts of the country have not yet emerged.

Most Crucial Practices and Behaviors to Influence Civil Society Activities and Environment

Most crucial practices and behaviors to influence civil society activities

The Team found evidence that UNITER’s promotion of advocacy as a primary organizational **behavior** to influence the civil environment was definitely known by the 63 SKIIs.. The EEF advocacy grants were an effective way for local groups to work on policy changes they wanted

to promote at the local level. Figure 6 in Annex XIV shows the range of these grants. Table 10 in Annex XIV lists the policies that EEF Grantees are concerned with. UNITER reports that the EEF grantees initiated the development of 89 regulatory acts and public policies at the local level, 62 of which were approved, and 29 regulatory acts and public policies on the national level, three of which were approved. The projects were mostly effective at the local level, with over 70% of developed policy documents being approved. At the national level, effectiveness of projects is lower, with only 10% of legislative initiated generated by CSOs approved (see UNITER project report: UNITER Grants for Audit).

Regarding citizen engagement, with the exception of better sharing of information to citizens (discussed above), the Team did see evidence related to effective use of this **behavior** at the national level through engagement of public relations specialists who made public information campaigns interesting and journalists who reported on them fairly. On the local level the Team found the situation was different, where a lack of constituency undermines the influence of CSOs. Of the SKIIs with EEF Grantees, 5 out of 17 said local citizens are not aware of the work of CSOs. One SKII said that even with a board it is often just “rubber stamping” the decisions of a CSO’s management saying, “If the needs of the constituency are only represented by the management it is hard to be effective.” In Crimea, the Team learned from the FG that the Bakhchysaray CEC was eager to try new tools to engage constituency around local development issues as it provided it greater legitimacy vis-à-vis government officials.

New citizen engagement techniques promoted by UNITER through the work of the CECs were highly appreciated during the Crimea FG. The CECs **practiced** tools such as citizen juries, Sunday Borsch,³⁹ community needs mapping, online interactive problem map, eco-inspectors, water quality control, establishing a public council at the municipal level, and school monitoring for inclusive education. The CECs tried out 20 different citizen engagement tools but only two of these were institutionalized.⁴⁰ The sustainability of these mini-grant efforts is unclear as the communities had little time to build new structures along with the mini-grant implementation. For instance, for Crimea, the interactive site “Map Problem” showed only 28 registered problems.⁴¹ While UNDP and other donors continue to be active in Crimea, the provision of mini-grants similar to the UNITER grants is unknown.⁴²

Engagement with the public councils was a new **practice** encouraged by UNITER for CSOs to improve the local policy dialogue. These councils received a boost in 2011 through the Ukraine Council of Ministers (CMU) Decree 996-2010p on civic participation in state policy formulation, which requires all government agencies to establish a public council. During the SKIIs many UNITER Grantees and EEF Grantees indicated these public councils were a step toward

³⁹ Borsch is a national beetroot dish of Ukraine. This tool is a kind of crowdfunding community participation instrument that engages multiple stakeholders in the development of their communities.

⁴⁰ This assertion is based on analysis by the Team of the list of citizen engagement techniques from Irina Bilous, Program Officer, Organization for Security and Cooperation in Europe.

⁴¹ Map of Problems: <http://kartaproblem.org/problems/>

⁴² A SKII with UNDP on November 8, 2013 indicated there were no plans for replicating the UNITER mini-grant program.

improving the civil society environment. It is worth noting that 4 out of 63 SKIIs said that at the oblast level these councils are rumored to be “pocketed” by the governors and populated by loyal CSOs. At the municipal and rayon level, 3 out of 63 SKIIs spoke of “productive” cooperation with the local government rather than about advocacy efforts and that local governments viewed CSOs as channels to provide social services because budgets do not have adequate resources.

Civic participation in policymaking at the local level is also complicated by the current economic situation. The lack of financial resources for initiatives limits the opportunities to engage communities in identifying priorities for local projects. Of the 63 SKIIs, 4 in Donestk described in some detail on the issue that the national budget provides financing to support the existing level of services, which often do not address emerging social problems or issues faced by marginalized communities. Of the 25 UNITER external actors, SKIIs with 4 national government officials in Kyiv mentioned interest in cooperating with civil society and labeled this **practice** as a kind of constructive dialogue, referring to the ability of CSOs to develop viable policy alternatives and understanding of the policy-making cycle. At the local level, in Odessa, 2 of the 25 SKIIs detailed the importance of CSO engagement in discussions about service delivery and local procurement.

A nonpartisan approach as an effective **behavior** was encouraged by UNITER as important for promoting policy changes and building public trust. Near the time of the evaluation, the public had low trust in political institutions, where a mid-2013 poll showed the President had only 6.5% of public trust, followed by courts with 2.7% and political parties with 2%.⁴³ Therefore, any suspicion of CSO affiliation with the state or political party could be damaging. Of the 63 SKIIs, only two mentioned the importance of serving as a “bridge” by speaking to both ruling and opposition parties.⁴⁴ Also, 4 out of 63 SKIIs said they felt CSOs are seen as more professional now, and it is easier for them to engage with government at the local level. These same four SKIIs opined that at the national level it is still much harder to achieve trust, as national government remains immune from pressure of public opinion and civil society.

Most crucial practices and behaviors to influence civil society environment

Regarding **Objective II**, work to improve the legislative climate for CSOs is a long-term process. Despite substantial improvements in ease of registration for new CSOs, the freedom to engage in income-generating activities, and lifting of fundraising restrictions for charities, the Team found that issues remain (mentioned by 15 of the 63 SKII respondents). These SKIIs described the need to align the Tax Code in accordance with the law on public associations; simplifying accounting requirements for CSOs; improving tax regulations with regards to income tax for covering travel and accommodation costs for participants attending CSO-organized events; and removing a tax on foreign currency exchange when CSOs receive grant funds in other currencies. The advocacy practices and behavior of UNITER grantee UCIPR described above were highly effective (see Box 2); however, the team found no evidence of the

⁴³ Public support to institutions, Democratic Initiatives Fund and Razumkov Centre, May 2013. <http://infolight.org.ua/charts/riven-doviri-gromadyan-do-socialnih-ta-derzhavnih-institutiv>

⁴⁴ For instance, in the SKII with Centre UA they described how they met with all political parties for their CHESNO campaign and how they also met with the Speaker of the Verkhovna Rada.

application of these practices and behavior with policymakers extended out of Kyiv, to Crimea, for instance.

QUESTION 3 CONCLUSIONS

- *It was unclear as to how the practices of information outreach, improved financial management, greater engagement of CSO boards, and improved governance led to more professional behavior by CSOs in undertaking advocacy.* There is wide recognition that these practices contributed to better CSO management. A gap remains in adopting new approaches to citizen engagement for national-level advocacy and institutionalization of those piloted at the local level. Finally, there is no way to discern if information outreach and citizen outreach for advocacy campaigns supported by UNITER could have been any more successful had gender analysis been used to see if there were differences between male and female perspectives that had an impact on the advocacy effort.
- *UNITER project participants reported that coalition work and local advocacy grants were mostly effective in bringing change to the civil society environment.* The use of advocacy-focused grant competitions to support CSOs in regions through an experienced grant manager such as EEF created new linkages among more established groups and smaller CSOs and provided a collaborative experience. UNITER partners and EEF grantees pointed to the approach of broader coalitions as a valuable tool that they could foresee continuously using.
- *Regarding use of new advocacy tools, the environment for advocacy at the national and regional levels differs, and CSOs require more tailoring to varying conditions.* UNITER provided substantial assistance to national groups to practice advocacy by providing funding for projects. For instance, while the mini-survey reported use of social media among CSOs for sharing information as a new behavior, the SKIIs with CSOs did not reflect the use of social media. More work is needed to support CSOs which lack strategic approaches and skills to using social media tools for community mobilizing, fundraising, and building the network of followers.
- *Citizen engagement behaviors were more present at the local level. However, the problem of building constituency at the national level remains an issue that undermines the wider influence of CSOs throughout Ukraine.* There was not much evidence of CSOs sustaining new innovative practices in this direction. Many CSOs struggle to reach out to share information with new audiences. In this regard, access to print media and TV remains important in addition to social media, especially given that TV remains the main source of information for most Ukrainians.⁴⁵
- *Local government engagement structures, such as the Civil Society Coordination Council and other local councils are seen as having weak capacity to develop positive*

⁴⁵ Korrespondent.biz, August 2013 http://ua.korrespondent.net/business/mmedia_and_adv/1589174-doslidzhennya-pokazalo-zvidki-ukrayinci-berut-informaciyu-pro-podiyi-u-sviti

relations with civil society. Local governments view CSOs as a source of expertise and possibly even scarce financial resources that can be used for local development. Often government and NGO interactions are sporadic and depend on the past history of cooperation with local groups for service provision.

- *In the last two years the general legislative environment has improved for CSOs. The new laws addressed many weak points such as burdensome registration and a ban on financial activity. However, implementation remains an issue.* UNITER national partners working on legislative improvement for the CSO sector apply a strategic approach to advocacy by bringing together various experts and stakeholders around the table to general solutions and put the pressure on policymakers.

QUESTION 3 RECOMMENDATIONS

Short-Term

1. USAID should support expansion of use of communication and social media capacities.

Long-Term

2. USAID should focus on stakeholder development for new CSO capacity building assistance so that citizen engagement and outreach foster support for CSO advocacy.
3. USAID should consider continued support of CECs in Crimea by funding their development into community foundations through a grants program.
4. USAID should continue to offer grants that allow CSOs to develop multi-stage plans and see them through.
5. USAID should support development of CSO capacity so they can provide high-quality services and demonstrate their public benefit for communities.

Question 4: What major changes in the activities of and in the environment for civil society (Objectives I and II) in Ukraine do CSOs and other stakeholders perceive to be the result, in whole or in part, of the work of UNITER and its partner organizations?

QUESTION 4 FINDINGS

UNITER worked to improve the environment for civil society activities through support to CSO advocacy campaigns and organizational development and through focused attention on legislative change. Increased cooperation and coordination among CSOs on sector-focused advocacy campaigns were mentioned as the primary change in the environment for civil society that could be partially attributed to UNITER. Of the 63 SKIIs, only 12 mentioned this as a specific new trend in civil society. Prior to UNITER, CSOs did cooperate across various sectors, such as on environmental issues, protection of people with disabilities, and human rights issues. What UNITER brought, however, was space and tangible support for cooperation among Kyiv-based groups working on media freedom, elections and anti-corruption. These 12 SKIIs mentioned that coalitions and networks expanded beyond the “usual suspects” and are more

powerful because they understand the value of working together in a broader coalition. Of the 63 SKIIs, only 3 said that a CHESNO-like campaign might have occurred without UNITER, but it would have been a much slower and less compelling process. Even though the numbers are relatively low, it is important to note that working in coalitions is a new activity for many CSOs. In the mini-survey, 15% (out of 20) of EEF grantees and 30% (out of 26) of UNITER Partners reported growing links to networks (see Table 9, Annex XIV). In Crimea, UNITER bolstered the CEC network by situating the hubs for mini-grant support at the community level. However, in the mini-survey, 37% (out of 24) of UNITER Partners said they would need donor support to engage in advocacy; of the EEF Grantees mini-survey respondents, 32% (out of 37) said they would need donor support to conduct an advocacy project (see Tables 2 and 15, respectively, in Annex XIV).

Of the 63 SKIIs, three mentioned the appearance of “new faces” or new leaders in civil society. These SKIIs mentioned that UNITER support to such new groups as CUA, IWP, and the Ukraine Community Advisory Board (UCAB) was crucial for their development. This was also confirmed by one UNITER grantee, who mentioned that UNITER was a “gateway” that connected them with other civil society groups in Kyiv and regions, and with other donors. Another SKII described UNITER as a “nursery” for new leaders in the sector. Of the 63 SKIIs, eight said that the OD Forums and the Marketplace were positive additions that would have happened without the UNITER approach and support.

Regarding changes in the environment for civil society, both UNITER partners (39% out of 28) and EEF Grantees (27% out of 37) reported in the mini-survey that there were positive changes in the political climate for civil society during the UNITER project period (see Tables 11 and 12, Annex XIV). Out of 63 SKIIs, eight reported a change in attitude where civil society groups realized that it is “better not to lose time and do something just now.” They mentioned that after the 2004 Orange Revolution they were disillusioned about progress. In 2010, with President Yanukovich’s election, the aforementioned SKII’s also indicated that CSOs felt they could not devise a viable strategy of action. They said the situation has changed: more groups are ready to try to influence policies and seek change even if the political climate has not advanced.

National UNITER partners and Crimean CSOs were optimistic about the changes in the legislative environment. Responding to the mini-survey in a yes/no question, when asked if legislative environment improved, 63% (out of 31) of UNITER partners and 48% (out of 37) of EEF Grantees said “yes” (see Table 13, Annex XIV) UNITER focused its efforts on improving the legislative environment for civil society in Ukraine and its partners acknowledged the importance of this effort. When asked to single out one contribution that UNITER made in the legal environment, 9 out of 68 mini-survey respondents mentioned the new law on public associations (4 EEF Grantees and 5 UNITER Partners, see Table 16, Annex XIV). Of the laws that UNITER helped push for (law on charities, access to public information, new strategy for CSR) they were already in the legislative pipeline before UNITER began. Most thought these laws would not have been adopted without the effort of groups supported by UNITER, in particular UCIPR.

Out of the 63 SKIIs, eight cited the Law on Access to Public Information as having the most potential to open up more space for advocacy; UNITER’s support for advocacy efforts, which led to its approval, was considered an important contribution. At the time of this evaluation, New Citizen was advocating for minor changes in various legislative documents that could make the

law more powerful for citizens. Two MPs who participated in the SKIIs said that finding personal motivation among the MPs that wanted to do something good for the country was crucial for getting support for this new law. It is also important that civil society organizations jointly present a clear professional position that can then be supported by decision-makers.

Finally, 5 out of 14 SKIIs with EEF local grantees mentioned the possibilities that arise for CSOs linked to the reformed law on self-governance, stating that along with transparency of state budgeting it will provide necessary tools for CSOs to hold the government accountable. UNITER was not directly involved in local administration reform but local EEF Grantees believe this to be an important factor in CSO environment.

QUESTION 4 CONCLUSIONS

- *UNITER contributed to creating a positive dynamic for CSO advocacy activities in Ukraine. At present, civil society in Ukraine is more active, more professional, and more daring to influence policies.* However, the success rate of the sector's influence is mixed and often depends on the issues that are at stake and the level of professionalism of CSOs. By demonstrating the power of collective action in the CHESNO campaign and anti-corruption actions, UNITER reenergized the sector through the power of positive examples. The groups are ready to work together and cooperate in the future. UNITER supported the spirit of advocacy among Ukrainian CSOs and this trend was visible. The question remains how sustainable this spirit is, especially at the national level.
- *UNITER's contribution to the civil society environment was support for newcomers into civil society, including individual activists.* However, donor respondents mentioned there is still an issue of having a critical mass of good groups, as many CSOs are still working from one project to the other and are often donor-driven. UNITER's support of the Marketplace and vouchers raised the profile of organizational development and made the connection between a viable organizational structure and effective advocacy strategies.
- *CSOs in the regions see a need to increase awareness, especially for the CSOs from small cities about the legislative changes.* New laws that came into effect are a positive sign, but what matters the most to CSOs is how these laws are actually implemented. Understanding how to affect the policymaking process requires both rigorous knowledge of legislative activity and legal analysis to use the openings for dialogue as they arise. Issues such as the transparency of allocating state funding to CSOs, access to public procurement, and building high-quality social services are key for a positive enabling environment for civil society.

QUESTION 4 RECOMMENDATIONS

Short-Term

19. USAID should support training of lawyers in the NGO law and the creation of an association or bureau of legal aid to CSOs to meet the needs of CSOs in understanding relevant legislation.

Long-Term

20. USAID should expand and extend the scope of the convening power of the next CSO support program to energize and foster local leadership by creating regional hubs.

OVERALL CONCLUSIONS ON EFFECTIVENESS

The statement of the work for the UNITER evaluation asked for conclusions on the effectiveness of the UNITER project. “Effectiveness” is defined here in terms of both engagement of citizens and participation in policy processes. For UNITER, the analysis is based on the extent to which the project was able to assist CSOs to engage citizens in advocacy efforts, and the extent to which CSOs were able to influence policy through their advocacy.

From the conclusions for each evaluation question, UNITER was effective in certain aspects of promoting the engagement of citizens. First, it was able to prod Kyiv-based CSOs to expand beyond their normal or set networks to include a wider variety of CSOs in Kyiv and particularly elsewhere in the country. Some in the sector had decided in the wake of the governance shortcomings and political losses of the “Orange” parties that CSOs needed to rely less on political parties; the kind of networking that CSOs had practiced in the past was not sufficient for policy advocacy. The examples of CHESNO and New Citizen show the power of building a broader network run by CSOs and directed by CSO interests. Second, the EEF grants, CECs, and Fellowships expanded the advocacy activities of CSOs and sector leaders outside Kyiv, bringing “new faces” and new ideas into networks. Third, the use of media partners for some of the national campaigns was a new element in advocacy, and helped to raise awareness of those policy issues. Fourth, the Marketplace is an innovative tool for stimulating both supply and demand of OD training to strengthen capacity. Fifth, UNITER’s collaborative and mentoring approach, often done in person, provided flexibility and met the needs of participating CSOs.

Not everything UNITER implemented worked or had a positive effect on CSOs, however. CSOs felt that the financial reporting requirements were burdensome, which impacted organizations with limited human resources. The attention needed for financial administration had not been accounted for in the CSO budgets for the grants. More important is that the national campaigns brought in CSOs and CSO leaders from other regions, but the flow of interests and priority policy issues was from the national level down; the interests and priorities of CSOs at sub-national levels, even when common throughout the country, were not scaled up to the national level. Similarly, while the EEF grants effectively connected local CSOs with each other, on policy issues, the activities were largely one-offs with minimal sustainable effect.

UNITER was also effective at supporting CSOs in efforts to shape policy, as advocacy work on legislation demonstrate successful policy change through participation in policy processes. While some of these legislative victories had origins pre-dating UNITER, it was UNITER’s resources and focus on participation in these processes helped bring success. The CHESNO campaign raised public awareness and shaped the behavior of politicians in many parts of Ukraine. The EEF grants were often implemented with direct engagement of local officials to carry out policy implementation. UNITER’s record here is mixed. The same dynamic of national interests dominating sub-national interests, are evident with the low priority given to addressing issues of social contracting and political “capture” of public councils.

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523

ANNEXES

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ANNEX I: EVALUATION STATEMENT OF WORK

STATEMENT OF WORK FINAL PERFORMANCE EVALUATION

LOCAL INVESTMENTS AND NATIONAL COMPETITIVENESS PROJECT AND STRENGTHENING CIVIL SOCIETY IN UKRAINE PROJECT

I. Introduction

This is a Statement of Work (SOW) for a final performance evaluation of two projects administered by USAID Regional Mission to Ukraine, Moldova, and Belarus (Mission):

1. Local Investment and National Competitiveness (LINC) project implemented by Chemonics International Inc. under the Task Order EEM-I-CO-07-00008 from March 16, 2009, through December 31, 2012. LINC project funding level was \$23,388,642. The award was administered by the Office of Economic Growth (OEG). Contracting Officer Representatives (COR) were Mr. Terry Miller (2009-2010), Mr. Ryder Rogers (2010-2011), and Ms. Evgenia Malikova (2011-2012); Alternate CORs were Ms. Evgenia Malikova (2009-2011) and Mr. Michael Martin (2011-2012).
2. Strengthening Civil Society in Ukraine Project, also commonly known as *UNITER project - Ukraine National Initiatives to Enhance Reforms*, implemented by Pact under the Cooperative Agreement #121-A-00-08-00707 from October 1, 2008, through September 30, 2013. USAID contribution level is \$12,891,830. Award is administered by the Office of Democracy and Governance (ODG). Agreement Officer's Representative (AOR) is Ms. Victoria Marchenko; Alternate AOR is Ms. Tetyana Sira.

II. Evaluation Purpose

The LINC project evaluation purpose is to assess the relevance, effectiveness, and efficiency of selected LINC activities intended to improve the business and investment environment in Ukraine. The UNITER project evaluation purpose is (1) to assess the effectiveness of selected UNITER activities (Objectives I and II below) intended to improve Ukrainian civil society legislation and to help Ukrainian NGOs better represent citizen interests and drive reform agenda, and (2) to discuss approaches for potential follow-on programming.

For both evaluations, “relevance” is a measure of the ability of a particular project task/intervention being pertinent to project objectives. For the LINC project evaluation, “effectiveness” is a measure of the ability of a particular project task/intervention to produce a planned effect or result that can be qualitatively measured; and “efficiency” is a measure of project team skillfulness in avoiding wasted time and effort when implementing particular project tasks/interventions.

The Mission will use evaluation findings, conclusions, and recommendations to re-assess its role in improving the business and investment environment and strengthening civil society in Ukraine. Chemonics International Inc. (Chemonics), Pact, and their partners will have an opportunity to learn about their strengths and areas for improvement.

Other project stakeholders including the Government of Ukraine (GOU), local and regional authorities, Ukrainian civil society organizations (CSOs), and other private sector stakeholders, and international development partners, such as the European Commission's (EC) Delegation to Ukraine, the World Bank (WB) Group, Council of Europe, Swedish International Development Agency, Canadian International Development Agency, International Renaissance Foundation, United Nations Development Program, and other international development partners will have an opportunity to learn more on how to benefit from USAID technical assistance in improving the business and investment environment and strengthening civil society in Ukraine.

III. Background

LINC Project

The LINC project (<http://www.linc.com.ua/eng/>) was designed to improve the business and investment environment as measured through progress in enterprise indices, increases in investment activity, and enterprise competitiveness. It was viewed to be essential in achieving the USG foreign policy objectives and USAID priorities in Ukraine of helping Ukraine foster broader-based and sustainable growth.

The project was expected to achieve this by focusing on three related component objectives: (1) to assist governments at the national, regional, and community level undertake specific improvements to the business enabling environment, and to demonstrate how such improvements can increase investment activity; (2) in support of municipal and regional economic strategic plans, described in Component 1, to enhance the competitiveness of industries and enterprises so as to accelerate Ukraine's integration into international markets, and, (3) to assist the governments and communities of the Autonomous Republic of Crimea (ARC), and regional and community level undertake improvements to the business and investment environment, and enhance the productivity of Crimea's industries and enterprises so as to diversify and integrate Crimean goods and services into domestic and more competitive markets.

The LINC project was designed to test the following development hypothesis (implied): improved local governance and business environment linked with enhanced business competitiveness will increase trade and investment and lead to broader based, sustainable growth, leaving behind stronger local institutions and a more efficient and productive economy.

A separate set of tasks was defined for each component. Promotion of economic reforms at the national level, promotion of domestic and foreign investments, support of strategic planning for economic development (at either municipal or regional level), alleviation of local administrative and regulatory barriers to investment, and fostering of public private partnerships (PPPs) were defined for Component 1. Adoption of international quality and productivity standards, industry/sector competitiveness enhancements, and market integration (through trade facilitation) were defined for Component 2. Improving economic governance, piloting the development of a unified property registry, and undertaking a competitive enterprise development program were defined for Component 3.

LINC was seen as a part of a broader set of programs that sought to support economic growth and good governance objectives in Ukraine. In particular, strong links were envisaged to be built with Municipal Finance Strengthening Initiative (MFSI) implemented by Institute for Budgetary and Socio-Economic Research (<http://www.ibser.org.ua>), Commercial Law Project (CLP)

implemented by Commercial Law Center, and Municipal Heating Reform project (www.mhrp.org.ua) implemented by International Resources Group.

USAID's expectations were also reflected in guiding implementation principles:

- Focus on Southern and Eastern Ukraine, particularly Crimea,
- Foster public-private partnerships that result in impact,
- Work with dynamic and progressive local governments and business leaders,
- Work in close coordination with other donor projects (2011), and
- Include an up-front exit strategy.

There were several groups of project stakeholders:

- The GOU organizations at the national level – the Ministry for Economic Development and Trade (<http://www.me.gov.ua/>), the Ministry of Agricultural Policy and Food (<http://www.minagro.gov.ua/>), the Ministry of Health Protection (<http://www.moz.gov.ua/>), the Ministry of Justice (<http://www.minjust.gov.ua/>), the State Agency for Investments and National Projects (<http://www.ukrproject.gov.ua/>), the State Regulatory Policy and Entrepreneurship Development Service (<http://www.dkrp.gov.ua/>), the State Customs Service (<http://www.customs.gov.ua/>), and the State Registration Service (<http://www.drsu.gov.ua/>);
- The GOU organizations at the regional (ARC Council of Ministers (<http://www.ark.gov.ua/>), ARC Ministry of Economy (<http://www.en.minek-crimea.gov.ua/>), and state raion administrations) and municipal (city councils and one-stop-shops) levels;
- Odesa Sea Port, a GOU-controlled enterprise;
- Non-governmental organizations, including Kyiv School of Economics and the American Chamber of Commerce;
- International development agencies and donors; and
- Private businesses.

In 2011, USAID completed an in-house mid-point review of LINC project implementation and decided to extend this project for another nine months, through December 31, 2012. The initial statement of work (SOW) was substantially modified (2012) to reflect the low commitment of the national government to reduce trade barriers and proceed with sound land and procurement reforms, as well as a shift in the project focus – to support the implementation of regional and municipal economic development plans. The following tasks were reserved in the revised SOW: adoption of international quality and productivity standards (Component 2), market integration (Component 2), and development of a unified property registry (Component 3).

UNITER Project

UNITER (<http://uniter.org.ua/>) was designed to help consolidate democratic governance in Ukraine by strengthening and developing a more vibrant civil society and more robust non-governmental organizations (NGOs). It was regarded to be essential in achieving the USG foreign policy objectives and USAID priorities of strengthening sustainable and accountable democratic institutions to support Ukraine's Euro-Atlantic integration. The project was expected

to address systemic sector-wide challenges to civil society and to support various democracy promotion, policy monitoring and advocacy initiatives of Ukrainian NGOs.

The project was expected to achieve this by focusing on four related objectives: I) NGOs better represent citizen interests and drive reform agenda through more effective advocacy, monitoring, and activism (50% of the total level of effort); II) the relevant legislative framework for civil society approaches European standards (5% of the total level of effort); III) NGOs are transparently governed and capably managed (20% of the total level of effort); and IV) CSOs are more financially sustainable and less dependent on foreign donors (25% of the total level of effort).

To achieve the abovementioned objectives, UNITER offered project-specific and/or capacity-building assistance to a large group of Ukrainian NGOs actively engaged in policy reform, democracy promotion, human rights, watchdog and monitoring functions, and advocacy. Project-specific assistance has been based on grants provided to NGOs on a competitive basis to support national and local level advocacy and reform efforts in important development areas across Ukraine (Objective 1). These grants have been complemented by additional resources allocated to improving operational environment for CSOs in Ukraine (Objective 2), building thematic civil society networks and coalitions, revealing corruption and promoting fair elections, and strengthening Crimean CSOs and increasing cooperation between CSO operating on Ukraine, Moldova, and Belarus (Objective 1).

To engage local CSOs as equal partners in the implementation of project activities, UNITER selected several NGOs working in Ukraine and provided them with large one-to-two-year grants to support their operations and organizational development. A core group of leading Ukrainian CSOs was expected to include: (1) NGO legal centers that work to improve the NGO legal environment and harmonize existing laws with European standards; (2) intermediary support organizations (ISOs) that conduct organizational development and advocacy training programs for NGOs; (3) local foundations that provide financial resources to NGOs; (4) professional associations that lobby for structural changes from the bottom up; (5) analytical centers/think tanks that conduct rigorous policy analysis and propose corresponding policy changes to policy-making bodies; and (6) public information, civic education, and/or watchdog organizations that conduct monitoring, advocacy, and oversight of government and/or the public arena.

In 2009, the Mission expanded UNITER operations by substantially amending the Program Description and adding funds intended to strengthen the role of civil society in local policy reforms and in Crimean development, as well as to promote CSO cooperation in the region. In 2010 and 2012, the Mission again expanded the project to strengthen the role of civil society in policy reforms in Ukraine.

In 2011, UNITER funded an internal mid-term performance evaluation conducted by a team of two consultants. The evaluation team concluded that (a) UNITER partner organizations were more focused on result-oriented advocacy and more engaged with their local constituents than three years before and they could show an impressive portfolio of citizen-driven impact and change; (b) UNITER grantees, and it seemed the broader community of civic activists, were more engaged with ordinary citizens, increasingly networked with other organizations around Ukraine, and participated in building a cohesive community of CSOs; (c) advocacy programming and capacity building efforts supported by UNITER resulted in significant organizational capacity development and increased sustainability; and (d) UNITER's

Marketplace training mechanism was highly innovative and appreciated by project partners, but needed further work to realize its full potential (<http://uniter.org.ua/en/news/info/219>).

The evaluation team recommended (a) to continue supporting advocacy as a core activity but encourage partners to more directly link local, regional and national civic agendas; (b) to monitor the implementation of policies or laws adopted through finished advocacy campaigns; (c) to focus sector development on sustainability measures in concert with USAID Forward's intent to provide more direct assistance to local organizations and planned increases of resources from EU sources, and to provide additional assistance in long-term organizational development and preparation of sustainability plans; (d) to formalize the developing nationwide network of CSOs and help advocacy groups interested in creating a membership base to reach out to a constituency and increase involvement of armchair members in their work; and (e) to enhance the Marketplace mechanism to ensure its lasting capacity to support organizational development for the broader not-for-profit sector, and to consider ways that more ad-hoc special trainings and other high-value added coaching and training can be provided to grantees.

IV. Scope of Work

LINC Project

The Contractor will assess the relevance, effectiveness, and efficiency of selected LINC project activities designed to improve the business and investment environment in Ukraine. The Contractor will focus on the following project activities: (1) implementation of strategic economic development plans prepared and adopted by municipalities or regional partnerships with LINC's technical assistance (LINC tasks 1b, 1c, 1e, 2b, and 3a), (2) promotion of domestic and foreign investments (LINC's tasks 1c, 1d, and 1e), and (3) competitive agriculture development (LINC's task 3c).

In particular, the Contractor will answer the following questions (numbers do not reflect priority):

1. How strong is the perceived link between individual project activities and any significant improvements (if occurred) in local investment environment and business development in a particular municipality or economic region?
2. What practices and behaviors promoted by LINC have their counterparts and/or beneficiaries adopted to improve local investment environment and business development without foreign assistance? If adopted, how were those practices and behaviors integrated into local governance? In particular, in what ways were gender issues considered into those practices and behaviors?
3. How did LINC respond to opportunities to leverage resources and advance reforms through collaboration with other USAID and non-USAID development assistance programs and Ukraine's private sector organizations in assessed municipalities and regions? How did municipalities value these opportunities?
4. How accurate are results reported by the LINC project in assessed municipalities and regions? If inaccuracies exist, why?
5. How successful was the LINC project exit strategy?

The Contractor will visit LINC project sites in at least four economic regions and ten municipalities of different size located in at least three geographically distinctive administrative regions of Ukraine.

UNITER Project

The Contractor will assess the effectiveness of selected UNITER activities (Objectives I and II above) intended to improve Ukrainian civil society legislation and to help Ukrainian NGOs better represent citizen interests and drive reform agenda, and (2) discuss approaches for potential follow-on programming. In particular, the Contractor will answer the following questions (numbers do not reflect priority):

1. For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs/states of its partners?
2. Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and environment for civil society in Ukraine (Objectives I and II) and why?
3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and environment for civil society in Ukraine (Objectives I and II)? Which of those practices and behaviors were perceived to be the most crucial to bringing about change in activities of and environment for civil society in Ukraine (Objectives I and II)?
4. What major changes in the activities of and environment for civil society (Objectives I and II) in Ukraine do CSOs and other stakeholders perceive to be the result, in whole or in part, of the work of UNITER and its partner organizations?

The Contractor will visit key UNITER partners and grantees in Kyiv, Crimea, and other localities in Ukraine as determined by the Contractor. In answering evaluation questions 2, 3, and 4, the Evaluation Team (ET) should highlight gender specific approaches and outcomes.

The Contractor will ensure that the conduct of LINC and UNITER project evaluations is consistent with USAID ADS (Chapters 203 and 578, <http://transition.usaid.gov/policy/ads/>) and USAID's Evaluation Policy (January 2011) requirements and recommendations:

<http://transition.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf>.

V. Evaluation Design and Methodology

It is anticipated that a mix of evaluation methodological approaches will be required to meet the requirements outlined in the Scope of Work section above. Suggested data sources include: (a) secondary data/background documents, (b) project plans, outputs, and reports, (c) relevant laws and central government regulations, (d) applicable local government regulations and policy documents, (e) key informant interviews, (f) focus group discussions, (g) survey(s) of project stakeholders and beneficiaries, and (h) site visits to LINC project sites and UNITER partners and grantees, as well as visits to regions and/or municipalities that might serve as a comparison. Emphasis will be on collection of reliable empirical data and/or objectively verifiable evidence, as opposed to anecdotal evidence. Where surveys or interviews are used, appropriate sampling and questioning techniques will be utilized to ensure representative results; where references are made to data generated by LINC, UNITER and/or their partners, they will be complemented by

references to independent data sources and any significant data differences must be explained. Illustrative methodological approaches for LINC and UNITER projects are discussed below.

LINC Project

To assess the relevance of project activities and answer questions 1 and 2, particularly, the evaluation team (ET) will (1) review LINC plans, reports, publications, recommendations, and other outputs, as well as relevant Ukrainian laws and applicable local and central government regulations and policy documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions and site visits may also inform the evaluation of relevance of project activities.

To assess the effectiveness of major project activities and answer questions 1, 2, and 4, particularly, the ET will (1) review LINC plans, reports, publications, recommendations, and other outputs, as well as relevant Ukrainian laws and applicable local and central government regulations and policy documents, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions and site visits may also inform the evaluation of effectiveness of project activities.

To assess the efficiency of LINC activities and answer questions 3 and 5, the ET will (1) review LINC plans and reports and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders. Focus group discussions and site visits may also inform the evaluation of project response to collaboration opportunities.

To the extent practical, the ET should consider any improvements in investment environment and business development at the local level in relation to the progress made by competitors of LINC project counterparts and beneficiaries, i.e. non-assisted organizations, municipalities, and regions. Where applicable, testimonial evidence of project contribution in reforming investment environment and promoting business development should be supported with documentary evidence, including LINC's project documents.

While direct attribution will not be possible to measure, the ET should strive to make casual linkages wherever possible, taking into account the development actors and circumstances.

UNITER Project

To assess the advantages and disadvantages to being a UNITER partner and project's success in satisfying the diverse needs/states of UNITER partners, the ET will (1) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project partners and beneficiaries and (2) review UNITER plans, reports, publications and other outputs, as well as secondary data/background documents including those that describe/assess the UNITER partners' activities. Focus group discussions and site visits may also inform the evaluation.

To assess the most useful tools and approaches that UNITER had at its disposition, the ET will (1) review UNITER plans, reports, publications and other outputs and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and assistance beneficiaries. Focus group discussions and site visits, as well as

secondary data/background documents, may also inform the evaluation. To the extent practical, the ET should assess UNITER's role in strengthening the activities of CSOs at the national and local level comparing their achievements with progress made by similar organizations that did not receive any support.

To assess practices and behaviors that UNITER partners adopted and actively used, and role of those practices and behaviors in changing activities of and environment for civil society, the ET would (1) review secondary data/background documents including those that describe/assess the UNITER partners' activities, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project partners, other project stakeholders, as well as beneficiaries. Focus group discussions, site visits, and review of UNITER plans, reports, publications and other outputs may also inform the evaluation. Where possible, focus group discussions and key informant interviews would be designed to reflect the perspective of both UNITER partners and beneficiaries.

To discuss changes in the activities of and environment for civil society in Ukraine, the ET would (1) review secondary data/background documents including those that describe/assess the UNITER partners' activities, and (2) conduct key informant interviews with structured/semi-structured interview protocols and/or mini-surveys of project stakeholders and beneficiaries. Focus group discussions, site visits, and review of UNITER plans, reports, publications and other outputs may also inform the evaluation. Where possible, key informant interviews and focus group discussions would be designed to reflect the perspective of both UNITER partners and beneficiaries.

While direct attribution will not be possible to measure, the ET should strive to make casual linkages wherever possible, taking into account the development actors and circumstances.

Note: The Contractor can form one ET that will evaluate both projects.

VI. Deliverables

The Contractor will submit two clear, informative, and credible reports (up to 30 pages each, excluding annexes and references) that reflect all relevant ET findings, conclusions, and recommendations made in conjunction with the end-of-the project performance evaluation of LINC and UNITER projects. Each Evaluation Report (ER) must describe in detail the project evaluation design and the methods used to collect and process information requested in the Scope of Work section above. It must disclose any limitations to the evaluation and, particularly, those associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.). The executive summary should be three-five pages long and reflect the purpose of the evaluation, evaluation methodology and its limitations, key evaluation findings, conclusions, and recommendations.

ERs must be in line with relevant USAID ADS (Chapters 203 and 578) and USAID Evaluation Policy requirements and recommendations. In particular, ERs should represent thoughtful and well-organized efforts that include sufficient local and global contextual information so the external validity and relevance of each project evaluation can be assessed. Evaluation findings should be based on facts, evidence, and data. Findings should be specific, concise and supported by reliable quantitative and qualitative evidence [i.e. there should not be words like "some", "many", "most" in the report and frequency of responses and absolute number of interviewed respondents should be given, e.g. five out of 11 experts agreed that ...; 30 per cent of survey

respondents reported that ...; seven out of eight visited lead partners had business plans...]. Conclusions should be supported by a specific set of findings. Recommendations should be clear, specific, practical, action-oriented, and supported by a specific set of findings, conclusions, estimates of implementation costs, and suggested responsibility for the action. The ET shall ensure that conclusions and recommendations are based on data that are accurate, objective, and reliable.

In the annexes, ERs should include the Evaluation SOW; a Ukrainian version of the Executive Summary section; description of the ET and its member qualifications; the final version of the Evaluation Work Plan (EWP); conflict of interest statements, either attesting to a lack of conflict of interest or describing existing conflict of interest, signed by all ET members; tools (in English and in Ukrainian/Russian) used for conducting the evaluation such as questionnaires, checklists, and discussion guides; in-depth analyses of specific issues; properly identified sources of information; and a statement(s) of differences regarding significant unresolved difference (if any) of opinion reported by the ET members and/or the Mission and/or evaluated project leadership.

ERs will be written in English and submitted in electronic form readable in MS Word 2010 based on MS Word Times New Roman 12 or other legible font of similar size. Any data used to prepare those report (except for data protected by formal agreements between the Contractor and interviewees and survey/focus group participants) will be presented in MS Office compatible format suitable for re-analysis and submitted either by e-mail or on a CD or a flash drive to the COR. The data should be fully documented and well organized for use by those not fully familiar with the projects or the evaluations. USAID will retain ownership of all evaluation records including interview transcripts or summaries, survey(s), datasets developed, copies of which are provided to the COR.

ET(s) will present their major findings and preliminary conclusions made in conjunction with the end-of-the-project LINC and UNITER evaluations in writing at two separate pre-departure briefings for Mission management and staff. ET(s) will use MS PowerPoint to present those findings and conclusions. Draft ER will be due in ten working days after each pre-departure briefing. Each ER must include all relevant ET findings and conclusions made in conjunction with the particular project evaluation and preliminary ET recommendations. It may include feedback received at a pre-departure briefing. The Mission will have 15 working days to review each draft ER and provide comments to the Contractor.

The final ERs will be due in ten working days following the receipt of the Mission's comments on draft ERs. The Contractor will use either a cover memorandum or similar format to explain how comments provided by the Mission were addressed in the final ER if the final ER differs substantially from the draft one. Both the Mission and the Contractor will have a right to initiate an extension of the ER review or preparation/completion time for up to 15 working days at no additional cost.

VII. Evaluation Team Qualifications and Composition

ET Leader(s) must have strong team management skills, and sufficient experience in designing and/or conducting performance evaluations of international development projects. ET Leader(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements.

Excellent communication, both verbal and written, skills and experience in managing performance evaluations of large USAID projects are desirable.

The Contractor must assign at least one specialist (an Evaluation Specialist) with strong understanding of data collection and analysis methodologies and substantial international experience in designing and conducting evaluations of large international development projects. Evaluation Specialist(s) must have good knowledge of USAID Evaluation Policy and evaluation reporting requirements. Experience in designing and conducting performance evaluations of large USAID economic growth and public governance projects is desirable. Knowledge of Eastern Europe/CIS region business and investment environment and practices and civil society development issues is desirable.

LINC Project

ET will include one or more international development specialists who have substantial knowledge of (1) modern competitiveness and international trade policy issues, (2) effective trade and investment promotion systems, (3) effective and sustainable policies and/or legislation that support broad-based economic growth and address gender inequities, as well as substantial experience in conducting performance evaluations of large economic growth projects/programs. Knowledge of Eastern Europe/CIS region business and investment environment and practices is essential. Experience in successful management of large projects that promoted investment environment reforms and business development, is desirable. Previous work experience in the region and knowledge of Ukrainian and/or Russian is desirable. Experience in conducting performance evaluations of large USAID projects is desirable.

ET is also expected to use local expertise – an individual or a company (a Senior Local Business Consultant) with detailed knowledge of Ukraine’s business practices and barriers, trade and investment promotion systems, trade and competitiveness policy design and implementation process, relevant governmental and non-governmental organizations and their operational environment. Experience in conducting performance evaluations of large USAID projects is desirable.

UNITER Project

ET will include one or more international development specialists who have substantial knowledge of civil society development and participation in public governance in Eastern Europe/CIS region, as well as extensive experience in conducting performance evaluations of large projects/programs that promoted civil society development overseas. Experience in conducting performance evaluations of USAID projects is required. Experience in successful management of large projects that promoted civil society development overseas, is desirable. Previous work experience in the region and knowledge of Ukrainian and/or Russian is desirable.

ET is expected to use local expertise – an individual or a company with detailed knowledge of Ukraine’s civil society and relevant governmental organizations and their operational environment.

Note: *One individual may act as both an ET Leader and an Evaluation Specialist if all qualifications requirements are met. One individual may act as the ET Leader for both evaluations unless evaluation schedules clearly conflict with each other; likewise, one individual*

may act as the Evaluation Specialist for both evaluations unless evaluation schedules clearly conflict with each other.

USAID asks that gender be considered in the formation of ET(s). ET Leader(s), Evaluation Specialist(s), and a Senior Local Business Consultant will be key personnel under this Task Order.

VIII. Evaluation Management

The Mission will appoint the Evaluation COR and two Activity Managers to oversee the evaluation and inform key project stakeholders about the evaluations, provide the Evaluation Scope of Work and the final Evaluation Report (in English). One Activity Manager will also be Alternate COR (A/COR).

To facilitate evaluation planning, the COR will make available to the Contractor within one working day of the award effective date: (1) four LINC Annual Work Plans and Performance Monitoring Plans, 14 Quarterly Reports, as well as lists of LINC project counterparts, sites, and documents intended to support business and investment environment reforms in Ukraine, and (2) five UNITER Annual Implementation Plans, Performance Monitoring and Evaluation Plan, and eight Semi Annual Reports, and the list of UNITER project counterparts. As warranted, the Contractor will receive additional project-related documentation.

To keep the Mission informed about the status of the evaluation, the Contractor will submit electronic versions of each Evaluation Work Plan (EWP) to the Evaluation COR within four working days following the award and prior to ET's arrival to Ukraine. The plan will highlight all evaluation milestones and include a preliminary list of interviewees and survey participants, a schedule of meetings, visits, and focus group discussions, draft evaluation questionnaires and surveys, and, if appropriate, an updated explanation of the evaluation methodology. The Contractor will update the EWP (the list of interviewees and survey participants, the schedule of meetings, visits, surveys, and focus group discussions, etc.) and submit the updated versions to the COR on a weekly basis. ET(s) will discuss any deviations from the EWP with the Evaluation COR and seek USAID's concurrence with the proposed changes in the EWP if those changes are significant, as determined by the Evaluation COR.

When planning and conducting the evaluation, ET(s) will make every effort to reflect opinions and recommendations of all key project stakeholders from Ukrainian government, donors, civil society, media, and other private sector organizations.

ET(s) will invite the Evaluation COR and other relevant Mission personnel to participate in all meetings, site visits and other activities planned in conjunction with the evaluation as soon as those events are on agenda. ET(s) will conduct weekly briefings on each evaluation for the Evaluation COR and Activity Managers, OEG and/or ODG, and other relevant Mission personnel in order to keep them informed of the progress of the evaluation and any issues that may arise.

IX. Logistical Support

The Contractor will be responsible for all logistical support of the evaluation, including translation/interpretation, transportation, accommodation, meeting/visit arrangements, and office space, equipment, and supplies. The Contractor must not expect any substantial involvement of

Mission staff in either planning or conducting the evaluation. Upon request, the Mission will provide the Contractor with introductory letters to facilitate meeting arrangements. USAID requests that any forthcoming American and Ukrainian holidays be considered in scheduling evaluation meetings, surveys, and visits in the United States and Ukraine.

ANNEX II: EVALUATION TEAM QUALIFICATIONS

The UNITER evaluation team consists of three key personnel who will serve as chief implementers of the evaluation work plan including all data collection and analysis methodologies, communications with USAID/Ukraine in Kyiv, and the completion of final deliverables.

1. The **Evaluation Team Leader**, Dr. Sarah Tisch, has 24 years' experience as a gender specialist, with a background in governance, civil society and economic growth and experience working in Ukraine. She will coordinate the Team's efforts, conduct the gender analysis and is responsible for the final evaluation report. She is primarily responsible for evaluation question 2.
2. The **Evaluation Specialist**, Dr. Andrew Green, is an evaluation expert with extensive experience with the monitoring and evaluation of civil society programs, including evaluations of regional projects involving the International Center for Not-for-Profit Law (ICNL) in Central and Eastern Europe and in the Middle East. He is primarily responsible for evaluation question 4 and will ensure the validity of the evaluation approach, tools and provide data quality assurance.
3. The **Civil Society Expert**, Ms. Orysia Lutsevych, has over 12 years of experience in civil society and good governance, with extensive experience conducting performance evaluations of civil society policy and training programs in Ukraine. She is primarily responsible for evaluation question 3 and analyzing data from the voluntary email survey and focus groups.

All three team members will address evaluation question 1.

The Team will be provided with ample support from a team of SI home office (HQ) personnel and a locally-based logistician as follows:

1. The **Senior Technical Advisor (STA)**, Dr. Richard Blue, will provide quality assurance such that the USAID Evaluation Policy guidelines are abided during all stages of the evaluation. As STA, Dr. Blue will conduct a substantive review of all draft and final deliverables prior to each submission to USAID/Ukraine. Dr. Blue has developed and managed evaluation systems and has conducted over 30 evaluations and other analytical services relevant to improving the results, impact, and sustainability of development programs for over 30 years. He has conducted complex, mixed method evaluations in 23 countries. In addition, he brings substantial experience with civil society development and strengthening, and conducting civil society assessments around the world.
2. The **Project Manager**, Ms. Rajwantie Sahai, will serve as the primary point of contact for USAID/Ukraine regarding work plan management and contract discussions. As much as feasible, Dr. Tisch, will be included in any concerns regarding the implementation of this work plan. Ms. Sahai will also review and finalize all deliverables, working alongside Dr. Blue to apply quality assurance procedures including the use of SI's 46-point USAID Final Report Checklist (see Annex B). Ms. Sahai has served as a Project/Program Manager on over five program evaluations including serving in a dual evaluation and youth specialist role on two field teams, respectively.

3. The **Project Assistant**, Ms. Erin Crossett, will provide additional backstopping support to the field and home office teams. Ms. Crossett will communicate some logistical support to the field team, while working closely with the Ukraine-based Logistician to ensure successful implementation of the work plan. Ms. Crossett will also initiate security and insurance discussions with the team as well as secure appropriate policies to protect the well-being of the team will they are conducting data collection activities in Ukraine. Both Ms. Crossett and Ms. Sahai will work together to provide contingency support in the case of unforeseen circumstances requiring medical, or other personal assistance, including rapid recruitment of replacement personnel.
4. A **local Logistician** based in Ukraine, Ms. Tatiana Pasichnyk, based in Kyiv, is providing in-country logistical support to the team. She will meet with and work in close consultation with the field team to schedule meetings and reach key stakeholders to disseminate relevant information of the evaluation. Ms. Pasichnyk comes with extensive experience providing logistical support to evaluation and implementation teams partnering with USAID to implement a diverse portfolio of projects.

ANNEX III: CONFLICT OF INTEREST DISCLOSURE FORMS

ANNEX X: DISCLOSURE OF ANY CONFLICTS OF INTEREST

[The Evaluation Policy requires that evaluation reports include a signed statement by each evaluation team member regarding any conflicts of interest. A suggested format is provided below.]

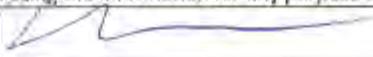
Name	Sarah Tisch
Title	Gender Practice Leader
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	AID-121-TO-13-00004
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	
<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
Signature	
Date	September 30, 2013

Name	Orysia Lutsevych
Title	Civil Society Expert
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	AID-121-TO-13-00004
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	X Yes <input type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	December 2, 2013

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Audrey Green
Title	Off-Practice Lease / Intern Manager
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	AID-121-TO-13-00004
USAID Project(s) Evaluated (include project name(s), implementer name(s) and award number(s), if applicable)	Ukraine LINC/UNITER
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	
<p>I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.</p>	
Signature	
Date	18 October 2013

ANNEX IV: EVALUATION METHODS AND LIMITATIONS

Data Collection Approaches

The Team used a mixed-methods approach to complete a thorough and effective performance evaluation within the timeline and budget parameters of this contract. Starting with a review of project documents, the Team identified and met with select stakeholders in the U.S., and then travelled to Ukraine. While in Ukraine, the team conducted semi-structured key informant interviews (SKII) and focus groups with selected UNITER stakeholders throughout Ukraine, including Crimea. Additionally, UNITER partners and grantees were invited to participate in a voluntary survey by email (hosted on an online survey site called SurveyMonkey®). These data collection methods yielded both quantitative and qualitative data and are described in greater detail below. The Evaluation Evidence Matrix is in the approved work plan Annex V, sub Annex C consolidates the data collection approach for further clarity.

Document Review: The Team reviewed semi-annual and annual reports, monitoring data, relevant assessments and evaluations, and appropriate contextual data and information from government sources and reports. The Team looked at reports on citizen engagement and the legal environment for civil society written by USAID and other non-USAID other program implementers and independent researchers. In addition to documents provided directly by the Mission, other USAID implementing partners, and donor-funded projects in the civil society sector, the Team consulted secondary sources to verify the information presented in project documents. The document review was considered as a first iteration toward answering the evaluation questions.

Semi-Structured Key Informant Interviews (SKII): The Team used a semi-structured approach to interviews, allowing for a level of standardization across interviews, as well as flexibility and adaptability to context and the particular person or group of people being interviewed. The SKII protocols were finalized by the Team after in-depth consultations with UNITER and USAID/Ukraine staff. Each type of SKII differed depending on the key informant's role and "causal distance" grouping from activities, as well as the extent of the key informant's involvement in UNITER activities and the time available for interviewing. SKIIs were held with the following groups:

- **UNITER Partners** (9 SKIIs). From the stakeholder list provided by the UNITER project, the Team discerned a total of 19 organizations that fall into the UNITER Partner category. SKIIs included EEF, Center for Political Studies and Analysis (CPSA), Democratic Initiatives Foundation (DIF), Counterpart Creative Center (CCC), Agency for Legislative Initiatives (ALI), GURT Resource Center, and Ukrainian Center for Independent Political Research (UCIPR), New Citizen (NC) and ISAR Ednannia.
- **UNITER Grantees** (10 SKIIs).¹ Includes Kyiv-based UNITER grantees engaged with advocacy campaigns: Center for United Actions (CUA), TORO Creative Union (TORO), and Institute for World Policy (IWP). In Crimea this included: Young Civil Servants, Aibolit, Crimea Association for Regional Development, the Center for Disabled Women "Berenginya," three Crimea Innovation Fellows; and the 16 community representatives in

¹ Note that gender-focused questions/data will be an integral part of all data collection formats used by the Team.

Bakhchysaray who had received mini-grants through the Community Enhancement Center.

- **East European Foundation (EEF) Grantees** (14 SKIIs of 71 grantees). This included grantees from the following locations: Donetsk: Foundation for Regional Initiatives, Alliance, Every Voice, Dialog; Luhansk: Eastern European Centre for Civic Initiatives; Odessa: Andrii Krupnyk- All Ukrainian NGO Association for Community Self-Organization, and the Public Institute of Social Technologies. Two CHESNO Campaign Regional Coordinators (Odessa and Kyrovohrad). NGOs receiving no support from UNITER: Odessa: Women/Health/Longevity, HUB; Kyrovohrad: Flora, Territoyia Uspiha; Donetsk: Donbas, and Dobrata.
- **External Experts** (17 SKIIs). This included other donors Swedish International Development Agency (SIDA), UN Development Programme (UNDP), International Renaissance Foundation (IRF), Canadian International Development Agency (CIDA), and European Union (EU). Ukrainian Government (GOU) representatives: two Members of Parliament; officials from Municipality Odessa Oblast, the Odessa Oblast Administration, and an advisor to the Crimean government; a member of the Cabinet of Secretaries office for civil society, and the Ombudsman's office. Three journalists: one in Crimea and two in Kyiv. A CSO lawyer in Kyiv and the Caritas regional office in Odessa. Two USAID Implementing partners with close ties to UNITER: Agroinvest (Chemonics International) and U-Media (Internews Network).

According to the information given to the Team, there have been:

- 62 grants through UNITER under Objectives 1 and 2:
 - 25 in Kyiv or Washington, DC
 - 35 in Crimea
 - 2 in Kyrovohrad

At the in-briefing meeting with USAID on October 23, 2013, it was agreed that field visits should take place in Kyiv, Odessa, Kyrovohrad, Donetsk, and Luhansk. These locations were selected to cover areas where both UNITER had activities and where USAID has less information about CSOs activities. As mentioned above, the voluntary SurveyMonkey[®] survey would also extend the reach of data collection activities.

A great deal of effort was spent in seeking interviews with respondents in each city. Respondents were selected from a database provided to the team by USAID from the UNITER project, listing UNITER partners, EEF. Many individuals sought were not available giving the timing, and the three respondents planned for Luhansk were cancelled due to a schedule change from USAID. Given the near ubiquity of the UNITER project reach over the past five years combined with the efforts of other donors, it was difficult to go to locations where no UNITER project activities occurred. It was not feasible to account for regional diversity, as had been planned initially.

The field visits focused on SKIIs with local government officials, UNITER grantees and partners, and with CSOs involved in national or local (regional or municipal) advocacy campaigns that did not participate in UNITER activities. The Team was able to identify external actors such as journalists and government advisors to interview, and these SKIIs provided different perspectives and helped mitigate bias.

The evaluation respondents may be summarized in the box below:

Box I: Evaluation Respondents Summary

The team conducted semi-structured interviews with 63 key informants, a focus group with 16 participants, and a mini-survey with 68 respondents:

	Total	Male	Female
Individual Interviews	63	28	35
UNITER key partners	11	7	4
UNITER Grantees, Marketplace voucher users, and Fellows in Kyiv and Crimea	10	2	8
EEF Grantees, CHESNO Regional Coordinators, Comparison NGOs	17	7	10
External actors (other donors, other USAID implementing partners, Ukrainian government officials, and journalists)	25	12	13
Focus Group in Crimea	16	6	10
Mini-surveys	68	-	-
UNITER partners (out of 69 total; 45%)	31	-	-
EEF Grantees (out of 71 total; 52%)	37	-	-

These numbers do not include an interview with two UNITER staff.

For the separate mini-surveys surveys of UNITER partners and EEF grantees, of the 69 UNITER partners 31 responded (45%); of the 71 EEF grantees, 37 responded (52%), for a total of **63** survey respondents.

The SKII protocol can be reviewed in Annex III and a Key Informants (KI) list in Annex IV.

Mini-Survey: While the Team conducted site visits to CSO grantees outside of Kyiv, the sheer number and the geographic distribution of UNITER activities precluded a more extensive effort given the in-country timeframe. The mini-survey allowed for the gathering of evidence from otherwise unreachable key informants. First, the Team contacted UNITER grantees and partners who worked on Objectives I and II by email and requested that they voluntarily complete a mini-survey on SurveyMonkey®. There are two versions of this mini-survey: one for UNITER partners and one for EEF grantees. The responses are anonymous within these two categories of UNITER beneficiaries. The final version of the mini-surveys to UNITER partners and EEF grantees are in Annex III.

For the separate online surveys of UNITER partners and EEF grantees, of the 69 UNITER partners 31 responded (45%); of the 71 EEF grantees, 37 responded (52%).

Focus Groups (FGs): The Team conducted one Focus Group (FG) with key informants who use services from one of five Community Enhancement Centers (CEC). The focus group was held in Bakhchysaray with 16 individuals (6 males and 10 females). These individuals were all recipients of mini-matching grants administered through the CEC. The FG was held in both Russian and Ukrainian and transcribed in both English and Russian. Each of the 16 individuals spoke openly about their experience with the prioritization and selection process for the mini-

grants. The team reviewed possibilities of holding other FG discussions with different UNITER partners and grantees and concluded that the SKIIs will yield more relevant information to the evaluation questions. The FG transcript was used as supplemental information and in the triangulation process described below. The FG protocol can be found in Annex III.

Site Visits: Given the extensive geographic scope of UNITER, the number of key UNITER partners, and the concentration of activities in Kyiv and Crimea, the Team focused on using the scarce resource of time most efficiently. In Kyiv, the Team worked as a single unit as much as was feasible; however, given time limitations and distances needed to travel, at some points the team divided into two sub-groups, to reach as many respondents as possible. The interview list can be viewed in Annex III.

Data Triangulation: Information gained from the SKIIs was triangulated by review of UNITER reports and the other-sourced documents mentioned above by the Team. Next, data from the voluntary mini-survey of UNITER grantees and partners administered through SurveyMonkey[®] was reviewed. Finally, the Team analyzed potential findings across these data sources to generate synthesized findings for that activity. Information gained from SKIIs with CSOs not participating with UNITER was compared to the SKIIs with UNITER stakeholders.

Gender Analysis: The Team was prepared to identify any gaps between males and females in their experience with the project activities, and any implementation gaps that may have prevented UNITER from responding effectively to gender issues by conducting SKII group interviews and/or FGs separately with males and females. However, once the team asked for a meeting we did not have control over who was actually available for the interview at the available time. The team always met with leadership, but sometimes several other staff members would join the interview. As well, once the SKII information was collated into evidence tables, the Team realized in the review that there were no differences between the male and female respondents in their perspectives about UNITER. All information regarding the use of gender analytic tools and how UNITER addressed gender issues is collected in the gender analysis domains framework tables in Annex VII.

Data Analysis

For each evaluation question, the Team organized and disaggregated data obtained from different methods and sources, reviewed it for reliability and validity, and triangulated it to compare findings based on multiple methods, forms of data, sources of data and levels of data or respondents. The Team used sex-disaggregated data as available to identify any differences between males and females. The Team used the ‘domains of analysis’ approach to identify and review how UNITER tools and approaches helped CSO partners and grantees identify and addressed the different voices of males and female constituents in their advocacy campaigns (see Annex VII).

Limitations

Below we describe several noteworthy limitations on comparison, and hence attribution.

Bias: The Team mitigated bias by triangulating between multiple sources of data with the assistance of qualitative evidence matrices. By combining information from multiple sources, i.e., documents, interviews, and mini-survey data, the effect of biases on the analysis is mitigated as much as possible. The Team also used questions about specific examples of

knowledge use, which helped probe general responses more thoroughly. Finally, the inclusion of key informants with different ‘causal distances’ from the activity, i.e., indirect beneficiaries and external experts, provided evidence from different perspectives. The Team was able to interview 5 non-participating CSOs and one non-participating international organization with branches in Ukraine.

The Team found that interviews conducted by an individual or a group of two instead of all three Team members did not introduce a significant source of bias. First, the SKIIs are based on a standard protocol for use in all interviews by each Team member. These were checked by other team members for completeness and clarity daily. Second, any particular finding of fact or conclusion is based on multiple points of evidence for any data source type. Finally, the analysis is discussed and conducted by the Team as a whole, using summary note templates. As would be the case anywhere in the world, it is possible that translation mistakes may distort evidence. The Team feels this potential risk was mitigated by the presence of Ukrainian and Russian speakers on the Team and the use of translators. The Team disaggregated data by sex to discern any equality gaps between males and female project participants and beneficiaries, specific project sites, and other key factors. The Team coded the qualitative data collected so the frequency of responses can be measured.

Inability to explore causality: The M&E plan for the UNITER project did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to UNITER alone. While this evaluation explores causal links, it cannot authoritatively ascribe impact or a direct causal relationship between observed outcomes and UNITER. The evaluation focuses less on causality than on assessing the projects’ contribution to intended outcomes for Objectives I and II, taking into consideration other events and development actors at work during the same time period.

Qualitative research: While providing rich, in-depth information, the qualitative data is subject to the standard limitations of qualitative research. First, evaluators often encounter recall bias. Male and female respondents may respond to questions with answers blending their experiences into a composite memory, or from past trainings by other donor-funded organizations. For CSOs that engaged with UNITER, there were a number of other past and current initiatives from other donors providing training or project funding at the same time. Additionally, training took place sometime in the past, so respondents are not able to provide the level of detail needed in an evaluation. As well, we noted that the online survey responses were more positive than the in-person interviews. Second, response bias is a common problem for evaluations. For example, advocacy grant recipients may provide the interviewer with positive remarks because they hope that such grant making will continue in the future, regardless of the effect of that activity. The team noted this tendency and it was borne out in the SKII responses, where NGO and CSO staff, activists, local government officials, and other stakeholders understood that a negative evaluation could mean the end of a project that provided them with needed training, grants, or other benefits. Third, selection bias in the form of contacts provided by the implementers meant that the Team might only hear from people with positive experiences. A sub-hypothetical question was used: *What would have happened without UNITER support? Could you have found other funding for these activities, or did UNITER bring more than funding?* We note that this question does have the potential to skew results as groups tend to self-report a positive.

To mitigate these risks the Team triangulated qualitative data gathered from interviews and focus groups with quantitative data provided by UNITER and collected during the evaluation from secondary sources. The Team sought USAID and UNITER guidance regarding which individuals to interview and sought out individuals beyond these to broaden the sample. When it became clear that a pre-test was not feasible because of time constraints, the Team adjusted lines of questioning that were not relevant to the respondent, while seeking responses to all four evaluation questions. However, it is important to note that the SKII protocols followed the evaluation questions and no additional questions were added.

Baseline limitation. There were no compiled baseline data collected by the UNITER. In 2009 UNITER commissioned a study by Counterpart Creative Center Report on Baseline Assessment of the UNITER Grantees. In the Advocacy Index used for the study, CSOs are asked about the input of women and minorities in public fora, and whether policy formation is done in a gender-sensitive manner (see p. 35). This baseline study was used for the CSO sustainability index, and not by the UNITER project in its own Project Monitoring Performance (PMP). Because of this, the Team used several recent studies of civil society to provide comparison with evaluation findings. A recent study on Internet use in Ukraine by the National Institute of Sociology and other secondary sources are used to allow for comparison with evaluation findings.

ANNEX V: EVALUATION WORK PLAN



USAID/Ukraine EVALUATION OF THE UKRAINE NATIONAL INITIATIVES TO ENHANCE REFORMS (UNITER) PROJECT

Work Plan

Limited Internal Distribution

October 2013

This publication was produced for review by the United States Agency for International Development. It was prepared by Social Impact, Inc.

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1. INTRODUCTION

This section briefly presents a background of the Ukraine National Initiatives to Enhance Reforms (UNITER) Project, the evaluation purpose and questions, and the Social Impact, Inc. (SI) Evaluation Team (Team) as an introduction to the work plan.

1.1 Project Background

UNITER, also known as the ‘Strengthening Civil Society in Ukraine (SCSU) Project,’ was designed to help consolidate democratic governance in Ukraine by developing a more vibrant civil society and more robust non-governmental organizations (NGOs). UNITER is aligned with United States government (USG) foreign policy objectives and the Agency for International Development (USAID) priorities of strengthening sustainable and accountable democratic institutions to support Ukraine’s Euro-Atlantic integration. UNITER aims to address systematic sector-wide challenges to civil society and to support various democracy promotion, policy monitoring, and advocacy initiatives of Ukrainian NGOs. The project was expected to achieve this by focusing on four related objectives:

- I. NGOs better represent citizen interests and drive reform agenda through more effective advocacy, monitoring and activism;
- II. The relevant legislative framework for civil society approaches European standards;
- III. NGOs are more transparently governed and capably managed;
- IV. CSOs are more financially sustainable and less dependent on foreign donors.

UNITER provided assistance through grants to civil society organizations (CSO) on a competitive basis to support national and local level advocacy and reform efforts in important development areas across Ukraine (Objective I). These grants were complemented by additional resources allocated to building thematic civil society networks and coalitions, revealing corruption and promoting fair elections, and strengthening Crimean CSOs and increasing cooperation between CSOs operating in Ukraine, Moldova, and Belarus (Objective I) and improving operational environment for CSOs in Ukraine (Objective II)). To engage local CSOs as equal partners in the implementation of project activities, UNITER selected several NGOs working in Ukraine and provided them with larger grants to support their operations and organizational development.

UNITER was implemented by Pact under a Cooperative Agreement (CA) beginning in October 1, 2008 through September 30, 2013. USAID modified the CA with Pact several times in 2009, 2010, and 2012 to include additional activities under Objective I, such as additional civil society programming in Crimea, election and (with limited efforts available for) cross border programming.

1.2 Evaluation Purpose and Questions

USAID/Ukraine has contracted SI to conduct a final performance evaluation of UNITER as outlined in the evaluation Scope of Work (SOW), reproduced in Annex A. While the UNITER project has four objectives, this evaluation will only assess the effectiveness of **Objective I** (50 percent of total project level of effort) and **Objective II** activities (5 percent of total project effort), which are intended to improve Ukrainian civil society legislation and to help Ukrainian CSOs better represent citizen interests and drive reform agenda. The Team will also offer approaches for potential follow-on programming particularly with regard to NGOs' engagement of citizens as well as further reform advocacy efforts (with a special focus on EU integration related

reforms). As requested by USAID, drawing from the evaluation findings, the team will make recommendations that outline two pre- and post-2015 scenarios regarding the potential prospects for an improved or declining environment for CSOs during the 2014-2015 timeframe and for a similar scenario for the 2015 and beyond period.

The specific questions to be addressed in this evaluation are:

1. For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?
2. Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine and why?
3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and influence the environment for civil society in Ukraine? Which of those practices and behaviors were perceived to be the most crucial to bringing change in the activities and in the environment for civil society in Ukraine?
4. What major changes in the activities of and in the environment for civil society in Ukraine do CSOs and other stakeholders perceive to be the result in whole or in part of the work of UNITER and its partner organizations?

The Team will visit key UNITER partners and grantees in Kyiv, Crimea, and other localities in Ukraine as determined in consultation with USAID/Ukraine. In answering evaluation questions 2, 3, and 4 the Team will highlight gender specific approaches and outcomes. The Team intends to use the USAID Domains of Gender Analysis framework to identify any gender-based gaps between males and females and examine how UNITER addressed them.

1.3 SI Evaluation Team Roles and Responsibilities

The UNITER evaluation team consists of three key personnel who will serve as chief implementers of the evaluation work plan including all data collection and analysis methodologies, communications with USAID/Ukraine in Kyiv, and the completion of final deliverables.

4. The **Evaluation Team Leader**, Dr. Sarah Tisch, has 24 years' experience as a gender specialist, with a background in governance, civil society and economic growth and experience working in Ukraine. She will coordinate the Team's efforts, conduct the gender analysis and is responsible for the final evaluation report. She is primarily responsible for evaluation question 2.
5. The **Evaluation Specialist**, Dr. Andrew Green, is an evaluation expert with extensive experience with the monitoring and evaluation of civil society programs, including evaluations of regional projects involving the International Center for Not-for-Profit Law (ICNL) in Central and Eastern Europe and in the Middle East. He is primarily responsible for evaluation question 4 and will ensure the validity of the evaluation approach, tools and provide data quality assurance.

6. The **Civil Society Expert**, Ms. Orysia Lutsevych, has over 12 years of experience in civil society and good governance, with extensive experience conducting performance evaluations of civil society policy and training programs in Ukraine. She is primarily responsible for evaluation question 3 and analyzing data from the voluntary email survey and focus groups.

All three team members will address evaluation question 1.

The Team will be provided with ample support from a team of SI home office (HQ) personnel and a locally-based logistician as follows:

5. The **Senior Technical Advisor (STA)**, Dr. Richard Blue, will provide quality assurance such that the USAID Evaluation Policy guidelines are abided during all stages of the evaluation. As STA, Dr. Blue will conduct a substantive review of all draft and final deliverables prior to each submission to USAID/Ukraine. Dr. Blue has developed and managed evaluation systems and has conducted over 30 evaluations and other analytical services relevant to improving the results, impact, and sustainability of development programs for over 30 years. He has conducted complex, mixed method evaluations in 23 countries. In addition, he brings substantial experience with civil society development and strengthening, and conducting civil society assessments around the world.
6. The **Project Manager**, Ms. Rajwantie Sahai, will serve as the primary point of contact for USAID/Ukraine regarding work plan management and contract discussions. As much as feasible, Dr. Tisch, will be included in any concerns regarding the implementation of this work plan. Ms. Sahai will also review and finalize all deliverables, working alongside Dr. Blue to apply quality assurance procedures including the use of SI's 46-point USAID Final Report Checklist (see Annex B). Ms. Sahai has served as a Project/Program Manager on over five program evaluations including serving in a dual evaluation and youth specialist role on two field teams, respectively.
7. The **Project Assistant**, Ms. Erin Crossett, will provide additional backstopping support to the field and home office teams. Ms. Crossett will communicate some logistical support to the field team, while working closely with the Ukraine-based Logistician to ensure successful implementation of the work plan. Ms. Crossett will also initiate security and insurance discussions with the team as well as secure appropriate policies to protect the well-being of the team will they are conducting data collection activities in Ukraine. Both Ms. Crossett and Ms. Sahai will work together to provide contingency support in the case of unforeseen circumstances requiring medical, or other personal assistance, including rapid recruitment of replacement personnel.
8. A **local Logistician** based in Ukraine, Ms. Tatiana Pasichnyk, based in Kyiv, is providing in-country logistical support to the team. She will meet with and work in close consultation with the field team to schedule meetings and reach key stakeholders to disseminate relevant information of the evaluation. Ms. Pasichnyk comes with extensive experience providing logistical support to evaluation and implementation teams partnering with USAID to implement a diverse portfolio of projects.

2. EVALUATION METHODOLOGIES

2.1 Data Collection Approaches

The Team will use a mixed-methods approach to complete a thorough and effective performance evaluation with the timeline and budget parameters of this contract. Starting with a review of project documents, the Team will identify and meet with select stakeholders in the U.S., and then travel to Ukraine. While in Ukraine, the team will conduct semi-structured key informant interviews (SKII) and several focus groups with selected UNITER stakeholders. Additionally, UNITER partners and grantees will be invited to participate in a voluntary survey by email (hosted on an online survey site called Survey Monkey). These data collection methods will yield both quantitative and qualitative data and are described in greater detail below. An Evaluation Matrix in Annex C consolidates the data collection approach for further clarity.

Document Review: The Team will review semi-annual and annual reports, monitoring data, relevant assessments and evaluations, and appropriate contextual data and information from government sources and reports, such as the surveys done by the National Institute of Sociology on citizen values and civil society; and the 2012 National Institute for Strategic Studies report on the state of civil society in Ukraine. The Team will also look at reports on citizen engagement and the legal environment for civil society written by other program implementers and independent researchers. In addition to documents provided directly by the Mission, other USAID implementing partners, and donor-funded projects in the civil society sector, the Team will consult secondary sources to verify the information presented in project documents. The document review will be considered a first iteration toward answering the evaluation questions.

Semi-Structured Key Informant Interviews (SKII): The Team will use a semi-structured approach to interviews, allowing for a level of standardization across interviews, as well as flexibility and adaptability to context and the particular person or group of people being interviewed. The SKII protocols were finalized by the Team after in-depth discussions with UNITER and USAID/Ukraine staff. Each SKII will differ depending on the key informant's role and "causal distance" from activities, as well as the extent of the key informant's involvement in UNITER activities and the time available for interviewing. SKIIS will be held with the following groups:

- UNITER major partners, East Europe Foundation (EEF) grantees, and UNITER fellows
- Ukrainian local government officials
- CSOs working on non-UNITER advocacy campaigns and not involved with UNITER: We will also consider local business associations where these exist and the context is appropriate. This last category of groups represent a source for counterfactual information, as we will be visiting adjacent population centers to places where UNITER was not active or minimally active.

The field visits will focus on semi-structured interviews with local government officials, UNITER grantees and partners, and with CSOs involved in national or local (regional or municipal) advocacy campaigns that did not participate in UNITER activities. To the extent that the Team is able to identify indirect beneficiaries or external actors to interview, this will be done in order to generate data from different perspectives and thereby mitigate bias. The Team's

goal for interviews is 65-80 individuals, from a non-random sample and based primarily on availability. According to the information given to the Team, there have been:

- 62 grants under Objectives 1 and 2:
 - 25 in Kyiv or Washington, DC
 - 35 in Crimea
 - 2 in Kirovohrad

The Team conservatively estimates conducting SKIIs of 20 grantee or fellow interviews in Kyiv; 23 grantee or fellow interviews in Crimea; 13 SKIIs of UNITER grantees, partners, fellows, and counterfactual grantee interviews in Odesa, Mikolaiyiv, and Kirovohrad; and 8 grantee or counterfactual interviews in Luhansk and Donetsk, for a total of 64 grantee, fellow, and counterfactual interviews. Combined with the estimated 15 interviews with Pact and other major partners and 10 with external experts and USG personnel, we estimate completing a total of 79 interviews while in Ukraine.

The SKII protocol can be reviewed in Annex D and a Key Informants (KI) draft list in Annex E.

Mini-Survey: While the Team plans to conduct site visits to CSO grantees outside of in Kyiv, the sheer number and the geographic distribution of UNITER activities preclude a more extensive effort given the in-country timeframe. The value of mini-survey is that it allows for the gathering of evidence from otherwise unreachable key informants. First, the Team will contact UNITER grantees and partners who worked on Objectives I and II by email and request that they voluntarily complete a mini-survey on SurveyMonkey[®]. There are two versions of this mini-survey: one for UNITER partners and one for EEF grantees. The responses are anonymous within these two categories of UNITER beneficiaries. The final version of the mini-surveys to UNITER partners and EEF grantees are in Annex F.

Focus Groups (FGs): The Team plans to conduct one Focus Group (FG) with key informants who use services from UNITER grantees in Crimea. This is where the greatest concentration of service-delivery focused CSO UNITER grantees are located, and where it is possible to gather a relevant group of males and females who use services provided by CSOs. The team reviewed possibilities of holding other FG discussions with different UNITER partners and grantees and concluded that the SKIIs will yield more relevant information.

The qualitative responses of FG participants will be entered into an evidence table and will be used as supplemental information and will be used in the triangulation process described below. The FG protocol can be found in Annex G.

Site Visits: Given the extensive geographic scope of UNITER, the number of key UNITER partners, and the concentration of activities in Kyiv and Crimea, the Team must use the scarce resource of *time* most efficiently. After arrival in Kyiv, the Team will work as a single unit as much as is feasible, however, given time limitations and distances needed to travel, at some points the team will divide into two sub-groups, in order to reach concentrations of CSOs that worked on citizen-driven advocacy campaigns around the country and those that focused on improving the legal environment for CSOs in Kyiv.

The Team plans to conduct interviews in Washington, DC; Kyiv, Simferopol/Balchchysaray; Odesa/Mykolayiv; Kirovohrad; and Donetsk/Luhansk. The second location listed for several cities represents where counterfactual interviews will take place. These

locations were selected in consultation with USAID/Ukraine to cover areas where both UNITER had activities and where USAID has less information about CSOs activities. As mentioned above, the voluntary SurveyMonkey® survey should also extend the reach of the data collection.

During the site visits, the Team will conduct SKIIs and FGs with project beneficiaries, SKIIs with regional project implementers, local government representatives and other UNITER stakeholders. To the extent feasible, the Team will employ relevant evaluation methods to gather comparative data among sites where UNITER activities were not carried out.

Data Triangulation. Information gained from the SKIIs will be triangulated by review of UNITER reports and the other-sourced documents mentioned above by the Team. Next, data from the voluntary mini-survey of UNITER grantees and partners administered through SurveyMonkey® will be reviewed. Finally, the Team will analyze potential findings across these data sources to generate synthesized findings for that activity. The UNITER performance monitoring plan (PMEP) will be reviewed analyze this data and incorporate relevant elements into interview questions and mini-surveys.

The Team will gather counterfactual information in all locations.

- Kyiv—with CSOs who worked on public health issues
- Simferopol and Balchchysaray
- Odesa and counterfactual-Mykolayiv
- Kirovohrad
- Donetsk and counterfactual Luhansk

The counterfactual will take place with CSOs who did not work with UNITER in any significant way and who were involved with advocacy campaigns concerning: Patient Rights (Ukrainian Community Advisory Board, EU Accession, or Environmental issues. We will also consider local business associations where these exist and the context is appropriate. This last category of groups represent a source for counterfactual information, as we will be visiting adjacent population centers to places where UNITER was not active or minimally active.

To identify any gaps between males and females in their experience with the project activities, and any implementation gaps that may have prevented UNITER from responding effectively to gender issues, the Team may conduct group interviews and/or FGs separately with males and females. All data from UNITER participants and the counterfactual will be triangulated against the gender analysis domains framework table.

2.2 Data Analysis

For each evaluation question, the Team will organize and disaggregate data obtained from different methods and sources, review it for reliability and validity, and triangulate it to compare findings based on multiple methods, forms of data, sources of data and levels of data or respondents. The Team will use sex-disaggregated data to identify any differences between males and females. The Team will use the ‘domains of analysis’ approach to identify and review how UNITER tools and approaches helped CSO partners and grantees identify and addressed the different voices of males and female constituents in their advocacy campaigns.

It should be noted that the Team will not be employing a Social Return on Investment (SROI) methodology in this evaluation. During the proposal development stage prior to award, SI posed

a question to USAID of whether to repeat the SROI methodology used in the mid-term evaluation or if the Agency expected this evaluation to use any other specific elements of the mid-term evaluation. USAID/Ukraine's proposal team responded in the negative in both cases. As this response informed SI's proposed plan and budget, and subsequent agreement to the current SOW, the team is hesitant to employ the SROI methodology. Of additional note, the Team has some technical questions about this methodology given the time frame, as the SROI can be quite labor-intensive to apply.

2.3 Limitations

The mixed-methods approach outlined in Section 2.1 is designed to overcome several limitations identified by the Team during the proposal and work planning stages. These limitations are indicated below with an explanation of the Team's plan to address each.

Bias: The Team will address bias by using multiple sources of data to triangulate on an evaluation issue, with the assistance of qualitative evidence matrices. By combining information from multiple sources, i.e., documents, interviews, and mini-survey data, the effect of biases on the analysis will be mitigated as much as possible. Another approach that pertains particularly to interviews will be the use of questions about specific examples of knowledge use. This will help the Team probe general responses more thoroughly. Finally, the inclusion of key informants with different 'causal distances' from the activity, i.e., indirect beneficiaries and external experts, will provide evidence from different perspectives. If possible, the Team will gather information from non-participating individuals and organizations. Specific limitations are listed below, along with proposed strategies for mitigation.

We feel that interviews conducted by an individual or a group of two instead of all three Team members do not introduce a significant source of bias. First, the SKIIs will be based on a standard protocol for use in all interviews by every Team member. These will be checked by other team members for completeness and clarity. Second, any particular finding of fact or conclusion must be based on multiple points of evidence for any data source type. Finally, the analysis is conducted by the Team as a whole, using summary note templates and group-based discussions. As would be the case anywhere in the world, it is possible that translation mistakes may distort evidence. The Team will hold discussions about SKIIs and focus groups conducted each day. The Team feels this potential risk is mitigated to a large extent by the presence of Ukrainian and Russian speakers on the Team, the use of professional translators as needed, the application of best practices when engaging with professional translators, and as noted above, a Team-based approach to analyzing evidence.

The Team will disaggregate data by sex to pay particular attention to equality gaps between males and female project participants and beneficiaries, specific project sites, and other key factors. To the extent possible, the Team will code the qualitative data collected so the frequency of responses can be measured.

Inability to explore causality – The M&E plan for the UNITER project did not include random selection of treatment and control groups, and therefore it is not possible to attribute impact to these projects alone. This evaluation will explore causal links, but will be unable to authoritatively ascribe impact or a direct causal relationship between observed outcomes and UNITER. The evaluation will focus less on causality than on assessing the projects' contribution to intended outcomes for Objectives I and II, taking into consideration other events and development actors at work during the same time period.

Qualitative research – While providing rich, in-depth information, the qualitative data will be subject to the standard limitations of qualitative research. First, evaluators often encounter recall bias. Male and female CSO personnel may respond to questions with answers blending their experiences into a composite memory, or from past trainings by other donor-funded organizations. For CSOs that engaged with UNITER, there may have been a number of other initiatives from other donors providing training or project funding at the same time. Additionally, training may have taken place sometime in the past, so respondents are not able to provide the level of detail needed in an evaluation.

Second, response bias is a common problem for evaluations. For example, advocacy grant recipients may provide the interviewer with positive remarks because they hope that such grant making will continue in the future, regardless of the effect of that activity. We fully expect that NGO and CSO staff, activists, local government officials, and other stakeholders may understand that a negative evaluation could mean the end of a project that provided them with needed training, grants, or other benefits.

Third, selection bias in the form of contacts provided by the implementers could mean that the Team may only hear from people with positive experiences. To mitigate these risks the Team will triangulate qualitative data gathered from interviews and focus groups with quantitative data provided by UNITER and collected during the evaluation from secondary sources. The Team will seek USAID and UNITER guidance regarding which individuals to interview and will also seek out individuals beyond those suggested by project staff to broaden the sample. The interview protocols are presented in the Annex and will be pre-tested in either Kyiv or a nearby town in which grantees are located to mitigate risk of response bias and identify potential instrumentation issues.

Baseline Limitation – It is unclear how much baseline data exists for UNITER. If a baseline study was not conducted, the Team will attempt to reconstruct a baseline from data generated by Government of Ukraine funded entities such as the National Institute of Sociology and the National Institute for Strategic Studies and other secondary sources to allow for comparison with evaluation findings.

3. MANAGEMENT AND IMPLEMENTATION STRATEGY

3.1 Summary of Scope and Methodologies

The USAID SOW has specified that this evaluation focus exclusively on UNITER Objectives I and II, with emphasis on UNITER's effectiveness at the local/regional as well as national level. The Crimean region is identified by USAID as being of special interest. Through Sections 1 and 2 of this Work Plan, the Team has carefully addressed requirements indicated in the evaluation SOW and understands USAID's main interests in knowing:

- The extent to which select UNITER activities improved Ukrainian civil society legislation;
- The effectiveness of UNITER activities in helping Ukrainian CSOs better represent citizen interests and drive a reform agenda.
- Based on the evaluation of 1 and 2, what approaches emerge for potential follow-on programming.

Each of these three issue areas will be addressed through the methodologies associated with the four evaluation questions listed in Section 1.2. As aforementioned, an Evaluation Matrix that organizes each data collection method alongside each question area can be found in Annex C. The Final Evaluation Report will be informed by methodological and analysis inputs included in the matrix. When possible, focus group discussions and key informant interviews will be designed to reflect the perspective of both UNITER partners and beneficiaries. While direct attribution will not be possible to measure, the Team will strive to make causal linkages wherever possible, taking into account the development actors and circumstances.

3.2 Implementation Approach

The Team's methodological approach and other requirements of the SOW will be implemented according to three implementation phases as follows:

Phase I Field Work Preparation and Initial Data Collection²

1. Review and organize project reports to better portray and summarize actual project activities by type, region, and issue/subject.
2. Prepare and disseminate an e-survey to all UNITER grantees, completed by October 22.
3. Identify initial list of Ukraine-based stakeholders, partners and informed experts.
4. Begin scheduling interview appointments for week of October 22:
 - a. Meet with stakeholders located in Washington DC identified by USAID: David Black; Laura Pavlovic, Faye Haselkorn; Natalia Bourjaily; and Sean Roberts.
 - b. Contact Partner resource centers to request assistance in assembling membership/ beneficiary focus groups.
5. Draft initial structured SKII and FG questions.
6. Begin contacting grantees and fellows in different site visit locations for interviews.
7. Finalize preliminary report outline and assign major analysis and writing assignments among team members.

Phase II Field Work: Ukraine

A. Data Collection: Kyiv

1. Meet with USAID (October 22) and Pact (October 23).
2. Refine work plan, data collection instruments, and gender analysis tables based in-brief discussion and results of e-survey.

² It is not within the scope of this evaluation to attribute absolute causal linkages, but it is possible to analyze data such that potential causal linkages are highlighted.

3. Prepare Domains of Gender Analysis tables and populate based on pre-arrival information.
4. Conduct Kyiv-based SKIIs (see expected numbers discussed in Section 2.1 under the “*semi-structured key informant interview*” method), remaining open to additional recommendations from local sources. The Evaluation Specialist will continue with Kyiv-based data collection as needed as the rest of the Team travels to eastern Ukraine.
5. Identify additional site visits outside of Kyiv and request support of regional resource centers in organizing focus groups.

B. Site Visits Outside Kyiv

1. All three Team members will conduct data collection activities in Kyiv. Dr. Tisch and Ms. Lutsevych will travel to Crimea and Donetsk/Luhansk. Dr. Green will travel to Odessa/Mykaleav and Kyrovograd,
2. Regional resource centers will help to organize meetings of local members/beneficiaries for mini-surveys and focus group discussions. The Team is currently organizing these meetings.
3. Additional stakeholders, including local authorities, political leaders, and other CSO leaders, will be interviewed to assess UNITER Partner effectiveness and impact.

C. De-brief and Presentation of Preliminary Findings and Analysis

1. Responses to the e-survey will be used to triangulate and refine findings from the SKIIs and project document and secondary data review.
2. Team conducts preliminary analysis of data from document review, surveys, SKIIs, and focus group discussions.
3. Team provides USAID and then Pact with preliminary findings, conclusions and recommendations November 8;
4. Team departs Kyiv November 9.

Phase III Reporting and Dissemination

1. Team prepares and submit draft evaluation report following guidelines indicated in SOW.
2. USAID to review, provide additional information/clarifications, and comments.
3. Team addresses USAID input and submits final draft for submission.
4. USAID approves and accepts final draft.
5. SI submits final report to DEC.
6. USAID prepares CPAR.

3.2 Management Approach

The Team will manage its evaluation approach through the following actions:

- Maintain close communication with USAID/Ukraine.

- Involve Ukrainian partners in a collaborative effort.
- Seek alternative perspectives and views from relevant non-stakeholders.
- Integrate a gender framework in all data collection and analysis formats.
- Retain focus on SOW questions, but be alert to un-anticipated consequences.
- Strive to capture and present instances of “probable causality” with respect to UNITER impact³.
- Triangulate qualitative and quantitative data during analysis to verify key findings and conclusions.
- Provide USAID with evidence-based conclusions and actionable recommendations at strategic, programmatic and project levels.
- Fulfill Team roles and responsibilities as discussed in Section 1.3 of Work Plan.

The evaluation management strategy outlined above will maximize the time and efficiency of the Team during data collection and ongoing data analysis while in Ukraine.

During each of the three evaluation phases, the Social Impact quality assurance (QA) process is used to ensure high quality, evidence-based results that are useful for program improvement and learning. This feedback is provided to the Team Leader who then discusses it with the team and if needed, USAID.

Phase I: Evaluation Planning—The STA will specifically review the feasibility and rigor of the proposed evaluation design, work plan, data collection tools and protocols. Special attention is given to ensuring that analytic tools are used to identify gaps between males and females and how vulnerable groups, such as ethnic and social minorities are incorporated into the evaluation design. The STA and PM will review the evaluation tools and plan using SI’s 25-point gender check list to ensure that gaps in the experiences between males and females identifiable and addressed.

Phase II: Field Work— The PM and PA will work closely with the three temporarily, field-based key personnel and the Kyiv-based local logistician to coordinate logistical needs to and respond to team needs in a timely and efficient manner. A schedule of meetings and activities will be updated and circulated with the team by the logistician on a daily basis. The PM will oversee that evaluation activities abide the final, USAID/Ukraine-approved Work Plan and the awarded budget in a cost-conservative manner.

Phase III Reporting—Overall, reports are assessed by the STA and PM to ensure structure and logical linkages among the findings, analysis, conclusions, presentation of qualitative and quantitative data, and practical recommendations. The PM assists in this process by verifying that data is accurately calculated and presented, and in copy-editing and formatting the report. For the final report the STA and Project Manager will use a 45-point quality check of the executive summary, program and methodology description; adequacy of findings, analysis,

* These questions will be evaluated separately, but for purposes of this matrix have been grouped together because the data sources would be similar for both.

conclusions, and final recommendations; compliance with the USAID Evaluation Policy; and overall report presentation. As well, they will SI's 25-point gender check list for evaluating gender impacts will also be used again to review the final report.

Table 1: Schedule of Activities presents the dates during which evaluation activities and tasks will be conducted/ completed.

Table 1: Schedule of Evaluation Activities

Task/ Deliverable	Period of Performance
Kickoff meeting with USAID	Upon Award
Review background documents; preparation work (offshore)	
Team Planning Meeting hosted by SI	October 11
Interviews with key stakeholders and informants in Washington, DC	October 16-18
Evaluation team members travel to Ukraine	October 20
In-brief with USAID/Ukraine	October 22
Submit revised final work plan	October 24
Data collection	October 21-November 5
Preparation for presentation	November 6-8
Presentation and debriefing with USAID/Ukraine	November 8
Debriefing with key stakeholders	November 8
Expatriate team members depart Ukraine	November 9
SI submits draft report to USAID/Ukraine	November 25
USAID/Ukraine comments on draft report	December 17
Evaluation Team revises draft report	December 17-31
SI delivers final report	January 3

ANNEX A: EVALUATION SCOPE OF WORK

Please see the evaluation SOW listed in Annex 1 of the Evaluation Report.

ANNEX B: SOCIAL IMPACT EVALUATION REPORT CHECKLISTS

Senior Technical Advisor's Checklist for Assessing FINAL Evaluation Reports

EVALUATION REVIEW FACTOR	1	2	3	4	5	Reviewer Comments
STRUCTURE OF THE REPORT						
1. Is the report well-organized (each topic is clearly delineated, subheadings used for easy reading)?						
2. Is the report well written (clear sentences, reasonable length paragraphs, no typos, acceptable for dissemination to potential users)?						
3. Does the report adequately address all the evaluation questions in the SOW?						
4. Does the evaluation report discuss any issues of conflict of interest, including the lack thereof?						
5. As applicable, does the evaluation report include statements regarding any significant unresolved differences of opinion on the part of funders, implementers and/or members of the evaluation team?						
EXECUTIVE SUMMARY						
6. Does the evaluation report begin with a 3- to 5-page stand-alone summary of the purpose, background of the project, main evaluation questions, methods, findings, conclusions, recommendations and lessons learned (if applicable) of the evaluation?						
7. Does the Executive Summary concisely state the main points of the evaluation?						
8. Does the Executive Summary follow the rule of only saying what the evaluation itself says and not introducing new material?						
INTRODUCTION						
9. Does the report introduction adequately describe the project?						
10. Is the purpose of the evaluation clearly stated?						
11. Is there a clear statement of how the evaluation will be used and who the intended users are?						
12. Are the priority evaluation questions presented in the introduction?						
SCOPE AND METHODOLOGY						
13. Does the report provide a clear description of the evaluation's design?						
14. Does the report state the period over which the evaluation was conducted?						
15. Does the evaluation address all evaluation questions included in the Statement of Work (SOW)?						
16. Does the methodology include gender analysis?						
17. In answering the questions, does the report appropriately use comparisons made against baseline data?						
18. If the evaluation is expected to influence resource allocation, does it address cost structure and scalability of the intervention, as well as its effectiveness?						
19. Is there a clear description of the evaluation's data collection methods (summarized in the text with the full description presented in an annex)?						
20. Does the evaluation report contain a section describing the limitations associated with the evaluation methodology (e.g. selection bias, recall bias, unobservable differences between comparator groups, small samples, only went to villages near the road, implementer insisted on picking who the team met with, etc.)?						
21. Does the evaluation scope and methodology section address generalizability of the findings?						
FINDINGS						
22. Are FINDINGS specific, concise and supported by strong quantitative and qualitative evidence?						
22.1. As appropriate, does the report indicate confirmatory evidence for FINDINGS from multiple sources, data collection methods, and analytic procedures?						

EVALUATION REVIEW FACTOR	1	2	3	4	5	Reviewer Comments
23. Are adequate data provided to address the validity of the “theory of change” or development hypothesis underlying the project, i.e., cause and effect relationships?						
24. Are alternative explanations of any observed results discussed, if found?						
25. Are unplanned results the team discovered adequately described?						
26. Are opinions, conclusions, and recommendations kept out of the description of FINDINGS?						
ANALYSIS AND CONCLUSIONS						
27. Are charts and graphs used to present or summarize data, where relevant?						
27.1. Are the graphics easy to read and simple enough to communicate the message without much text?						
28. Is there a clear distinction between CONCLUSIONS and FINDINGS?						
29. Is every CONCLUSION in the report supported by a specific or clearly defined set of FINDINGS?						
30. Are the CONCLUSIONS credible, given the FINDINGS the report presents?						
31. Can the reader tell what CONCLUSIONS the evaluation team reached on each evaluation question?						
RECOMMENDATIONS						
32. Are RECOMMENDATIONS separated from CONCLUSIONS? (Are they highlighted, presented in a separate section or otherwise marked so that the reader sees them as being distinct?)						
33. Are all RECOMMENDATIONS supported by a specific or clearly defined set of FINDINGS and CONCLUSIONS? (Clearly derived from what the evaluation team learned?)						
34. Are the RECOMMENDATIONS practical and specific?						
35. Are the RECOMMENDATIONS responsive to the purpose of the evaluation?						
36. Are the RECOMMENDATIONS action-oriented?						
37. Is it clear who is responsible for each action?						
38. Are the RECOMMENDATIONS limited/grouped into a reasonable number?						
LESSONS LEARNED						
39. Did this evaluation include lessons that would be useful for future projects or programs, on the same thematic or in the same country, etc.?						
40. Are the LESSONS LEARNED highlighted and presented in a clear way?						
41. Does the report indicate who the lessons are for? (e.g., project implementation team, future project, USAID and implementing partners, etc.)						
BOTTOM LINE						
42. Does the evaluation report give the appearance of a thoughtful, evidence-based, and well organized effort to objectively evaluate what worked in the project, what did not and why?						
43. Is the evaluation report structured in a way that will promote its utilization?						
44. Does the evaluation report explicitly link the evaluation questions to specific future decisions to be made by USAID leadership, partner governments and/or other key stakeholders?						
45. Does the evaluation report convey the sense that the evaluation was undertaken in a manner to ensure credibility, objectivity, transparency, and the generation of high quality information and knowledge?						
REPORT DISSEMINATION						
46. Has a dissemination plan been developed for this report?						

Social Impact Checklist for Gender Integration in Evaluations

UNITER Evaluation October 22-November 8, 2013 Sarah Tisch, Team Leader; Andrew Green Evaluation Specialist; Orysia Lutsevych, Civil Society Specialist		Good	Adequate	Poor or not addressed	Not applicable
1. Conceptual framework: and research design					
1-1	Evaluation includes a gender analysis framework				
1-2	Evaluation identifies constraints between males and females, where appropriate				
1-3	Stakeholder consultations with all key groups, including groups of females				
1-4	Use of rapid assessment/diagnostic studies during evaluation design, where appropriate				
1-5	Ensure focus on closing gaps between males and females not just women and not just men.				
2. Organization of the research					
2-1	Both sexes included at all levels of research team				
2-2	Male and female local language speakers involved				
3. Sample design					
3-1	Both male and female household members interviewed of different ages, as appropriate				
3-2	Special modules to interview other (non-household head) male and female members of the household				
3-3	Monitoring who participates (both attends and speaks) in community meetings				
3-4	Follow-up sample if key and under-represented male and female groups missing				
3-5	Focus groups selected to ensure all key and under-represented groups with male and female members represented				
3-6	Follow-up sample for missing males and females who identify with targeted groups				
4. Data collection methods					
4-1	Data collected (where appropriate) on both sexes				
4-2	Key development gaps between males and females are covered				
4-3	Information on division of labor between males and females, of all ages as appropriate				
4-4	Time use patterns of males and females of all ages, as appropriate				
4-5	Control of resources of males and females in a household, group or organization				
4-6	Information collected about, and from, different male and female household members				
4-7	Use of qualitative data collection methods where required.				
4-8	Mixed method data collection strategy				
4-9	Systematic use of triangulation to verify what males say about females and females say about males				
4-10	Focus groups are held in locations accessible to women				
4-11	If talking about sensitive topics, focus groups of exclusively females and exclusively males are held				
4-12	Data collected from both married and unmarried males and females				
5. Data analysis and presentation					
5-1	Ensure sex-disaggregation of data.				
5-2	Follow-up (if possible in the field) when triangulation reveals inconsistencies between information gathered from males and from females.				
5-3	Ensure findings reach, and are commented on, by all key groups (including groups representing both men and women)				

ANNEX C: EVALUATION EVIDENCE MATRIX

UNITER Evidence Matrix	Documents/Research			Semi-Structured Interviews				Mini-Survey, Focus Group	
	USAID	Implementer	Secondary	USAID	UNITER Staff	Direct Participants (Implementing and Key Partners)	Indirect Beneficiaries		External
FOR A CSO, WHAT WERE THE ADVANTAGES AND DISADVANTAGES TO BEING A UNITER PARTNER? HOW DID UNITER TAILOR ITS APPROACHES TO SATISFY THE DIVERSE NEEDS AND STATES OF ITS PARTNERS?*									
Objective 1 Advocacy Support	<input checked="" type="checkbox"/>	Project materials, research reports	Partners' materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, EEF, CCC, Gurt Resource Ctr, ISAR Ednannie, TORO, Center UA, IWP; Kiev-based national, Crimea-based local	EEF grantees (Odesa, Kirovohrad; Luhansk, Donetsk); CHESNO regional coordinators	IRF; EU, SIDA, CIDA, UNDP, Mott, GoU, media; non-participating CSOs	Mini-survey: UNITER and EEF grantees not selected for site visits
Objective 2 Enabling Legislative Environment	<input checked="" type="checkbox"/>	Meeting reports	Partners' materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, ALI, ICNL, Elan	Kiev-based national, Crimea-based local	IRF, GoU; non-participating CSOs	Focus group: CECs
OF THE TOOLS AND APPROACHES THAT UNITER HAD AT ITS DISPOSITION, WHICH WERE PERCEIVED BY THEIR BENEFICIARIES TO BE THE MOST USEFUL FOR INFLUENCING ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE AND WHY?									
Objective 1 Advocacy Support	<input checked="" type="checkbox"/>	Project tools, guides, and materials	Survey and research reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, EEF, CCC, Gurt Resource Ctr, ISAR Ednannie, TORO, Center UA, IWP; Kiev-based national, Crimea-based local	EEF grantees (Odesa, Kirovohrad; Luhansk, Donetsk); CHESNO regional coordinators	IRF; EU, SIDA, CIDA, UNDP, Mott, GoU, media; non-participating CSOs	Mini-survey: UNITER and EEF grantees not selected for site visits
Objective 2 Enabling Legislative Environment	<input checked="" type="checkbox"/>	Project guides, legal analyses	CSOSI, survey and research reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, ALI, ICNL, Elan	Kiev-based national, Crimea-based local	IRF, GoU; non-participating CSOs	Focus group: CECs

**WHAT PRACTICES AND BEHAVIORS DID UNITER PARTNER ORGANIZATIONS ADOPT AND ACTIVELY USE TO INFLUENCE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE?
WHICH OF THOSE PRACTICES AND BEHAVIORS WERE PERCEIVED TO BE THE MOST CRUCIAL TO BRINGING ABOUT CHANGE IN ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE?***

Objective 1 Advocacy Support	<input checked="" type="checkbox"/>	Project materials	Partners' materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, EEF, CCC, Gurt Resource Ctr, ISAR Ednannie, TORO, Center UA, IWP; Kiev-based national, Crimea-based local	EEF grantees (Odesa, Kirovohrad; Luhansk, Donetsk); CHESNO regional coordinators	IRF; EU, SIDA, CIDA, UNDP, Mott, GoU, media; non-participating CSOs	Mini-survey: UNITER and EEF grantees not selected for site visits
Objective 2 Enabling Legislative Environment	<input checked="" type="checkbox"/>	Project materials	Partners' materials	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, ALI, ICNL, Elan	Kiev-based national, Crimea-based local	IRF, GoU; non-participating CSOs	Focus group: CECs

WHAT MAJOR CHANGES IN THE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE DO CSOS AND OTHER STAKEHOLDERS PERCEIVE TO BE THE RESULT, IN WHOLE OR IN PART, OF THE WORK OF UNITER AND ITS PARTNER ORGANIZATIONS?

Objective 1 Advocacy Support	<input checked="" type="checkbox"/>	Project materials	Research reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, EEF, CCC, Gurt Resource Ctr, ISAR Ednannie, TORO, Center UA, IWP; Kiev-based national, Crimea-based local	EEF grantees (Odesa, Kirovohrad; Luhansk, Donetsk); CHESNO regional coordinators	IRF; EU, SIDA, CIDA, UNDP, Mott, GoU, media; non-participating CSOs	Mini-survey: UNITER and EEF grantees not selected for site visits
Objective 2 Enabling Legislative Environment	<input checked="" type="checkbox"/>	Project materials, analyses	CSOSI, survey and research reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	UCIPR, ALI, ICNL, Elan	Kiev-based national, Crimea-based local	IRF, GoU; non-participating CSOs	Focus group: CECs

ANNEX D: DRAFT SEMI-STRUCTURED KEY INFORMANT INTERVIEW PROTOCOL

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
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* These questions will be evaluated separately, but for purposes of this matrix have been grouped together because the data sources would be similar for both.

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
	FOR A CSO, WHAT WERE THE ADVANTAGES AND DISADVANTAGES TO BEING A UNITER PARTNER?			
Obj 1: Advocacy Support	What were the advantages and disadvantages of your partnership with UNITER w.r.t. (1) advocacy skills/experience; (2) US-funded program, or Ukraine political alignments? How is UNITER different from other civil society programs supported by international donors?	What were the advantages and disadvantages of your partnership with UNITER W.R.T. US-funded program, or Ukraine political alignments? How is UNITER different from other civil society programs supported by international donors?	What were the advantages and disadvantages of EEF support for your local advocacy effort? How did it help/hinder in achieving your advocacy objectives? RC: Were the advantages and disadvantages of being a member of Chesno Civic Platform? CF: Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?	What were the advantages and disadvantages of your partnership with UNITER w.r.t. US-funded program, or Ukraine political alignments? Did you observe/build synergies across your civil society projects with UNITER partners/grantees?

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
Obj 2: Enabling Legislative Environment	Describe your engagement with UNITER? What were the advantages and disadvantages of your partnership with UNITER w.r.t. (1) advocacy skills/experience; (2) US-funded program, or Ukraine political alignments? Were there any issues participating on the Coordination Council for CSO Development?	Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?	Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?	What were the advantages and disadvantages of partnership with UNITER w.r.t. US-funded program, or Ukraine political alignments? Were there any issues participating on the Coordination Council for CSO Development?
HOW DID UNITER TAILOR ITS APPROACHES TO SATISFY THE DIVERSE NEEDS AND STATES OF ITS PARTNERS?				
Obj 1: Advocacy Support	Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished? Did you use any form of gender analysis in your work with grantees? What is it?	Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished? Who provided these services? Local or foreign consultants? Has your organization used Marketplace? Did you use UNITER vouchers?	Did the priorities of the EEF call for local advocacy projects reflect the needs of your CSO and local development issues? Has your organization used Marketplace?	Are you aware if specific UNITER tools and approaches and how they differ from what you do in Ukraine? Marketplace?
Obj 2: Enabling Legislative Environment	Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished?	What engagement did your organization have with any other organizations on issues of changes in laws related to CSOs?	What engagement did your organization have with any other organizations on issues of changes in laws related to CSOs?	How would you describe the characteristics or quality of the process of pursuing changes in CSO-related laws?

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
OF THE TOOLS AND APPROACHES THAT UNITER HAD AT ITS DISPOSITION, WHICH WERE PERCEIVED BY THEIR BENEFICIARIES TO BE THE MOST USEFUL FOR INFLUENCING ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE AND WHY?				
Obj 1: Advocacy Support	What tools and approaches [provide examples to interviewee] of UNITER did you value more vs less? Why?	What tools and approaches [provide examples to interviewee] of UNITER did you value more vs less? Why? What civic engagement tools did use/introduce at the national level (social media, public councils, hearings)?	What tools or approaches worked better for local advocacy? Chesno: What tools and approaches of Chesno were more effective in influencing policy? Were the goals of Chesno campaigns reflecting regional interests? CEC: What citizen engagement tools did you introduce in Crimea? (citizen jury, PETS, SFS, social mobilization, public hearings, other) How well Community Enhancement Centres (CEC) reflected the interests of local community?	What tools or approaches seem to be valued by CSOs? Which are more effective at influencing development?

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
Obj 2: Enabling Legislative Environment	<p>Did you use any specific tools and approaches for legislative environment advocacy?</p> <p>What tools and approaches had contributed to successful campaigns?</p>	<p>What positive changes do you see in the enabling environment?</p> <p>Are European standards appropriate for the Ukrainian context? Why/not?</p> <p>What engagement did you have on CSO-relevant law changes?</p> <p>How were these politically possible to achieve?</p> <p>What more could UNITER have done to promote positive change?</p>	<p>What positive changes do you see in the enabling environment?</p> <p>Are European standards appropriate for the Ukrainian context? Why/not?</p> <p>What engagement did you have on CSO-relevant law changes?</p> <p>How did these changes come about?</p>	<p>What positive changes do you see in the enabling environment?</p> <p>Are European standards appropriate for the Ukrainian context? Why/not?</p> <p>What engagement did you have on CSO-relevant law changes?</p> <p>How did these changes come about?</p> <p>How were these politically possible to achieve?</p>

Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
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WHAT PRACTICES AND BEHAVIORS DID UNITER PARTNER ORGANIZATIONS ADOPT AND ACTIVELY USE TO INFLUENCE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE?

WHICH OF THOSE PRACTICES AND BEHAVIORS WERE PERCEIVED TO BE THE MOST CRUCIAL TO BRINGING ABOUT CHANGE IN ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE?

Obj 1: Advocacy Support	<p>Which advocacy tools are more effective in bringing policy change at the national level in Ukraine?</p>	<p>What advocacy practices did you adopt as the result of cooperation with UNITER? (outreach, fundraising, social media, constituency relations, other advocacy tools?)</p> <p>Which of these were most useful in driving reform agenda?</p> <p>Which of the coalitions/campaigns/partners were the most successful and why do you think this was the case?</p>	<p>Which advocacy tools are more effective in bringing policy change at the local level in Ukraine?</p> <p>Did you adopt any new practices as a result of UNITER services (Marketplace)?</p> <p>Which of these were most helpful in strengthening your CSO advocacy work and connections with citizen?</p> <p>Will you be able to continue your advocacy work in the future?</p> <p>CF: For new tools such as social media, is it spreading across civil society (without UNITER)?</p>	<p>What tools and approaches work in Ukraine for influencing activities and environment for NGOs?</p>
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	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
Obj 2: Enabling Legislative Environment	<p>How would you approach upcoming enabling environment issues? Would you be able to undertake a law reform advocacy effort without UNITER support?</p>	<p>Have you used the Marketplace to find legal technical assistance? If so, was the assistance of value to your organization?</p> <p>Could your organization have undertaken a coordinated advocacy effort without UNITER?</p>	<p>Are you aware of any advocacy efforts about the enabling environment? To what effect?</p> <p>Have you used the Marketplace to find legal technical assistance? If so, was the assistance of value to your organization?</p>	<p>How would CSOs approach upcoming enabling environment issues? Would they be able to undertake a law reform advocacy effort without UNITER support?</p> <p>Do you know of any advocacy efforts that coordinated large groups of CSOs?</p> <p>Do the Marketplace and vouchers provide CSOs with the legal technical assistance they need?</p>

Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel	
WHAT MAJOR CHANGES IN THE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE DO CSOs AND OTHER STAKEHOLDERS PERCEIVE TO BE THE RESULT, IN WHOLE OR IN PART, OF THE WORK OF UNITER AND ITS PARTNER ORGANIZATIONS?				
Obj 1: Advocacy Support	<p>How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements?</p> <p>What would have happened without UNITER support?</p> <p>What further changes are needed?</p>	<p>How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements?</p> <p>What kind of changes should be done in Ukraine at the national/ local level in order to make CSOs better drivers of the reform agenda? How could donors better support it?</p> <p>If your CSO would not have worked on this reform issue what would have happened?</p>	<p>Did you notice any improvements in the civil society environment in Ukraine in the last 2 years?</p> <p>What should happen in Ukraine to make citizens stronger drivers of social change?</p> <p>What kind of changes should be done in Ukraine at the local level in order to make CSOs better drivers of the reform agenda? How could donors better support it? What kind of change UNITER made in Crimea?</p> <p>CHESNO: If your CSO would not have worked on this reform issue what would have happened?</p> <p>CHESNO: What should be done to strengthen the platform in the regions?</p> <p>CF: Did you notice any improvements in the civil society environment in Ukraine in the last 2 years?</p>	<p>How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements?</p> <p>What is UNITER role in this?</p>

	Pact Implementing/ Key Partners EEF, ICNL, ALI, ISAR Ednannie (as appropriate)	Kyiv National (PP, Health, EU Integration), Centre UA, Crimea/CEC/Fellows	EEF local, Chesno RCs, Counter-factual (CF) Indirect Beneficiaries	External Experts, Other Donor Staff, USG Personnel
Obj 2: Enabling Legislative Environment	<p>What has been achieved to improve the enabling environment?</p> <p>What couldn't be done or what should have been done? What still needs to be done?</p> <p>How would you characterize GoU engagement on CSO issues?</p> <p>What would have happened without UNITER support? Could you have found other funding for these activities, or did UNITER bring more than funding?</p>	<p>What has been achieved to improve the enabling environment?</p> <p>What couldn't be done or what should have been done? What still needs to be done?</p> <p>What would have happened without UNITER support? Could you have found other funding for these activities, or did UNITER bring more than funding?</p>	<p>What has been achieved to improve the enabling environment?</p> <p>What still needs to be done?</p>	<p>What has been achieved to improve the enabling environment?</p> <p>What still needs to be done? What would have happened without UNITER support?</p>

ANNEX E: DRAFT LIST OF KEY INFORMANTS

USAID IMPLEMENTERS AND OTHER DONORS

- Roland Kovats, PACT Wed 10.23
- Lyubov Palyvoda, Volodymyr Kupriy (Counterpart Creative Center)
- Columb de Merci or Stas Topolnytsky, EU Commission
- Roman Romanov, Director Soros Foundation / Inna Pidluska, Deputy Director, Soros Foundation
- Olga Sandakova, SIDA
- Victor Liakh, East Europe Foundation
- Natalia Karbovska, Ukrainian Women’s Fund
- Ukrainian Philanthropy Crowdfunding <https://ubb.org.ua/en/> (launched by Victor Pinchuk Foundation)
- Wayne Sharpe or Oksana Maydan, Internews Network
- Oleksandr Kaliberda, USAID Agroinvest project (Chemonics)

STATE INSTITUTIONS

Maryna Stavniychuk or her deputy (Vitalij Kulik)	President’s administration	Head of Department on Issues of Constitutional Legal Modernization
Lutkovskaya Valeria or her deputy (Chapliga Michael)	HR Ombudsmen in Verkhovna Rada	
Tetiana Andriychuk	Secretariat of the Cabinet of Ministers of Ukraine, Department of Information and Public Communications	Head of Sector for Civil Society Development Assistance
Dantung Evgenia	State Registration Service of Ukraine	Head of division for international cooperation
Petro Zakharchenko	Kiev Region State Administration	Chief of Department on Internal Affairs
Olena Semyorkina	Ministry of Justice	Department on legalizing of citizens’ associations, State Registration of printed mass media and information agencies

OL Ministry of Foreign Affairs

UKRAINIAN RADA MPS

- Yuriy Miroschnichenko (Party of Regions),
- Andriy Shevchenko (Block of Yulia Tymoshenko)
- Olesya Orobets

GRANTEES

- Centre UA, Svitlana Zalishchuk
- Irina Bakeshkina, Democratic Initiatives
- Creative Centre TORO
- Centre for Political Studies and Analysis
- Ukrainian Centre for Independent Political Analysis, Maksym Latsyba
- Ukrainian Community Advisory Board (UCAB)
- Association of Farmers and Private Landowners (AFPLU)
- Institute of World Policy, Aliona Hatmanchuk
- Foundation for Democratic Initiatives, Iryna Bekeshkina (polling organization so a lot of data on civil society influence)
- Yulia Tyschenko and Maksym Latsyba, Ukrainian Center for Independent Political Research (was working on legislative changes)
- Olena Gubar and Volodymyr Sheigus , ISAR Ednannia, Operator of NGO Marketplace
- Ihor Kohut, Agency for Legislative Initiatives

- Bogdan Maslych, Gurt Resource Center
- GER (need contact)

NGOS/IMPLEMENTING FOUNDATIONS NOT RECEIVING FUNDING FROM UNITER

- Foundation Development of Ukraine (tuberculosis)
- We European Civic Campaign
- Svidomo
- National Platform for Eastern Partnership
- EU Monitoring group Sushko

MEDIA REPRESENTATIVES

- Vitaly Such, Korrespondent
- Oleksandr Akymenko, Platforma
- Kateryna Gorchynska, Kyiv Post

ANNEX F: E-MAIL SURVEY

**This instrument has been finalized and disseminated to Partners and EEF grantees on October 21, 2013. The list of recipients was verified with the UNITER Chief of Party and can be provided to USAID/Ukraine upon request. For consolidation purposes, only the introductory electronic letter to recipients is shown with live links to the online survey. As they are presented here, both letters and surveys have been translated into Ukrainian.*

F.1 E-mail survey to UNITER Partners

Шановна організація-партнер програми UNITER,

Ми звертаємось до Вас, тому що ми знаємо, що Ваша організація співпрацювала з програмою UNITER [<http://uniter.org.ua/ua/index.html>] та отримувала фінансування в рамках цієї програми.

Ми представляємо організацію Social Impact, Inc. (www.socialimpact.com), яка працює в Вашингтоні і спеціалізується на проведенні зовнішнього оцінювання програм та розвитку управлінських процесів. Агенство США з міжнародного розвитку (USAID) уклало угоду з Social Impact на проведення оцінки програми **“Об’єднуємося заради реформ” (UNITER який фінансується Агентством США з міжнародного розвитку (USAID) та виконується Pact, Inc. в Україні.)**

Social Impact – це приватна компанія, яка є незалежною від USAID, PACT та UNITER. Ми проводимо це опитування, яке є незалежним від донора та виконавця програми.

Ми запрошуємо Вас взяти участь у цьому інтернет-опитуванні, яке має дві основні цілі. По-перше, ми хочемо оцінити ефективність допомоги програми UNITER місцевим громадським організаціям у реалізації їх зусиль з захисту прав та інтересів громадян. По-друге, ми хочемо зібрати інформацію про практики, які організації-партнери UNITER використовують для впливу на політику в Україні.

Запитання розміщені в інтернеті на сайті Survey Monkey за адресою:

https://www.surveymonkey.com/s/Uniter_Partner_Survey

Опитування підготоване українською мовою, але якщо Вам зручніше Ви можете надавати Ваші відповіді російською.

Ваша участь у цьому опитуванні повністю добровільна і усі відповіді абсолютно конфіденційні. Звіт, який буде підготований за результатами цього опитування, не міститиме посилання на жодні імена чи організації.

Ми ще раз хочемо запевнити Вас у повній конфіденційності цього опитування. Ваші відповіді не будуть використані індивідуально, вони будуть зведені у звіт. Така анонімність буде забезпечена тим, що ні USAID, PACT чи UNITER не знатимуть, яка організація дала які відповіді.

Ваша участь є дуже важливою для того, щоб ми змогли провести об’єктивну оцінку програми. Це опитування займе не більше 15 хвилин Вашого часу.

Просимо зауважити, що заповнюючи це опитування, Ви погоджуєтесь, що дана інформація буде використана для вищеподаних цілей.

Просимо Вас заповнити це опитування до **24 жовтня 2013 року**. Ми щиро цінуємо Вашу участь!

Команда оцінки програми UNITER
Social Impact, Inc. US

F.2 E-mail survey to UNITER – EEF Grantees

Шановні колеги,

Ми звертаємось до Вас тому, що Ваша організація отримувала фінансування від Фонду Східна Європа в рамках програми UNITER [<http://uniter.org.ua/ua/index.html>] на проект щодо впровадження місцевих змін (адвокасі).

Ми представляємо організацію Social Impact, Inc. (www.socialimpact.com), яка працює в Вашингтоні і спеціалізується на проведенні зовнішнього оцінювання програм та розвитку управлінських процесів. Агенство США з міжнародного розвитку (USAID) уклало угоду з Social Impact на проведення оцінки програми **“Об’єднуємося заради реформ” (UNITER який фінансується Агентством США з міжнародного розвитку (USAID) та виконується Pact, Inc. в Україні.)**

Social Impact – це приватна компанія, яка є незалежною від USAID, PACT та UNITER. Ми проводимо це опитування, яке є незалежним від донора та виконавця програми.

Ми запрошуємо Вас взяти участь у цьому інтернет-опитуванні, яке має дві основні цілі. По-перше, ми хочемо оцінити ефективність допомоги програми UNITER місцевим громадським організаціям у реалізації їх зусиль з захисту прав та інтересів громадян. По-друге, ми хочемо зібрати інформацію про практики, які організації-партнери Фонду Східна Європа в рамках програми UNITER використовували для впливу на політику в Україні.

Запитання розміщені в інтернеті на сайті Survey Monkey за адресою:

https://www.surveymonkey.com/s/EEP_UNITER_Grantee_Survey

Опитування підготоване українською мовою, але якщо Вам зручніше Ви можете надавати Ваші відповіді російською.

Ваша участь у цьому опитуванні повністю добровільна і усі відповіді абсолютно конфіденційні. Звіт, який буде підготований за результатами цього опитування, не міститиме посилання на жодні імена чи організації.

Ми ще раз хочемо запевнити Вас у повній конфіденційності цього опитування. Ваші відповіді не будуть використані індивідуально, вони будуть зведені у звіт. Така анонімність буде забезпечена тим, що ні USAID, PACT чи UNITER не знатимуть, яка організація дала які відповіді.

Ваша участь є дуже важливою для того, щоб ми змогли провести об’єктивну оцінку програми. Це опитування займе не більше 15 хвилин Вашого часу.

Просимо зауважити, що заповнюючи це опитування, Ви погоджуєтесь, що дана інформація буде використана для вищеподаних цілей.

Просимо Вас заповнити це опитування до **24 жовтня 2013 року**. Ми щиро цінуємо Вашу участь!

Команда оцінки програми UNITER
Social Impact, Inc. US

ANNEX G: DRAFT FOCUS GROUP PROTOCOL

FOCUS GROUP GUIDELINES

The UNITER evaluation team will hire and train a local note taker and interpreter-moderators that will conduct one focus group (FG) discussion with males and females who *could* be CSO users in Bakhchysaraj. Civil Society Specialist Orysia Lutsevych will facilitate the discussion. The note taker will transcribe the discussion into Russian/Ukrainian. If an appropriate group of CSO service users can be organized in Kyrovograd around health care provision, EU accession, or environmental issues, then an additional FG will be facilitated. For Kyrovograd, two individuals will be hired, a note taker and a facilitator. The interrupter working with Dr. Green, evaluation specialist will be interpreting for Dr. Green so he can ensure the legitimacy of the FG process.

The focus group will involve an odd number of individuals, preferably between 7-11 individuals with a preference for more women than men.

The FG facilitators will ask three primary leading questions. The facilitator will make sure all topics are covered before moving to the next set of questions with the FGD participants.

FG Participants will receive 100 Gryvna (approximately US\$ 25) for participating to thank them for their time and support to better understand the role of civil society in Ukraine.

Each FG will start with an introduction of why the participants have been asked to speak with the team, and why they are being asked three questions about:

- How non-government organizations in your area serve your direct needs
- The quality of services from non-governmental organizations
- How do you interact with non-governmental organizations and how do you learn about their services.

Moderator Instructions

1. Make sure all topics under the 3 questions are covered
2. Do not give your opinion to direct how the participants should respond to questions.
3. Allow participants to volunteer their own answers and in their own ways.
4. Make sure that everyone in the group gets an equal opportunity to discuss the question.

Note-taker Instructions

1. Write down exactly what people say.
2. If there is a good quote, record the statement verbatim.
3. When the FGD is completed, transcribe electronically and directly translate the full record of the group discussion. Do not summarize.

ANNEX H: RFP QUESTIONS AND ANSWERS

**The following is an abridged copy of USAID/Ukraine's response to proposal questions prior to the final submission of proposals. Attention should be paid to Question and Answer No. 4.*

Amendment Issuance Date: 10 May 2013

RFTOP Closing Date and Time: 20 May 2013, 16:00 Kyiv, Ukraine local time

Subject: Amendment 01 to Request for Task Order Proposal (RFTOP)
Number SOL-121-13-000006

Reference: Final Performance Evaluation of the Local Investments and National Competitiveness (LINC) in Ukraine and Strengthening Civil Society in Ukraine (UNITER) projects

The purpose of Amendment 01 is to provide answers to the questions received regarding the subject Request for Task Order Proposal, and to make changes to the RFTOP.

Thank you for your interest in USAID projects.

Sincerely,



Jason Gilpin

Contracting Officer

USAID Regional Mission for Ukraine, Moldova, Belarus and Cyprus

4. **Question 4.** For UNITER: Given that the final evaluation questions overlap to an extent with the mid-term evaluation questions, is it the Mission's intention that the final evaluation should apply the same methodology as the mid-term evaluation?
 - a. If so, would mid-term 'baseline' data and key informant contact information be made available to this ET?
 - b. If not, are there elements of the mid-term evaluation's methodology that the Mission would want repeated?

Answer: Although the final evaluation questions overlap to an extent with the mid-term evaluation questions, final evaluation questions are more specific. As such, it was not the Mission's intention that the final evaluation should apply the same methodology as the mid-term evaluation. Final Evaluation SOW Section V Evaluation Design and Methodology discusses illustrative evaluation methodologies that may be used for evaluating UNITER activities and some of them may be similar to methods used during the mid-term evaluation. However, there is no specific element of the mid-term evaluation's methodology that the Mission would want repeated.

ANNEX VI: DATA COLLECTION INSTRUMENTS

KEY INFORMANT INTERVIEW PROTOCOL

FOR A CSO, WHAT WERE THE ADVANTAGES AND DISADVANTAGES TO BEING A UNITER PARTNER?
UNITER Implementing and Key Partners
Obj1: What were the advantages and disadvantages of your partnership with UNITER w.r.t. (1) advocacy skills/experience; (2) US-funded program, or Ukraine political alignments? How is UNITER different from other civil society programs supported by international donors?
Obj2: Describe your engagement with UNITER? What were the advantages and disadvantages of your partnership with UNITER w.r.t. (1) advocacy skills/experience; (2) US-funded program, or Ukraine political alignments? Were there any issues participating on the Coordination Council for CSO Development?
Kyiv –based Grantees (National Advocacy Campaigns) Crimea-Grantees and Fellowship Holders
Obj1: What were the advantages and disadvantages of your partnership with UNITER w.r.t. US-funded program, or Ukraine political alignments? How is UNITER different from other civil society programs supported by international donors?
Obj2: Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?
EEF grantees, CHESNO campaign Regional Coordinators, Comparison CSO Groups
Obj1: What were the advantages and disadvantages of EEF support for your local advocacy effort? How did it help/hinder in achieving your advocacy objectives? RC: Were the advantages and disadvantages of being a member of Chesno Civic Platform? CF: Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?
Obj2: Is it an advantage or a disadvantage to work with the US Government-funded program? Do you observe any political affiliation of UNITER supported groups? Would you cooperate with them?
External Experts, Other Donor Staff, Journalists, Ukrainian National and Local Government Officials, USAID Implementing Partners
Obj1: What were the advantages and disadvantages of your partnership with UNITER w.r.t. US-funded program, or Ukraine political alignments? Did you observe/build synergies across your civil society projects with UNITER partners/grantees?
Obj2: What were the advantages and disadvantages of partnership with UNITER w.r.t. US-funded program, or Ukraine political alignments? Were there any issues participating on the Coordination Council for CSO Development?
HOW DID UNITER TAILOR ITS APPROACHES TO SATISFY THE DIVERSE NEEDS AND STATES OF ITS PARTNERS?
UNITER Implementing and Key Partners
Obj1: Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished? Did you use any form of gender analysis in your work with grantees? What is it?
Obj2: Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished?
Kyiv –based Grantees (National Advocacy Campaigns) Crimea-Grantees and Fellowship Holders
Obj1: Did UNITER tailor its approaches and tools according to your needs (capacity/programmatic)? In what way this was accomplished? Who provided these services? Local or foreign consultants? Has your organization used Marketplace? Did you use UNITER vouchers?
Obj2: What engagement did your organization have with any other organizations on issues of changes in laws related to CSOs?
EEF grantees, CHESNO campaign Regional Coordinators, Comparison CSO Groups
Obj1: Did the priorities of the EEF call for local advocacy projects reflect the needs of your CSO and local development issues? Has your organization used Marketplace?
Obj2: What engagement did your organization have with any other organizations on issues of changes in laws related to CSOs?
External Experts, Other Donor Staff, Journalists, Ukrainian National and Local Government Officials, USAID

Implementing Partners
Obj1: Are you aware if specific UNITER tools and approaches and how they differ from what you do in Ukraine Marketplace?
Obj2: How would you describe the characteristics or quality of the process of pursuing changes in CSO-related laws?
OF THE TOOLS AND APPROACHES THAT UNITER HAD AT ITS DISPOSITION, WHICH WERE PERCEIVED BY THEIR BENEFICIARIES TO BE THE MOST USEFUL FOR INFLUENCING ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE AND WHY?
UNITER Implementing and Key Partners
Obj1: What tools and approaches [provide examples to interviewee] of UNITER did you value more vs less? Why?
Obj2: Did you use any specific tools and approached for legislative environment advocacy? What tools and approaches had contributed to successful campaigns?
Kyiv –based Grantees (National Advocacy Campaigns) Crimea-Grantees and Fellowship Holders
Obj1: What tools and approaches [provide examples to interviewee] of UNITER did you value more vs less? Why? What civic engagement tools did use/introduce at the national level (social media, public councils, hearings)?
Obj2: What positive changes do you see in the enabling environment? Are European standards appropriate for the Ukrainian context? Why/not? What engagement did you have on CSO-relevant law changes? How were these politically possible to achieve? What more could UNITER have done to promote positive change?
EEF grantees, CHESNO campaign Regional Coordinators, Comparison CSO Groups
Obj1: What tools or approaches worked better for local advocacy? Chesno: What tools and approaches of Chesno were more effective in influencing policy? Were the goals of Chesno campaigns reflecting regional interests? CEC: What citizen engagement tools did you introduce in Crimea? (citizen jury, PETS, SFS, social mobilization, public hearings, other) How well Community Enhancement Centres (CEC) reflected the interests of local community?
Obj2: What positive changes do you see in the enabling environment? Are European standards appropriate for the Ukrainian context? Why/not? What engagement did you have on CSO-relevant law changes? How did these changes come about?
External Experts, Other Donor Staff, Journalists, Ukrainian National and Local Government Officials, USAID Implementing Partners
Obj1: What tools or approaches seem to be valued by CSOs? Which are more effective at influencing development?
Obj2: What positive changes do you see in the enabling environment? Are European standards appropriate for the Ukrainian context? Why/not? What engagement did you have on CSO-relevant law changes? How did these changes come about? How were these politically possible to achieve?
WHAT PRACTICES AND BEHAVIORS DID UNITER PARTNER ORGANIZATIONS ADOPT AND ACTIVELY USE TO INFLUENCE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE? WHICH OF THOSE PRACTICES AND BEHAVIORS WERE PERCEIVED TO BE THE MOST CRUCIAL TO BRINGING ABOUT CHANGE IN ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE?
UNITER Implementing and Key Partners
Obj1: Which advocacy tools are more effective in bringing policy change at the national level in Ukraine?
Obj2: How would you approach upcoming enabling environment issues? Would you be able to undertake a law reform advocacy effort without UNITER support?
Kyiv –based Grantees (National Advocacy Campaigns) Crimea-Grantees and Fellowship Holders
Obj1: What advocacy practices did your adopt as the result of cooperation with UNITER? (outreach, fundraising, social media, constituency relations, other advocacy tools?) Which of these were most useful in driving reform agenda? Which of the coalitions/campaigns/partners were the most successful and why do you think this was the case?
Obj2: Have you used the Marketplace to find legal technical assistance? If so, was the assistance of value to your organization? Could your organization have undertaken a coordinated advocacy effort without UNITER?
EEF grantees, CHESNO campaign Regional Coordinators, Comparison CSO Groups
Obj1: Which advocacy tools are more effective in bringing policy change at the local level in Ukraine? Did you adopt any new practices as a result of UNITER services (Marketplace)? Which of these were most helpful in strengthening your CSO advocacy work and connections with citizen? Will you be able to continue your advocacy work in the future? CF: For new tools such as social media, is it spreading across civil society (without UNITER)?
Obj2: Are you aware of any advocacy efforts about the enabling environment? To what effect? Have you used the

Marketplace to find legal technical assistance? If so, was the assistance of value to your organization?
External Experts, Other Donor Staff, Journalists, Ukrainian National and Local Government Officials, USAID Implementing Partners
Obj1: What tools and approaches work in Ukraine for influencing activities and environment for NGOs?
Obj2: How would CSOs approach upcoming enabling environment issues? Would they be able to undertake a law reform advocacy effort without UNITER support? Do you know of any advocacy efforts that coordinated large groups of CSOs? Do the Marketplace and vouchers provide CSOs with the legal technical assistance they need?
WHAT MAJOR CHANGES IN THE ACTIVITIES OF AND ENVIRONMENT FOR CIVIL SOCIETY IN UKRAINE DO CSOs AND OTHER STAKEHOLDERS PERCEIVE TO BE THE RESULT, IN WHOLE OR IN PART, OF THE WORK OF UNITER AND ITS PARTNER ORGANIZATIONS?
UNITER Implementing and Key Partners
Obj1: How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements? What would have happened without UNITER support? What further changes are needed?
Obj2: What has been achieved to improve the enabling environment? What couldn't be done or what should have been done? What still needs to be done? How would you characterize GoU engagement on CSO issues? What would have happened without UNITER support? Could you have found other funding for these activities, or did UNITER bring more than funding?
Kyiv –based Grantees (National Advocacy Campaigns) Crimea-Grantees and Fellowship Holders
Obj1: How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements? What kind of changes should be done in Ukraine at the national/ local level in order to make CSOs better drivers of the reform agenda? How could donors better support it? If your CSO would not have worked on this reform issue what would have happened?
Obj2: What has been achieved to improve the enabling environment? What couldn't be done or what should have been done? What still needs to be done? What would have happened without UNITER support? Could you have found other funding for these activities, or did UNITER bring more than funding?
EEF grantees, CHESNO campaign Regional Coordinators, Comparison CSO Groups
Obj1: Did you notice any improvements in the civil society environment in Ukraine in the last 2 years? What should happen in Ukraine to make citizens stronger drivers of social change? What kind of changes should be done in Ukraine at the local level in order to make CSOs better drivers of the reform agenda? How could donors better support it? What kind of change UNITER made in Crimea? CHESNO: If your CSO would not have worked on this reform issue what would have happened? CHESNO: What should be done to strengthen the platform in the regions? CF: Did you notice any improvements in the civil society environment in Ukraine in the last 2 years?
Obj2: What has been achieved to improve the enabling environment? What still needs to be done?
External Experts, Other Donor Staff, Journalists, Ukrainian National and Local Government Officials, USAID Implementing Partners
Obj1: How would you describe the legal and political operating environment for CSO advocacy activities at the local level today compared to 2008/2009? Did you notice any improvements? What is UNITER role in this?
Obj2: What has been achieved to improve the enabling environment? What still needs to be done? What would have happened without UNITER support?

FOCUS GROUP PROTOCOL

The UNITER evaluation team will hire and train a local note taker and interpreter-moderators that will conduct one focus group (FG) discussion with males and females who *could* be CSO users in Bakhchysaraj. Civil Society Specialist Orysia Lutsevych will facilitate the discussion. The note taker will transcribe the discussion into Russian/Ukrainian. If an appropriate group of CSO service users can be organized in Kirovograd around health care provision, EU accession, or environmental issues, then an additional FG will be facilitated. For Kirovograd, two individuals will be hired, a note taker and a facilitator. The interrupter working with Dr. Green, evaluation specialist will be interpreting for Dr. Green so he can ensure the legitimacy of the FG process.

The focus group will involve an odd number of individuals, preferably between 7-11 individuals with a preference for more women than men.

The FG facilitators will ask three primary leading questions. The facilitator will make sure all topics are covered before moving to the next set of questions with the FGD participants.

FG Participants will receive 100 Gryvna (approximately US\$ 25) for participating to thank them for their time and support to better understand the role of civil society in Ukraine.

Each FG will start with an introduction of why the participants have been asked to speak with the team, and why they are being asked three questions about:

- How non-government organizations in your area serve your direct needs
- The quality of services from non-governmental organizations
- How do you interact with non-governmental organizations and how do you learn about their services.

Moderator Instructions

5. Make sure all topics under the 3 questions are covered
6. Do not give your opinion to direct how the participants should respond to questions.
7. Allow participants to volunteer their own answers and in their own ways.
8. Make sure that everyone in the group gets an equal opportunity to discuss the question.

Note-taker Instructions

4. Write down exactly what people say.
5. If there is a good quote, record the statement verbatim.
6. When the FGD is completed, transcribe electronically and directly translate the full record of the group discussion. Do not summarize.

MINI-SURVEY PROTOCOLS

**This instrument has been finalized and disseminated to Partners and EEF grantees on October 21, 2013. The list of recipients was verified with the UNITER Chief of Party and can be provided to USAID/Ukraine upon request. For consolidation purposes, only the introductory electronic letter to recipients is shown with live links to the online survey. As they are presented here, both letters and surveys have been translated into Ukrainian.*

UNITER Partners Mini e-survey Instrument

1. What is the type of your organization?

CSO Resource/Support Center
Community Foundation
Professional Association
Think tank/Analytical center
Service provision CSO
Advocacy CSO
Public service and advocacy CSO
Other (please describe)

1. До якого типу Ви відносите Вашу організацію?

Ресурсний центр для громадських організацій
Фонд розвитку громади
Професійна асоціація
Аналітичний центр
Громадська організація, яка надає соціальні послуги
Громадська організація, яка займається адвокасі
Громадська організація, яка надає і послуги, і займається адвокасі
Інший (просимо описати)

2. Does your organization have active members?

Yes
No

2. Чи є у Вашої організації активні учасники (члени)?

Так
Ні

3. How many active members does your organization have?

10-20
20-50
50-100
100-300
300 or more

Other (please provide amount)

3. Якщо у Вас є активні члени організації, то яка їх кількість?

10-20

20-50

50-100

100-300

300 і більше

інша (подайте кількість)

4. Which groups of citizens does your organization represent? (Select as many as needed)

Youth

Students

Children

Professional groups (teachers, businessmen, farmers, journalists

Voters

Consumers

Local communities

Elderly/retired

Women

Men

Other (please provide details)

4. Які групи громадян у вашій організації Уявляєте? (Виберіть стільки, скільки необхідно)

молодь

студенти

діти

Професійні групи (вчителі, бізнесмени, фермери, журналісти

виборці

споживачі

місцеві співтовариства

Літній / відставний

жінки

люди

Інше (по електронній пошті Ой детальніше)

5. Is your organization part of a public network or coalition?

Yes

No

If so, which one(s)?

5. Чи Ваша організація входить у коаліції або громадські мережі ?

Так

Ні

Якщо ТАК, то які?

6. Is your organization involved with policy change for the civil society sector?

Yes

No

Other (please provide details)

6. Чи займається Ваша організація адвокасі / впливом на забезпечення змін у певному секторі політики?

Так

Ні

Інша (подайте інформацію)

7. What are the main policy issues your organization is working on?

Fighting corruption in government

Human rights and law

Women's rights

Torhivnyua people

Domestic violence

Election issues

Ecology

Unemployment and job creation

Support for small businesses

Pension policy and pensioners

Healthcare

Provision of local social services

Promotion of European Ukraine/Association agreement

Other (please provide details)

7. Якими питаннями у напрямку зміни політики займаєтесь Ваша організація? (можна обрати декілька варіантів)

Боротьба з корупцією у влади

Права людини та верховенство права

Права жінок

Торгівня людьми

Насильство в сім'ї

Питання пов'язані з виборими

Екологія

Безробіття та створення нових робочих місць

Підтримка малого бізнесу

Пенсійна політики та проблеми пенсіонерів

Охорона здоров'я

Надання послуг на місцевому рівні

Просуванням Європейської інтеграції

України

інша (подайте інформацію)

8. At what level do you support (select appropriate levels)

Changes to national laws

Regulations with ministries at the national level

Changes at the local level

Changes in the region (outside Ukraine)

8. На якому рівні Ви займались просуванням змін? (можна обрати декілька варіантів)

Зміна до законодавства на національному рівні

Регуляторні акти міністерств та відомств на національному рівні

Зміни на місцевому рівні

Зміни у регіоні (поза межами України)

9. Did UNITER support your advocacy efforts?

Yes	75.0%	18
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No	25.0%	6
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Partly (please explain)		7
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9. Чи UNITER підтримував Ваші зусилля по адвокасі?

Так

Ні

Частково (просимо пояснити)

10. Does your organization receive funding for activities or program advocacy from UNITER?

Yes

No

10. Чи отримувала Ваша організація фінансування на діяльність чи адвокасі від програми UNITER?

Так

Ні

11. Were the advocacy efforts supported through UNITER successful?

Yes

No

Partially (please explain)

11. Чи були зусилля по адвокасі, які підтримував UNITER успішні?

Так

Ні

Частково (просимо пояснити)

12. Would your organization have been able to take on advocacy without UNITER funding?

Yes, we had other potential donors

Yes, with more volunteers, our own funds, and in-kind contributions

yes, but at a much lower level

No, we could not do that

12. Чи змогла би Ваша організація реалізувати даний проект з адвокасі, якщо б UNITER не надав на нього фінансування?

Так, у нас були інші потенційні донори

Так, з більшою кількістю волонтерів, нашими власними коштами та за рахунок нафінансової допомоги

Так, але набагато нижчому рівні

Ні, ми не могли б цього зробити

13. At what level were your efforts to influence policy most successful (select from the following)

- Providing information directly to citizens
- Active teaching and education
- Collect signatures, appeal to members of Parliament
- Providing information directly to the press
- Personal meetings with government officials
- Lawsuits
- Watchdog monitoring of policy
- Peaceful protests and street performances (flash mobs)
- Other (please describe)
- Other (please describe)

13. На якому рівні Ваші зусилля щодо впливу на політику були найуспішніші? (можна обрати декілька варіантів)

- Надання інформації безпосередньо громадянам
- Активні освітні та просвітницькі акції
- Збір підписів громадян та звернення до депутатів Парламенту
- Надання інформації в пресу
- Особисті зустрічі з державними службовцями та депутатами
- Судові позови
- Моніторинг виконання політики (watchdog)
- Мирні акції протесту та вуличний перформанс (fleshmobs)
- Інше (просимо описати)
- Інший (просимо описати)

14. Was the assistance provided by UNITER valuable to your (choose one)

- Extremely valuable
- Somewhat valuable
- Not sure of the value
- Not valuable enough
- Not valuable

14. Чи була допомога, надана програмою UNITER, цінна для Вашої організації? (виберіть один варіант)

- Надзвичайно цінна
- Дещо цінна
- Не впевнені у цінності
- Недостатньо цінна
- Нецінна

15. Put in order of importance to your organization the assistance provided by UNITER

Response options	1	2	3	4	Secondary importance
Grants for the organization					
Training and capacity building					
Opportunities for sharing with organizations in Ukraine and abroad					
Technical assistance to achieve advocacy goals					

15. Поставте у порядку важливості для Вашої організації допомогу, яку надала програма UNITER.

Варианты ответа	1	2	3	4	Средняя оценка
Грант на виконання проекту					
Тренінги та розвиток організаційної спроможності організації					
Можливості для обміну з організаціями в Україні та закордоном					
Технічну допомогу для досягнення цілей адвокасі					

16. Did the UNITER program adjust their services to the needs of your organization? Were you treated as all other organizations and participants of the program?

- Yes, significantly adjusted to our needs
- Slightly adjusted
- Did not adjust at all
- Other answer (please explain)

16. Чи програма UNITER підлаштовувала свої послуги під потреби Вашої організації, чи до Вас ставились як і до всіх інших організацій-учасників програми?

- Так, суттєво підлаштовувала під наші потреби
- Дещо підлаштовувала
- Не підлаштовувала
- інше (просимо описати)

17. How did UNITER service the needs of your organization?

During a personal meeting to discuss organization needs

Опитування організацій для збору інформації

Through a survey to gather information

Through consultation with organization members and clients

Other (please describe)

17. Якщо UNITER підлаштовув свої послуги під потреби Вашої організації, то як це було зроблено? (можна обрати декілька варіантів відповіді)

Під час особистих зустрічей з метою обговорення потреб Вашої організації

Опитування організацій для збору інформації

Під час консультацій з членами та клієнтами Вашої організації

Під час семінарів та конференцій з іншими партнерами програми UNITER

інше (просимо описати)

18. Has your organization benefitted from the NGO Marketplace services?

Yes

No

If yes, please provide details about the service you used

18. Чи Ваша організація скористалась послугами NGO Marketplace <http://ngomarket.org.ua/>

Так

Ні

Якщо ТАК, Надайте детальнішу інформацію про послуги, якими Ви скористались?

19. What services on NGO Marketplace are most appropriate for your organization? (You may select multiple responses)

Training services
Information on civil society development
Information on funding opportunities
Forum on Organizational Development
Other (please describe)

19. Які послуги NGO Marketplace були найбільш корисні для Вашої організації? (можна обрати кілька варіантів)

Тренінгові послуги
Інформація про розвиток громадянського суспільства
Інформація про можливості фінансування
Форум з організаційного розвитку
інше (просимо описати)

20. Did you have difficulty using the NGO Marketplace services (you may select several options)

Lack of information about services
Lack of products that meet training needs
it is important to access the training offered
The procedure for obtaining a voucher is complicated
Could not get a voucher
Other (please describe)

20. Чи були у Вас труднощі у користуванні послугами NGO Marketplace? (можна обрати декілька варіантів)

Брак інформації про послуги, які надаються
Брак тренінгового продукту, який відповідає потребам організації
Важно оцінити якість пропонованих тренінгів
Складна процедура отримання ваучера
Не вдалось отримати ваучер
інше (просимо описати)

21. What new practices or methods has your organization implemented as a result of cooperation with UNITER (you may select several options)

- Strengthened financial stability through involvement of local financial resources
- Expanded membership base
- Expanded volunteer base
- Introduced new advocacy tools
- Improved information about our activities
- Attracted new Western donors
- Joined coalitions or networks
- Improved financial management
- Improved quality control in organization (role of supervisory boards)
- Made new contacts and cooperation opportunities with organizations in other Ukrainian regions
- Started a business that generates profits for statutory activities of the NGO
- Other (please describe)

21. Які нові практики чи методи роботи Ви запровадили у Вашій організації у результаті співпраці з UNITER? (можна обрати декілька варіантів)

- Посилили фінансову стабільність за рахунок залучення місцевих фінансових ресурсів
- Розширили членську базу організації
- Розширили волонтерську базу організації
- Запровадили нові інструменти адвокати
- Покращили інформування про нашу діяльність
- Залучили нових західних донорів
- Приєднались до коаліцій та мереж
- Покращили фінансовий менеджмент
- Покращили якість управління організацією (посилили вплив Наглядової Ради, інше)
- Запровадили використання соціальних мереж
- Налагодили нові контакти та співпрацю з організаціями у інших областях України
- Започаткували комерційну діяльність, яка генерує прибутки для статутної діяльності організації
- інше (просимо описати)

22. What was the UNITER cooperation with your organization?

Beneficial

Was a disadvantage

Had no value to my organization

22. Чим була співпраця з UNITER для Вашої організації? (вибрати один варіант)

Перевагою

Недоліком

Не мала ніякого значення для моєї

організації

23. Is there an improved legal framework for NGOs now compared to the years 2008/2009?

Yes

No

Has not changed

23. Чи покращилось законодавче поле для діяльності громадських організацій сьогодні у порівнянні з 2008/2009 роками?

Так

Ні

Не змінилось

24. Has the political climate for NGOs today improved compared to 2008/2009?

Yes

No

Has not changed

24. Чи покращився політичний клімат для діяльності громадських організацій сьогодні у порівнянні з 2008/2009 роком?

Так

Ні

Не змінився

25. Can you name one change, leading to improved environment for civil society organizations, which took place through the work program UNITER? (write-in)

25. Чи можете Ви назвати одну зміну, яка призвела до покращення середовища для організацій громадянського суспільства, що відбулась завдяки діяльності програми UNITER?

26. In the future, will your organization undertake advocacy activities?

Yes, but only if supported by Western donors

Yes, and without the support of Western donors

No, it would be difficult to support without Western donors

Other (please describe)

26. Чи зможе Ваша організація у майбутньому займатись проектами адвокати?

Так, але лише за умови підтримки західних донорів

Так, і без підтримки західних донорів

Ні, це буде дуже складно без підтримки західних донорів

інше (просимо описати)

27. What contribution to civil society in Ukraine has UNITER made?

One of the most important contributions

Significant contribution

Average contribution

Negligible contribution

27. Який внесок у розвиток громадянського суспільства України зробила програма UNITER?

Один з найважливіших внесків

Суттєвий внесок

Середній внесок

Незначний внесок

28. What is your advice to foreign donors seeking to support Ukrainian NGOs? (write-in)

28. Які у Вас є поради для іноземних донорів, які прагнуть підтримувати сектор громадських організацій в Україні?

Mini-Survey to UNITER – EEF Grantees

1. What is the type of your organization? (select one)

CSO Resource/Support Centre
Community Foundation
Professional association
Think tank/Analytical center
Public Service CSO
Advocacy CSO
Public service and advocacy CSO
Other (please explain)

1. До якого типу Ви відносите Вашу організацію?

Ресурсний центр для громадських організацій
Фонд розвитку громади
Професійна асоціація
Аналітичний центр
Громадська організація, яка надає соціальні послуги
Громадська організація, яка займається адвокасі
Громадська організація, яка надає і послуги, і займається адвокасі
Інший (просимо описати)

2. Does your organization have active members?

Yes
No

2. Чи є у Вашої організації активні учасники (члени)?

Так
Ні

3. How many active members does your organization have?

10-20
20-50
50-100
100-300
300 or more
Other (please specify)

3. Якщо у Вас є активні члени організації, то яка їх кількість?

10-20

20-50

50-100

100-300

300 і більше

інша (подайте кількість)

4. What kind of citizen interest group does your organization represent? (multiple choice)

Youth

Students

Children

Professional group (teachers, business, farmers, journalists, etc.)

Voters

Consumers

Local community

Elderly/retired

Women's issues

Men's issues

Other (please specify)

4. Інтереси якої групи громадян Ви представляєте? (можна обрати декілька варіантів)

Молодь

Студенти

Діти

професійні групи (вчителі, підприємці, фермери, журналісти)

Виборці

Споживачі

місцеві громади

літні люди / пенсіонери

Жінки

Чоловіки

Інша (подайте інформацію)

5. Is your organization part of a public network or coalition?

Yes

No

If so, which ones? (please detail)

5. Чи Ваша організація входить у коаліції або громадські мережі ?

Так

Ні

Якщо ТАК, то які?

6. Is your organization involved with policy change for the civil society sector?

Yes

No

Other (please provide details)

6. Чи займається Ваша організація адвокати / впливом на забезпечення змін у певному секторі політики?

Так

Ні

Інша (подайте інформацію)

7. What are the main policy issues your organization is working on?

(Multiple choice)

- Corruption in government
- Human rights and the rule of law
- Women's rights
- Anti-trafficking of women and men
- Domestic violence
- Election related issues
- Environmental issues
- Job creation/employment related
- Small business support
- Pensions and related elderly issues
- Health care services
- Local community services
- Promotion European integration of Ukraine
- Other (please specify)

7. Якими питаннями у напрямку зміни політики займається Ваша організація? (можна обрати декілька варіантів)

- Боротьба з корупцією у влади
- Права людини та верховенство права
- Права жінок
- Торгівля людьми
- Насильство в сім'ї
- Питання пов'язані з виборими
- Екологія
- Безробіття та створення нових робочих місць
- Підтримка малого бізнесу
- Пенсійна політика та проблеми пенсіонерів
- Охорона здоров'я
- Надання послуг на місцевому рівні
- Просуванням Європейської інтеграції України
- інша (подайте інформацію)

8. At what level did you promote change with the East Europe Foundation grant? (multiple choice)

- National laws
- Regulations of national Ministries
- Local level
- Regional (beyond Ukraine)

8. На якому рівні Ви займались просуванням змін? (можна обрати декілька варіантів)

- Зміна до законодавства на національному рівні
- Регуляторні акти міністерств та відомств на національному рівні
- Зміни на місцевому рівні
- Зміни у регіоні (поза межами України)

9. Did the advocacy effort supported by the East Europe Foundation grant achieve its goals?

- Yes
- No
- Partially (please explain)

9. Чи були зусилля по адвокасі, які підтримував Фонд Східна Європа успішні?

- Так
- Ні
- Частково (просимо пояснити)

10. Would your organization have conducted this advocacy project without the grant from EEF?

- Yes, we had identified other potential donors
- Yes, but with more volunteers, our personal funds, and in-kind contributions
- Yes, but much more limited in scope
- No, we would not have done so

10. Чи змогла би Ваша організація реалізувати даний проект з адвокасі, якщо б Фонд Східна Європа не надав на нього фінансування?

- Так, у нас були інші потенційні донори
- Так, з більшою кількістю волонтерів, нашими власними коштами та за рахунок нафінансової допомоги
- Так, але набагато нижчому рівні
- Ні, ми не могли б цього зробити

11. At what level was your advocacy effort most successful? (multiple choice)

- Providing information directly to citizens
- Active educational/public information campaign
- Organizing petitions and appealing to members of parliament
- Informing press and media
- Meetings with public officials/legislators
- Legal actions
- Monitoring policy Implementation (watchdog)
- Peaceful street protests and performances (flash mobs)
- Other (please specify)

11. На якому рівні Ваші зусилля щодо впливу на політику були найуспішніші? (можна обрати декілька варіантів)

- Надання інформації безпосередньо громадянам
- Активні освітні та просвітницькі акції
- Збір підписів громадян та звернення до депутатів Парламенту
- Надання інформації в пресу
- Особисті зустрічі з державними службовцями та депутатами
- Судові позови
- Моніторинг виконання політики (watchdog)
- Мирні акції протесту та вуличний перформанс (fleshmobs)
- Інше (просимо описати)
- Інший (просимо описати)

12. Was the assistance provided by the program valuable to your organization?

- Extremely valuable
- Somewhat valuable
- Uncertain
- Marginally valuable
- Not valuable

12. Чи була допомога, надана програмою, цінна для Вашої організації? (виберіть один варіант)

- Надзвичайно цінна
- Дещо цінна
- Не впевнені у цінності
- Недостатньо цінна

Нецінна

13. Did you use the services of the NGO Marketplace created by UNITER?

Yes

No

If yes, please detail the services you used

13. Чи Ваша організація скористалась послугами NGO Marketplace <http://ngomarket.org.ua/>

Так

Ні

Якщо ТАК, Надайте детальнішу інформацію про послуги, якими Ви скористались?

14. Which NGO Marketplace services are most appropriate for your organization?

Training services

Information on civil society development

Information on funding opportunities

The Forum for Organizational Development

Other (please specify)

14. Які послуги NGO Marketplace були найбільш корисні для Вашої організації? (можна обрати кілька варіантів)

Тренінгові послуги

Інформація про розвиток громадянського суспільства

Інформація про можливості фінансування

Форум з організаційного розвитку

інше (просимо описати)

15. Did you experience any obstacles to using the NGO Marketplace?

Lack of information about Marketplace offerings

Lack of training products that matched our needs

Difficulty assessing the quality of training services

Complicated voucher application procedure

Applied for a voucher but was rejected

Other (please specify)

15. Чи були у Вас труднощі у користуванні послугами NGO Marketplace? (можна обрати декілька варіантів)

Брак інформації про послуги, які надаються
Брак тренінгового продукту, який відповідає
потребам організації
Важно оцінити якість пропонованих
тренінгів
Складна процедура отримання ваучера
Не вдалось отримати ваучер
інше (просимо описати)

16. What new practices did you adopt as a result of using Marketplace services (Multiple choice)

Increased financial sustainability by attracting
local sources of funding
Developed a new membership base
Developed a new pool of volunteers
Introduced new advocacy instruments/practices
Improved internal and external communication
Attracted new Western donors
Joined coalitions and networks
Improved financial management
Improved organizational governance (Advisory
board)
Introduced social media and social networking
tools
Established new cooperation with NGOs in
other parts of Ukraine
Started income generating activities
Other (please specify)

16. Які нові практики чи методи роботи Ви запровадили у Вашій організації у результаті використання послуг NGO Marketplace? (можна обрати декілька варіантів)

Посилили фінансову стабільність за рахунок
залучення місцевих фінансових ресурсів
Розширили членську базу організації
Розширили волонтерську базу організації
Запровадили нові інструменти адвокасі
Покращили інформування про нашу
діяльність
Залучили нових західних донорів
Приєднались до коаліцій та мереж
Покращили фінансовий менеджмент
Покращили якість управління організацією
(посилили вплив Наглядової Ради, інше)

Запровадили використання соціальних мереж
Налагодили нові контакти та співпрацю з організаціями у інших областях України
Започаткували комерційну діяльність, яка генерує прибутки для статутної діяльності організації
інше (просимо описати)

17. Was the grant from the east Europe Foundation under the UNITER program for your organization (please select one choice)

An advantage
A disadvantage
Made no difference to my organization

17. Чим була співпраця з Фондом Східна Європа в рамках програми UNITER для Вашої організації? (вибрати один варіант)

Перевагою
Недоліком
Не мала ніякого значення для моєї організації

18. Are the legal operating environment for NGO activities today better than they were in 2008/2009?

Yes
No
No change

18. Чи покращилось законодавче поле для діяльності громадських організацій сьогодні у порівнянні з 2008/2009 роками?

Так
Ні
Не змінилось

19. Is the political operating environment for CSO activities today better than they were in 2008/2009?

Yes
No
No change

19. Чи покращився політичний клімат для діяльності громадських організацій сьогодні у порівнянні з 2008/2009 роком?

Так
Ні
Не змінився

20. Can you name one change that lead to an improved environment for CSO, held by the UNITER program? (Write-in)

20. Чи можете Ви назвати одну зміну, яка призвела до покращення середовища для організацій громадянського суспільства, що відбулась завдяки діяльності програми UNITER?

21. Is your organization capable of conducting another advocacy project in the future?

Yes, but only with a grant from a Western donor
Yes, even without a grant from a Western donor
No, it would be too difficult without a Western donor grant
Other (please specify)

21. Чи зможе Ваша організація у майбутньому займатись проектами адвокати?

Так, але лише за умови підтримки західних донорів
Так, і без підтримки західних донорів
Ні, це буде дуже складно без підтримки західних донорів
інше (просимо описати)

22. How would you describe the contribution of UNITER project to strengthening Ukrainian civil society? (Please chose one option only)

Most significant contribution
A significant contribution
Average contribution
Negligible contribution

22. Який внесок у розвиток громадянського суспільства України зробила програма UNITER?

Один з найважливіших внесків
Суттєвий внесок
Середній внесок
Незначний внесок

23. What recommendation would you give to Western donors who want to support CSOs in Ukraine? (Write-in)

23. Які у Вас є поради для іноземних донорів, які прагнуть підтримувати сектор громадських організацій в Україні?

ANNEX VII: SOURCES OF INFORMATION INDIVIDUALS CONTACTED

USAID (USAID/Washington and USAID/Ukraine)		
Name	Position	Organization
Brian Fink	Deputy Director, Office of Program Coordination and Strategy	USAID/Ukraine
Christopher B. Frost	Regional Contracting Officer, USAID Regional Mission	USAID/ERM
Elizabeth Wagner	Deputy Executive Officer	USAID/Ukraine
Evgenia Malikova	Project Management Specialist, Private Enterprise Development, Office of Economic Growth	USAID/Ukraine
Faye Haselkorn	Senior Civil Society Advisor	USAID
Laura Palmer Pavlovic	Team Leader, Cross Sectoral Programs	USAID
Victoria A. Marchenko	Program Manager, Civil Society and Media	USAID/Ukraine
Mila Oleksiiuk	Project Management Assistance, Office of Democracy and Governance	USAID/Ukraine
Petro Luzik	Program Development Specialist, Mission Environmental Officer	USAID/Ukraine
Stella Rudenko	Program Development Specialist, Gender Advisor	USAID/Ukraine
V. Kate Somvongsiri	Director, Office of Democracy and Governance	USAID/Ukraine
Valerie Chen	Desk Officer for Ukraine, Moldova, and Belarus	USAID
UNITER Key Partners		
Name	Position	Organization
Andriy Donets		ISAR Ednannia
Igor Kogut	Director	Agency for Legislative Initiatives, Ukrainian School of Political Studies
Iryna Bekeshkina	Director	Democratic Initiatives Foundation
Taran Victor	Director	CPSA
Taras Tymchuk	Director of Societal Information Department	GURT Resource Centre
Lyubov Palyvoda, Ph.D.	President	CCC Creative Center
Maxim Latsyba	Head of Programs	Ukraine Center for Independent Political Research
Volodymyr Shcherbachenko		East European Center for Civic Initiatives
Valadymyr Sheyhus	Executive Director	ISAR Ednannia
Victor Liakh	President	East Europe Foundation
Oleksandr Vinnikov	Legal Advisor, USAID Access to Justice and Legal Empowerment Project	Management Systems International
UNITER Grantees (also includes Marketplace voucher users, Fellows Crimea)		
Name	Position	Organization
Alyona Getmanchuk	Director	Institute of World Policy
Andriy Krupnyk	Director	Association for Community Self-

		Organization Assistance
Anna Khomutova		Center for Disabled Women, "Bereginya"
Edem Emirsanov		Yashlar Shurasy, Youth organization
Iryna Iakovenko, Ph.D.	Professor of Geography	Crimean Republican Association for Facilitation of Regional Development
Svitlana Zalischuk		Center UA
Yulia Stadnik	Director	NGO "Women, Health, & Longevity"
Alla Ivanovna Orlova	Head, Social Policy Unit	Odesa Oblast Administration
Oksana Shershen		Creative Center TORO
EEF Grantees (includes CHESNO regional Coordinators, Comparison NGOs)		
Name	Position	Organization
Sergiy Bondarenko	Chairman	Center for Public Communications Analysis and Development
Dmytro Koval	Head of the Project Management Department	Agency of Regional Development "Donbas"
Inga Dudnik	Director	NGO "Territory of Success"
Konstantin Shubin		Foundation of Regional Initiatives-Youth Organization
Vyacheslav Koval	Chairman of the Board, Director General	Regional Development Agency "DONBASS"
Lyubov Petrivna Lukyantseva	President	The Kirovograd Civil Initiatives Association (also training consultant for CCC Creative Center)
Oleksandr Slavskiy	Regional Coordinator for Odessa	CHESNO
Lyudmyla Shestakova	Director	NGO "Flora"
Olena Filipieva	Director	the Public Institute for Social technologies
Maryna Pluzhnyk	International Communication	HUB Odessa
Svitlana Zakrevska	President	Innovation and Research Center Alliance
External Actors (other donors, other USAID Implementing Partners, Ukrainian Government Officials and Journalists)		
Name	Position	Organization
Aleksander Kaliberda	Deputy Chief of Party, AgroInvest	Chemonics International
Andriy Shevchenko	Member of Parliament	Bloc of Yulia Tymoshenko
Anna Babinets	Journalist	Agency of Investigative Journalism
Colombe de Mercey	Sector Manager, Civil Society and Media	European Union
Dmytro Yemelyanenko	Special Activities Fund Director, AgroInvest	Chemonics International
Elena Petrovna Kitayskaya	Director	Social Policy Department, Odessa Municipal Administration
Eric Bleich	Chief of Party, AgroInvest Project	Chemonics International
Inna Pidluska	Deputy Director	International Renaissance Foundation
Iryna Gubarets	Project Officer	Canada International Development Agency
Katya Gorchinskaya	Deputy Chief Editor	KyivPost
Lesya Orobets	Member of Parliament	Bloc of Yulia Tymoshenko
Mariya Kozubska	Program Assistant, Ukraine Media	Internews

	Project	
Maryna Zarytska	Public Outreach and Communications Manager, AgroInvest Project	Chemonics International
Nataliya Ivaniv	Capacity Building Manager, Ukraine Media Project	Internews
Oksana Maydan	Deputy Chief of Party, Ukraine Media Project	Internews
Olga Sandakova	Program Officer, Development Cooperation	Embassy of Sweden
Tetiana Andriychuk	Head of Sector for Civil Society Development Assistance	Secretariat of the Cabinet of Ministers of Ukraine
Sean R. Roberts, Ph.D.	Associate Professor of the Practice of International Affairs; Director, International Development Studies	Elliot School of International Affairs, George Washington University
Yevhen Bystrytsky, Ph.D.	Executive Director	International Renaissance Foundation
Wayne Sharpe	Chief of Party, Ukraine Media Project	Internews
Mykhailo Chaplyga	Representative of the Commissioner, Head of Department for Communications Policy and Public Relations	The Ukrainian Parliament Commissioner for Human Rights
Vasyl Kolodchyn	Executive Director	Caritas Foundation
Oleksandr Akimenko	Journalist	Agency of Investigative Journalism
Roman Romanov	Rule of Law Program Director	International Renaissance Foundation
PACT UNITER STAFF		
Name	Position	Organization
Roland Kovats	Chief-of-Party, UNITER project and Country Director	UNITER Project, PACT
Yulia Yesmukhanova	Senior Program Officer, UNITER Project	UNITER project, PACT

SKII MASTER LIST

Total: 63

Males: 29

Females: 34

UNITER Partners

Organization	Date	Interviewer(s)	# of interviewees
KYIV Center for Political Studies and Analysis (CPSA)	11/5	Green	1 male
Democratic Initiatives	11/5	Green	1 female
Counterpart Creative Center (CCC)	11/2	Lutsevych/Green/Tisch	1 female
Alliance for Legislative Initiatives (ALI) NGO	10/25	Lutsevych/Green/Tisch	1 male
GURT Resource Center	10/24	Lutsevych/Green/Tisch	1 male
Ukraine Center for Independent Political Research (UCIPR)	10/24	Lutsevych/Green/Tisch	2 males, 1 female
East Europe Foundation (EEF)	11/1	Lutsevych/Tisch	1 male
New Citizen (NGO)	10/25	Lutsevych/Green	1 female
ISAR Ednannia (NGO)	11/4	Green	1 male

UNITER Grantees: Kyiv National, Center UA, Crimea: NGOs CEC and Fellows

Organization	Date	Interviewer(s)	# of interviewees
KYIV Center for United Action (Center UA)	10/24	Green	1 female
Institute for World Policy (IWP)	10/31	Lutsevych/Tisch	1 female
Toro Creative Union (TORO)	11/1	Lutsevych/Tisch	1 female
Alexander Vinnikov/Elan	11/4	Green	1 male
CRIMEA Media Fellow	10/28	Lutsevych/Tisch	1 female
Tartar Youth Fellow	10/28	Lutsevych/Tisch	1 female
Association of Regional Development (tourism)	10/28	Lutsevych/Tisch	1 female
Center for Disabled Women	10/28	Lutsevych/Tisch	1 female
Council of Young Civil Servants	10/30	Lutsevych/Tisch	1 male
Aibolit (prison work)	10/28	Lutsevych/Tisch	1 female

Donors, USAID Implementing Partners, Ukrainian Government, Journalists, non-UNITER NGOs

Organization	Date	Interviewer(s)	# of interviewees
KYIV European Union	10/25	Lutsevych/Tisch	1 female
UNDP	11/8	Tisch	1 female
Swedish International Development Agency (SIDA)	11/5	Lutsevych/Tisch	1 female
USAID U-Media project (Internews)	11/1	Lutsevych/Tisch	1 male; 3 females
Canadian International Development Agency (CIDA)	11/4	Green	
International Renaissance Foundation (IRF)	10/25	Lutsevych/Green/Tisch	1 female; 2 males
USAID AgroInvest project (Chemonics International)	10/31	Lutsevych/Tisch	3 males 1 female
Kayta Gorchinskaya Kyiv Post	10/24	Lutsevych/Tisch	1 female
Oleksander Akimenko	11/2	Green	1 male
Kyiv Korrespondent Andriy Shevchenko	11/5	Green	1 male
Member of Parliament Mykhalo Chaplyga	11/1	Green	1 male
Ombudsperson of the Verkhovna Rada (Parliament)			
Leysa Orobets Member of Parliament	11/1	Green	1 female
Tetiana Andrychuk Secretariat of Cabinet of Ministers of Ukraine, CSO Development and Assistance ODESSA	11/4	Green	1 female
Elena Petrovna Kvit Odessa Oblast Municipality	10/27	Green	1 female
Alla Ivanova Orlova Odessa Oblast Administration	10/27	Green	1 female, 2 male
Caritas Ukraine	10/27	Green	1 male

EEF Grantees, CHESNO Regional Coordinators, Comparison groups, Indirect Beneficiaries

Organization	Date	Interviewer(s)	# of interviewees
Odessa All Ukrainian NGO Association for Community Self-Organization, and the Public Institute of Social	10/27	Green	1 male

Technologies			
Women/Health/Longevity NGO	10/29	Green	1 female
Hub NGO	10/29	Green	1 female
CHESNO Regional Coordinator	10/29	Green	1 male
KYROVOHRAD CHESNO Regional Coordinator	10/30	Green	1 female
Flora NGO	10/30	Green	1 female
Territoriya Uspiha NGO	10/30	Green	1 female
Donetsk			
Donetsk Youth NGO		Lutsevych/Tisch	1 male
Alliance NGO	11/5	Lutsevych/Tisch	1 female
EveryVoice NGO	11/5	Lutsevych/Tisch	1 female
Donbas NGO	11/4	Lutsevych/Tisch	2 males, 2 females
Dialog NGO	11/4	Lutsevych/Tisch	1 male
Dobrata NGO	11/4	Lutsevych/Tisch	1 male
LUHANSK			
Eastern European Centre for Civic Initiatives NGO	10/25	Lutsevych	1 male

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ANNEX VIII: COUNTRY CONTEXT AND PROJECT BACKGROUND

Ukraine continues to hover in a limbo between effective and accountable governance and an authoritarian, highly centralized, and deeply corrupt organization of state power. The economy is in a similar tension between an open, vibrant market economy and a self-reinforcing relationship between oligarchs and oligopolistic control of major elements of the economy, with close ties to the Ukrainian state. After a brief period of public optimism associated with the 2004 "Orange Revolution" and the Yushenko Presidency, the reforms promised did not materialize quickly enough, and the Orange Coalition was defeated by Victor Yanukovich, and the Party of Regions. Again, at the beginning of this regime, there was promise of reform and more effective decision making, but this too lost momentum, suppression of political opposition grew, perceived corruption increased, and international financial institutions such as the World Bank and the International Monetary Fund (IMF) either downgraded or pulled back their support for the Yanukovich government.

The World Bank now rates Ukraine in the lowest quartile of all states for government effectiveness, while the IMF has suspended its financial support. Freedom House has changed its freedom rating from "Free" to "Partially Free." Similarly the European Union put conditions on an Association agreement with Ukraine, in part over the arrest of Yulia Tymoshenko and other indications that Ukraine does not meet the minimum standards necessary. Below are some of the factors that affect the activities of civil society in Ukraine. Bold print text below highlight those contextual factors which are particularly relevant to civil society efforts to influence and advocate for reform, supported in part by the UNITER project.

Centralization of power within the executive: Following the 2010 elections, the Party of Regions and President Yanukovich began to shift power toward a stronger executive branch. In addition, the appointment of leaders at the oblast and rayon levels has been much more politicized than in the past. The local government elections held in October 2010 similarly expanded the control of the Party of Regions at the local level in many areas.

Ineffectiveness of government: Similarly, the Mission's 2010 Democratic Governance Assessment found that public administration is on the whole neither accountable nor effective. There are no consequences for not following established procedures. Laws that are passed are poorly implemented. Court rulings are not enforced. The governance problem is not limited to the national government in Kyiv: Ukraine's many sub-national governments are besieged by complaints from their constituents about local conditions. These governments, in turn, complain that under the current policies of overly centralized decision making and micromanagement of local affairs by the national government (including placing national officials in regional and local offices), rather than true decentralization of authority, they have little authority and few resources.

Failure to address corruption: In the aftermath of the Orange Revolution, Transparency International's *Corruption Perceptions Index* gave Ukraine some credit for advances in addressing corruption. Ukraine's corruption score in 2004, President Kuchma's final year in office, put it in a tie for 122nd place among 146 countries ranked. It improved by 2006, while President Yushchenko was in office, to place Ukraine 99th of 163 countries. Its position on the index has been slipping, more or less, since. Ukrainians themselves agree wholeheartedly with these findings (91% in a recent International Foundation for Electoral Systems (IFES) poll) believe corruption is very or somewhat common).

Disturbingly, recent public opinion polls show that more than half of Ukrainians surveyed (51%), consider corruption to be an efficient means of interacting with the State. The data show that this willingness to engage in corruption is highest among Ukraine's youth. Yet at the same time, 36% of Ukrainians polled also stated their willingness to fight corruption.

Lack of civic engagement: While the current GOU has pursued long-overdue reforms in a number of sectors, many reform processes were pursued without public participation or meaningful participation by civil society and the opposition. Thus, the priorities and positions of many citizens are not being heard or reflected in government reform efforts.

Weak rule of law: A USAID Democracy and Governance assessment completed in September 2010 concluded that "the rule of law is spotty at best in Ukraine. The best evidence is the pervasiveness of corruption — which declined somewhat after the Orange Revolution but quickly rebounded to previous levels — and the ineffectiveness and lack of independence of the court system." According to recent survey data, the public views the judiciary as dependent upon political interests and largely unaccountable. Ukraine's legal framework is in need of extensive reform, as it is still largely oriented toward protecting government interests rather than defending citizens' rights.

Ukrainians feel that the judiciary is among the most corrupt government institutions. As of 2010, 68% of Ukrainians polled stated that they did not trust the judiciary; of this number, 80% stated that this lack of trust resulted from the fact that they saw the judiciary as corrupt

Structural economic weaknesses: Since independence, Ukraine GDP growth still has not reached the 1989 level; its fiscal deficit in 2011 was over 5% of GDP (3% of GDP is recommended by IMF); in 2009, of the countries in the region, only Latvia's economy contracted more than Ukraine's; the level of Ukraine's regulatory burden on businesses places it near the bottom out of 28 regional countries; and Ukraine's foreign debt totaled approximately 80% of its GDP (2011). The 2008 economic crisis revealed serious structural economic weaknesses in Ukraine, and identified the need for further deep and comprehensive reforms.

In 2009 per capita income plummeted 37%, savings evaporated with inflation, and the currency devalued by 60%. This economic downturn caused poverty levels⁴ to rise from 12.3% of the population in 2007 to 16% in 2009. This traumatic series of events shook the people's confidence that Ukraine was on the path to a secure economic future. Public opinion polls conducted over time by IFES show that the percent of Ukrainians believing the country was moving toward instability increased from 47% in 2007 to 74% in 2009, and only returned to pre-crisis levels after the elections in 2010. Ukrainians today remain dissatisfied with the economic situation (83 percent), though slightly less so than in 2009 (96 percent).

Wasteful use of energy resources: Ukraine's energy sector is highly wasteful and emission-intensive. It is the single largest impediment to the government's ability to free up financial resources to deal with other problems. Ukraine has one of the world's most energy-intensive and polluting economies. Not only is the consumption of energy very high relative to the country's economic output, but the country also has a fuel mix that further increases the carbon intensity of the economy.. One of the underlying factors contributing to the energy intensity of the country's economy is artificially low energy pricing. While there have been unpopular adjustments in the past year, prices are still well below market-clearing levels and are heavily subsidized.

Unsustainable social services: Mostly holdovers from the Soviet period, social services in Ukraine are not focused on the poor and disadvantaged, but tend to be based on criteria such as being a pensioner, veteran or civil servant. The health care system has continued to weaken since independence. Funding and staffing are both major issues. Ukraine's health system is not geared to tackle public health issues. It is complex, inefficient, and of low quality. Prevention and primary health care receive almost no attention or funding. Though, theoretically, healthcare is free of charge per the Constitution, in reality patients are subject to high out-of-pocket expenses and frequent non-transparent under-the-table payments, making the system unprofessional and corrupt.

Changing demographics: Ukraine is the fastest depopulating state in Europe, coupling low fertility rates with low life expectancy. Only Russia's life expectancy is lower and Ukraine's is some 14 years below the European Union (EU) average for males and 8 years below for females. Ukraine has high mortality rates with one third of Ukrainians dying before the age of 65. Ukraine has lost 6 million people over the last two decades (12% of its population). The crude birth rate per thousand is still 5 people below the crude death rate. The death rate for males is much higher than for females, thus there is a gender imbalance in the population due to a longer life expectancy for females (75 years compared to just 63 years for males, estimated for 2010). The World Bank has stated that if current trends continue, Ukraine could lose another 10 million of its population by 2050, falling to 36.2 million. Moreover, the small size of the under-15 population has created an inverted population pyramid, which has significant negative implications for the size of the future work force and the tax basis for support of an aging population under the state pension system.

Gender Issues: While Ukraine is situated relatively well on the OECD Social Institutions and Gender Index, its ranking has declined over the past three years. In 2009, Ukraine was ranked 10 out of 102 countries, while in 2012 Ukraine ranked 27 out of 86 countries. Other indices point to a worsening gender situation in the country. The UNDP Gender Inequality Index puts Ukraine in 57th place out of 146 countries. The World Economic Forum's 2011 Global Gender Gap Index also puts Ukraine in 64th place out of 135 countries. Of particular concern are: increases in maternal mortality and adolescent fertility a decrease in the number of seats in Parliament that are held by women, and declining labor force participation rates. Mainstream women's NGOs have also come under

⁴ Level determined using a poverty line of \$5 a day in purchasing power parity.

increased pressure in conjunction with the recent escalation of anti-lesbian/gay/bisexual/transgender (LGBT) sentiments and activities in many areas of Ukraine.

Ambiguous Role of CSOs and NGOs: The status of the non-governmental community is still evolving. The lack of decentralization at the oblast and rayon levels mean that NGOs with resources focus on the central government in Kyiv, while smaller-service oriented CSOs try to affect minor changes to improve the quality of life in their particular area. The recent legislative push to provide a more clear role for CSOs improves the environment overall, but leaves considerable ambiguity at the local level.

According to one survey conducted by the Ukrainian Foundation for Democracy, membership in CSO and Political Parties is limited to no more than 5 percent of the population. In the Crimea, another study found CSO membership to be 1 percent, a figure that corresponds with other national polls. The IFES 2012 poll found that only .03 percent belonged to an NGO. Comparing female to male membership, the Crimea study showed females comprise 61 % of NGO membership, but NGO Leadership was primarily male at 52 percent. However, among those reported as "active participants", females predominated at 65% of the respondents surveyed.

Political activism in the Ukraine appears to be driven more by membership in Trade Unions and Political Parties, than in NGOs, which are clearly focused on charitable and social concerns at the national and local level. One of the best known NGOs works on HIVAIDs awareness, for example. The IFES poll showed that activism such as requesting information from government, signing a petition, participating in a protest, or contributing to social media hovers between 3 and 9 percent of the respondents.

Sustainability of NGOs: The sustainability of Ukraine NGOs as rated by USAID's CSO index is 3.4, with lower ratings being more sustainable. Ukraine's NGOs are at about the same level as Bulgaria, but compared with Russia at 4.4 rating, Ukraine's NGOs are more sustainable. When compared to East European countries that have become part of the European Union (EU), Ukraine NGO sustainability is still problematic, with Poland receiving a 2.2 rating, and tiny Estonia a 2.0. Another metric used by the UNDP to measure the status of NGOs in a country is the ratio of NGOs to 10,000 people. Estonia has 250 NGOs per 10,000, Macedonia 50 per 10,000, while Ukraine has 18 per 10,000.

Most Ukraine NGOs remain small and are not a significant source of paid employment in the larger economy. One reports estimates that the average NGO may have up to 3 or 4 paid employees, often part time, is able to draw on 10 to 15 volunteers, and has a larger membership of 50 to 60 persons. While international donor assistance is an important source of project funding, it does not appear to be the critical element of longer term sustainability. Most NGOs are social service oriented, and depend on local members who care about helping others in their communities. Issues such as public transportation, access to services by the disabled and elderly, local environmental issues, providing support to children, and similar predominate in the issue agenda.

Public Trust of NGOs has also been problematic. (develop from surveys by IFES) Compared to almost universal distrust and negative views of government, political, and government operated social service institutions such as hospitals, Ukrainians trust NGOs, with only 20% expressing negative views. However, this positive view must be tempered by the fact, also reported in the IFES survey of 2012, that relatively few Ukrainians really know anything about NGOs or their activities.

Overall Impact of NGOs on public policy, laws, and governance at the local and national level:

Even though Ukrainian knowledge of a membership in NGOs is very low, Ukrainians generally believe that NGOs are trustworthy and important to the functioning of democracy, as shown in the 2012 IFES report.

The impact of Ukrainian NGO advocacy efforts has been limited, according to most observers. A 2001 study commissioned by USAID (cite) stated: "...it is unreasonable to declare civil society in Ukraine as a strong and influential public actor". Another USAID/UNITER study completed in 2011 focused on the Crimea stated: "The real effect of NGOs and their opinion consideration in the administrative process at the local level is very low."

USAID and other donors assert that a healthy and active civil society which performs important advocacy and "watchdog" functions in the shaping and implementation of public policy and government services is a critical element of an effective and accountable democratic political and governmental system. Why then has it been so difficult to move the Ukrainian NGO sector into a more activist and influential role in the public domain? It has not been for lack of effort and investment by both public and private donors.

USAID and other Donor support for CSO strengthening. Western donors have invested substantial resources in strengthening civil society in Ukraine for almost 20 years. Most try to promote equality and diversity, to strengthen good governance at national and local levels by empowering citizens to participate in decision-making, and to develop NGO capacity. Through the NGO projects they fund, US and European public and private donors contribute to the dynamic in the public space around trainings, conferences and study trips.⁵

USAID is the largest international donor to civil society. In 2011 it spent \$11 million in Ukraine, for ‘Civil Society’ under the heading ‘Governing Justly and Democratically’ (\$28 million).⁶ Ukrainian also NGOs benefit from funding via various sectoral initiatives supported by USAID such as Agroinvest in agricultural development, Internews in media sector, Assess to Justice in judicial sector, etc. US state-funded National Endowment for Democracy (NED) actively supports local NGOs for election related work, youth empowerment, local community development. In 2012 it awarded a total of around \$3.5 million of grants to local organizations.⁷

The European Union is the second largest donor to civil society, though it gives substantially smaller sums than USAID. With the launch of the Eastern Partnership Civil Society Forum in 2009 the EU institutions are trying to provide a venue for the voice of independent groups to be heard on the issues of human development. High-level EU officials are demonstrating the importance of civil society by meeting with its representatives along side the bi-lateral governmental summits. Facilitated by the EU, Ukraine and other Eastern Partnership countries established National Platforms of Eastern Partnership Civil Society Forum, which unites over 150 NGOs, and its secretariat is financed by the EU.

Most recently EU financial instruments for civil society also evolved to reflect this new strategy. In addition to traditional European Neighbourhood Partnership Instrument (ENPI), the European Instrument for Democracy and Human Rights (EIDHR)⁸, and a thematic programme targeting ‘non-state actors and local authorities in development’,⁹ which add up to approximately €3 million annually for civil society in Ukraine, EU has launched new instruments. The EU Civil Society Capacity Facility was launched in 2011 with €26 million for all EU neighbouring countries, with about half to be spent in the EU eastern neighbourhood.¹⁰ Thanks to this facility the EU support for civil society under the ENP programme will almost double. In 2012 new European Endowment for Democracy (EDD) became operational with the current budget of €14 million focusing primarily on Eastern Partnership countries.¹¹ Individual EU members, such as Sweden, Poland and Germany, are also active in supporting civil society through its international development agencies such as SIDA, Polish AID, GTZ or German political foundations.

The Open Society Foundations (OSF), funded by George Soros, is a major private funder. In Ukraine its local International Renaissance Foundation (IRF) funded variety of civil society projects for \$7.8 million in 2012¹². Other private foundations such as Charles Steward Mott Foundation focused on supporting indigenous philanthropy by investing into local community foundations and service networks.

II. PROJECT BACKGROUND

The Ukraine National Initiatives to Enhance Reforms (UNITER) Project-2008-2013

⁵ See Oryisia Lutsevych (2013) How to Finish a Revolution: Civil Society and Democracy in Georgia, Moldova, and Ukraine. Chatham House, London http://www.chathamhouse.org/sites/default/files/public/Research/Russia%20and%20Eurasia/0113bp_lutsevych.pdf

⁶ Congressional Budget Justifications, Foreign Operations, Annex: Regional Perspectives, Fiscal Year 2013: http://pdf.usaid.gov/pdf_docs/pcaac382.pdf, p. 485

⁷ NED Annual Report 2012 <http://www.ned.org/publications/annual-reports/2012-annual-report/central-and-eastern-europe/ukraine>

⁸ European Commission, EIDHR 2011-2013 Multiannual Indicative Planning, http://ec.europa.eu/europeaid/what/human-rights/documents/20110321_mip_eidhr_2011-2013_for_publication3_en.pdf.

⁹ European Commission, ‘Non-state actors and local authorities in development’, http://ec.europa.eu/europeaid/how/finance/dci/non_state_actors_en.htm.

¹⁰ European Commission, Neighbourhood Civil Society Facility, http://www.enpi-info.eu/maineast.php?id=393&id_type=10

¹¹ European Commission, Press Release, 09/01/2013 http://europa.eu/rapid/press-release_IP-13-17_en.htm

¹² IRF Short Annual Report, 2012, <http://gazeta.dt.ua/finances/mizhnarodniy-fond-vidrodzhennya-stisliy-zvit-za-2012-rik.html>

USAID has had a long history of support to democracy and governance in Ukraine, including strengthening the role of civil society. Support has been provided as well through the USAID funded Eurasia Foundation, the National Endowment for Democracy and the US Embassy, but USAID had been the major and perhaps most persistent contributor since 1991. The 2003-2007 USAID Country Strategy (which was extended to 2012) set out two related strategic objectives (SO):

SO 3: *Citizenry Increasingly Engaged in Promoting their Interests and Rights for a more Democratic Market-Oriented State* will seek to strengthen democracy in Ukraine from the grassroots level. Assistance will be provided to civil society organizations and NGOs in advocacy techniques and coalition building so that issues of public policy receive broad public hearing, and pressure to reduce corruption and improve accountability of public organizations is intensified.

SO 4: *Government Institutions Are More Effective, Transparent and Accountable to their Citizens* will assist Ukraine's parliament in becoming a more effective counterweight to executive power, while also strengthening local governance. It will also improve the legislative process, which has been an important impediment to economic transition imposing excessive delays in passage of needed legislation. Enabling adherence to the rule of law will also be a central component of this objective.

In 2013, USAID's CDCS posits the following goal and strategic objectives:

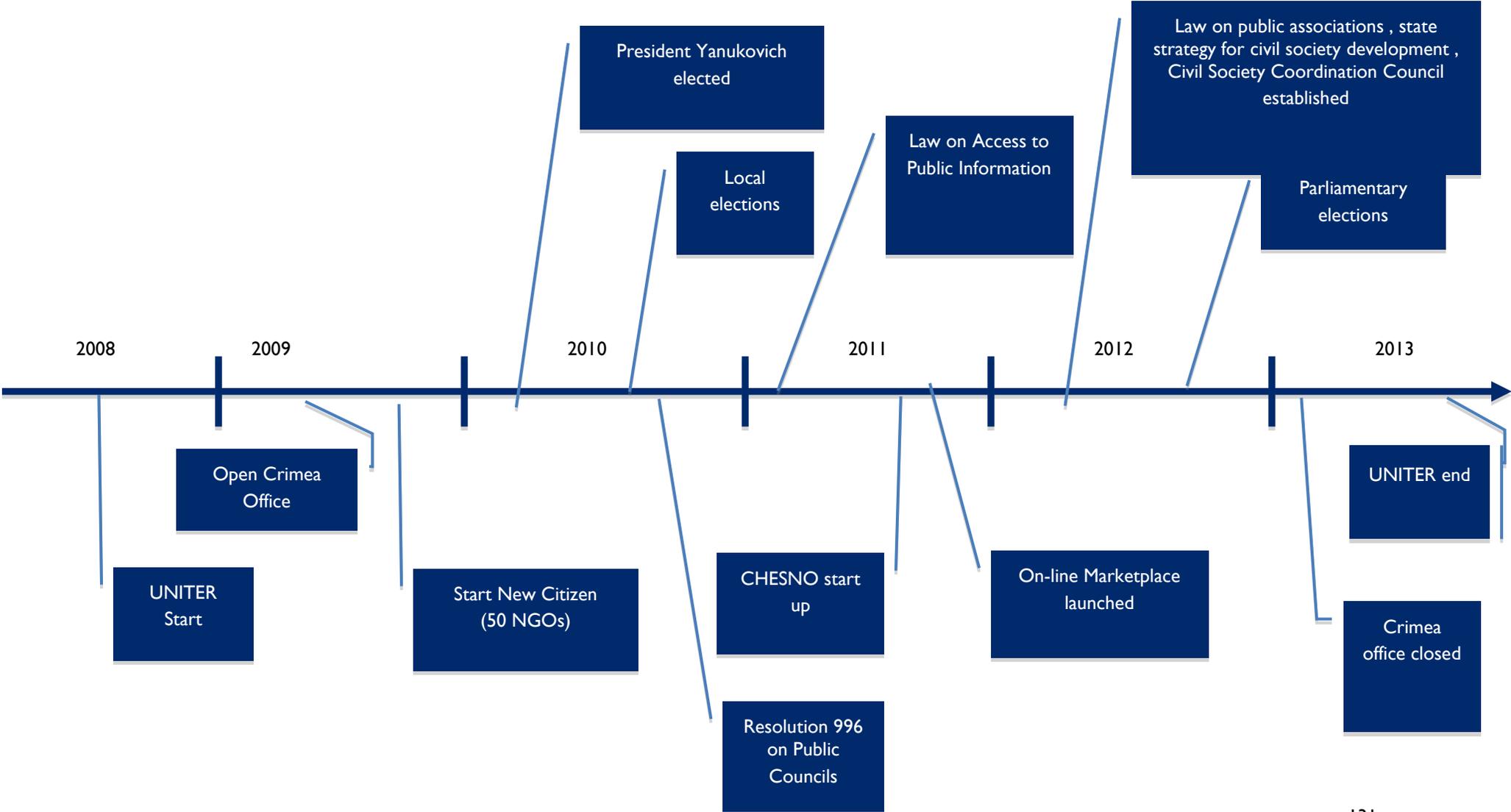
A More Stable, Democratic and Prosperous Ukraine. In order to achieve this goal, the Mission has set three Development Objectives (DOs): (1) More Participatory, Transparent and Accountable Governance Processes; (2) Broad-Based, Resilient Economic Development as a Means to Sustain Ukrainian Democracy; and, (3) Improved Health Status in Focus Areas and Target Groups. (CDCS p.19)

The Mission's central hypothesis in 2013 for achieving the Goal is very much dependent on a more effective level of civil society participation:

“greater participation by the public in governance will lead to a more democratic Ukraine. Ukraine's democratic institutions will be sustainable only when a larger portion of its population participates fully in all areas of society, thus making institutions more stable, leading to a more prosperous Ukraine.” (CDCS p.19)

The UNITER Project was one of the major investments USAID chose to achieve Objective 1, and to demonstrate that its hypothesis was, indeed, supportable by the results achieved. A Cooperative Agreement was signed with Pact Inc., which began implementation in late 2008.

UNITER PROJECT TIMELINE



ANNEX IX: GENDER ANALYSIS AND RECOMMENDATIONS

This document outlines some of the major factors that should be considered when designing economic growth projects and proposes potential strategies to employ to close gender-based gaps between males and females in Ukraine. The information presented below is based on a document review (sources consulted are listed at the end of the document) and qualitative data collection by the Evaluation Team for the UNITER project Final Evaluation.

Methodology for Gender Analysis

The Evaluation Team used the “domains of analysis” framework to present the data (Table 2). For each domain, the Team listed key questions that should be asked when conducting gender analysis, suggested sources of information and areas for further inquiry, the gender-based constraints that need to be considered, and opportunities for future project (in other words, recommendations). The domains are described in greater detail in Table 1 below, which also appears in USAID’s *Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis* (p.16)

Domain	Key Issue
Access to assets	Who has access to which particular assets? What constraints do they face?
Knowledge, beliefs, perceptions	Who knows what? What beliefs and perceptions shape gender identities and norms?
Practices and participation	Who does what? What are the gender roles and responsibilities that dictate the activities in which men and women participate? How do men and women engage in development activities?
Time and space	How do men and women spend their time, as well as where and when?
Legal rights and status	How are women and men regarded and treated by customary and formal legal codes?
Balance of power and decision making	Who has control over the power to make decisions about one’s body, household, community, municipality, and state? Are such decisions made freely?

In Table 3, the Evaluation Team presents an evidence matrix of the steps that UNITER took to address gender integration. This data was gathered from the UNITER cooperative agreement, UNITER project documents, and observations from the field gathered through the data collection methods described in this evaluation report.

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER? ¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
Access to and Control Over Assets and Resources			
Do CSOs reach out to both women and men and encourage them to become involved—as members, as volunteers, or in other		Limited oblast government budgets for available social services Women and men have limited access to justice	Build the capacity of the Ukrainian CSOs to respond to the gender-specific interests of the Ukrainian citizens.

¹³ See Cozzerelli, Cathy and Elizabeth Duban (2012) *Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis*. USAID, pages 48-49

<p>What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER?¹³</p>	<p>What other information about gender relations is needed?</p>	<p>What were the gender-based constraints hindering achievement of project objectives?</p>	<p>What were the gender-based opportunities in design for future projects?</p>
<p>capacities? Do women and men have access to organizations that represent their interests?</p> <p>For organizations that engage communities and individuals in specific initiatives, how do they ensure that both women and men are able to participate? What special mechanisms do they employ?</p> <p>Concerning the capacity of CSOs that promote gender equality specifically, do they have access to adequate financial resources—through funding (donor, government, or private donations) and technical assistance? If not, what measures could be taken to work toward their financial sustainability?</p> <p>Do women’s NGOs have sufficient discretionary funds to support networking activities, both regionally and internationally, and to exchange information?</p> <p>Are financial or other resources made available by government and international donors for</p>		<p>because courts are seen as corrupt¹⁴; CSOs working on human rights could potentially help with recourse; unclear how many human-rights focused CSOs UNITER worked with.</p> <p>Women have not benefited to the same extent as men from GDP growth¹⁵</p> <p>Women face higher unemployment rates due to disparities between educational program focus, social norms about areas of study for women, and the skills required by current job market¹⁶</p> <p>Women tend to be economically dependent on male incomes</p>	<p>Provide training vouchers through the Marketplace to interested CSOs on how to build and maintain a gender balance in CSO staff as a key organization development practice.</p> <p>Provide expert consultants from outside Ukraine on building membership bases, maintaining constituencies and effective ways of working with volunteers.</p> <p>Provide technical assistance on how to monitor and report gender-related work so this can be presented to stakeholders and potential funding sources</p> <p>Require the use of gender analysis by all CSO grantees</p> <p>Support development of partnerships among organizations that have a constituency base predominately male or female to build information exchange on key social issues in a community or area.</p>

¹⁴ U.S. Agency for International Development, *Ukraine Gender Assessment*. June 2011.

¹⁵ Ibid.

¹⁶ Ibid.

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER? ¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
CSOs representing sectors where both men and women are active?			
Knowledge, Beliefs, and Perceptions			
<p>What is the perception of women and men in the workplace?</p> <p>What is the level of awareness of gender discrimination among males and females?</p> <p>Would a UNITER reinforce any stereotypes about the role of women or men in civil society efforts? If there are commonly held gender stereotypes about civil society work, how could they be mitigated?</p> <p>-</p>	<p>Research on gender roles and social norms</p> <p>Attitudes about the roles males and females should play in CSOs.</p>	<p>Ukrainians typically acknowledge or recognize gender discrimination as an issue, unless it is brought up within a specific context.</p> <p>Media images are not gender-balanced and use sexuality as a marketing tool¹⁷</p> <p>Social recognition of women is restricted by the perceived values and priorities of men¹⁸</p>	<p>Conduct an in-depth gender analysis of the CSO sector regarding</p> <p>At the outset of project implementation so that project strategies and related indicators can address identified gender gaps</p> <p>Include training on the foundations of gender in all project-related training to increase awareness of gender gaps</p> <p>Support attention to the inclusion of women in formal decision-making and take affirmative measures to ensure women take part in decision-making processes in civil society work;</p> <p>Support Ukrainian actors focused on women's rights, protection, and empowerment.</p> <p>Identify areas in which greater male participation can be encouraged as partners in promoting gender equality and as role models</p>

¹⁷ Ibid.

¹⁸ This may or may not have something to do with networking and access to power. The EBRD 2013 Annual Report, Stuck in Transition mentions the access to networks that may depend in part (depending upon age) on an individual being a former member, or having one's parents being a former member of the communist party, as party membership was required for specific elite schools, professions and social networks (see p. 80-81).

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER? ¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
			against gender stereotypes.
Practices and Participation			
<p>What are the predominant expectations about women's role in socially oriented work?</p> <p>Do CSOs generally recognize that their male and female members have different needs and interests?</p> <p>Do they address the issues of both women and men and incorporate them into their policies, priorities, and programs?</p> <p>Do CSOs with an explicit gender equality mandate engage men in their activities? What special mechanisms do they employ?</p> <p>Are there any examples of men mobilizing around issues of inequality that affect boys and men?</p> <p>How do CSOs reach out to male and female constituents?</p> <p>How are leadership and paid positions in CSOs</p>	<p>Research on gender roles and social norms</p> <p>% of women and men working in different industries (agriculture, tourism, etc.)</p> <p>Are there any measures that would ease the burden of maternity leave on employers?</p> <p>Ways in which men are encouraged to join CSOs.</p> <p>What forms of gender analysis are used by CSOs?</p>	<p>Women tend to be active in the labor market, but are also more likely to be found in informal employment, or entry-level positions in the public sector with minimal managerial or decision-making responsibilities¹⁹</p> <p>Women more likely to operate small family and home-related businesses, and therefore feel greater impact of new tax and/or accounting regulations²⁰</p> <p>Ukraine ranks 34 out of 135 in the 2012 World Economic Forum Global Gender Gap Report for the Participation and Opportunity Indicator²¹</p> <p>Social norms still focus on women as the primary child care takers</p> <p>Reports of discriminatory practices against women when hiring because of maternity leave phobia²²</p>	<p>Work with CSOs on their human resources policies that address sexual harassment on the job, hiring policies, insurance packages, childcare, and maternity leave and paternity leave policies.</p> <p>Request that CSO grantees strive for at least 30/70% female/male or male/female participation in all project activities (not less 30% and not more 70% of each sex).</p>

¹⁹ UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 10. 2012-2013.

²⁰ U.S Agency for International Development, *Toward Gender Equality in Europe and Eurasia: A Toolkit for Analysis*. Page 65. May 24, 2012.

²¹ Hausmann 10. Ukraine currently ranks 64 overall.

²² UN Women, International Training Centre, European Commission, *Gender Analysis of Official Development Assistance to Ukraine (Baseline Mapping Study)*, page 13. 2012-2013.

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER? ¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
recruited for?			
Time and Space			
What is the priority placed on women's and men's time for work? For paid work? For work with CSOs?	Research on gender roles and social norms	<p>Women play a primary role in agriculture, but may not have same land rights as men²³</p> <p>Because there is low representation of women in government; females may feel that there are not clear channels for addressing issues of sexual harassment or problems with social service provisions by government or CSOs at the local level .</p>	<p>Work with governments on establishing feedback mechanisms particularly for social services</p> <p>Consider projects that close the gap between men and women on land rights</p>
Legal Rights and Status			
<ul style="list-style-type: none"> - Are there any laws that promote and protect gender equality in the CSO workplace, for paid and unpaid staff? - Do women and men both have legal control over economic resources and assets, such as the registration of a CSO? 	<p>Do laws address maternity leave, paternity leave, and gender discrimination in the workplace, even for unpaid labor?</p> <p>Is there a mechanism for reporting gender discrimination or gender violations?</p> <p>Do anti-discrimination laws protect against discrimination on basis of sex, sexual orientation, marital status, and pregnancy?</p> <p>Do CSOs comply with the</p>	<p>There are the few mechanisms available to challenge gender discrimination or sexual harassment are unclear for CSOs</p> <p>There is no state policy regarding families with children, curtailing women's opportunities for professional development</p> <p>Limitation of men's rights in child custody</p> <p>No state mandated paternity leave</p>	<ul style="list-style-type: none"> - For established NGOs, work with management HR departments in to provide training on how to appropriately address gender discrimination and sexual harassment - Ensure that government officials are aware of gender equality provisions in laws and policies and are able to implement them. <p>Build the capacity of</p>

²³ U.S. Agency for International Development, *Gender Analysis: Opportunities to Strengthen Family Farms and the Agriculture Sector in Ukraine*. August 2013.

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER? ¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
	<p>Law on Securing Equal Rights and Opportunities for Women and Men (2006)</p> <p>Do CSOs comply with National Action Plan for the Implementation of Gender Equality and the State Programme for the Implementation of Gender Equality in Ukrainian Society by 2010?</p>	<p>Retirement age for women was raised without compensation²⁴</p> <p>Election law does not stipulate gender quotas</p> <p>Draft law on public service enables an employer to dismiss those who have more than 100 days of sick leave per year. Impacts women and men who may be caring for sick children²⁵</p>	<p>women's NGOs to advocate for their inclusion in policy decisions.</p> <p>improve the application of gender analysis in drafting legislation related to civil society activities;</p>
Balance of Power and Decision Making			
<p>Is women's participation restricted to women's CSOs only, or do they also participate in mainstream political or decision making processes?</p> <p>Is there a dialog between government and civil society on gender issues in order to mainstream gender equality?</p> <p>Are organizations with an explicit equality mandate able to influence decision making? Are</p>	<p>Review prioritization of issues important to women and where there are gaps between male and female perceptions and interests on different issues.²⁶</p>	<p>- Organization development tools including self-assessment tool do not cover gender balance in staffing and for building gender integration into strategic planning and communication strategies.</p>	<p>Build the capacity of the Ukrainian CSOs to respond to the gender-specific interests of the Ukrainian citizens.</p> <p>Cooperate with capable, established group of Ukrainian women leaders in civil society and facilitate the development of coordinated nationwide advocacy movement addressing the challenges in concert with a platform for action/improvements.</p> <p>Support Ukrainian coalitions</p>

²⁴ U.S. Agency for International Development, *Ukraine Gender Assessment*. June 2011.

²⁵ Ibid.

²⁶ See meeting on prioritizing gender issues in Ukraine, November 2013. <http://www.osce.org/ukraine/108392>; Women Against Violence in Europe: Ukraine Country Report, WAVE, 2012. <http://www.wave-network.org/sites/default/files/06%20UKRAINE%20END%20VERSION.pdf> Crimean Engineering and Pedagogical University, Strengthening the Role of the Public Sector in the Local Government System. Simferopol, Ukraine, 2011. http://uniter.org.ua/data/block/cepu_resume_sci_in_crimea_report_07_02_2012.pdf

What are the key gender relations related to each domain that affect male and female participation in UNITER, or projects similar to UNITER?¹³	What other information about gender relations is needed?	What were the gender-based constraints hindering achievement of project objectives?	What were the gender-based opportunities in design for future projects?
<p>they drawn on as resources and brought into policy discussions with the government? If so, are they compensated for their time and involvement?</p> <p>Is there support for CSOs to conduct research and analysis for submission to UN agencies—specifically the CEDAW Committee?</p> <p>-</p>			<p>or networks dealing with gender inequality in the application of government policies and practices.</p>

UNITER Findings Matrix for Gender Integration

UNITER Evaluation: Gender Analysis	Project Performance	Evaluation Findings
Evaluation Questions	How the Project Responded	How the Project Worked
<p>The Contractor will visit key UNITER partners and grantees in Kyiv, Crimea, and other localities in Ukraine as determined by the Contractor. In answering evaluation questions 2, 3, and 4, the Evaluation Team should highlight gender specific approaches and outcomes.</p>	<p>UNITER CA Requirements (related to Questions 2,3 and 4 only) p.30 <i>“On the programmatic level sub-grantees will be encouraged to have equal focus on men and women. For SCSU advocacy efforts to resonate broadly within society and thus lead to genuine reform, they must speak clearly to both men and women in Ukraine...”</i></p> <p><i>“Given that the needs of women are often under-represented, CSOs competing for grants must include women’s groups which have constituencies among both rural and urban women.”</i></p> <p><i>“Pact will work with its partners to sharpen gender analysis and gender programming skills to monitor their work, encouraging partners to collect data disaggregated by gender (sex) to demonstrate their relative impact on men and women, thereby institutionalizing gender awareness in CSOs.”</i></p> <p>No UNITER CA modifications provided to the evaluation team describe any additional gender inclusion requirements.</p>	<p><i>“Overall women’s NGOs receive limited support for in-depth study of gender disparities and may not have the institutional or technical capacity to collect survey data on issues affecting women... Male participation in civil society efforts around gender equality is very limited. Ukraine lacks examples of men engaged in civil society efforts to advance gender equality. There are a few women’s NGOs that include a male perspective in their work or engage actively with men, but there are far fewer CSOs established by men to address gender issues. Gender equality is still very much considered the responsibility of women’s organizations in the region and has not become a broader movement”.</i>²⁷</p>
<p>Question 2 Did UNITER provide tools and approaches for gender analysis, and of these, which were perceived by their beneficiaries to be the most useful for influencing activities of and environment for civil society in Ukraine?</p>	<p>UNITER 2008-2009 Annual Report, p. 8 Description of EEF Output indicators <i>“Number of identifiable direct beneficiaries and their gender breakdown; and Number of identifiable trainees and their gender breakdown.”</i></p> <p>UNITER 2010-2011 Annual Report p. 65</p>	<p>Gender training providers/gender issues specialists are listed on UNITER marketplace webpage. Information on types of gender analytic tools are not obvious to unregistered user.</p> <p>The team found no evidence from interviews or documents provided by the UNITER project yet that Marketplace vouchers were used for</p>

²⁷ Communication with the USAID/Ukraine Gender Advisor, November 14, 2013.

UNITER Evaluation: Gender Analysis	Project Performance	Evaluation Findings
Evaluation Questions	How the Project Responded	How the Project Worked
	<p><i>“Gender: During the year III UNITER advocated for gender equality throughout the program and encouraged the sub-grantees to focus on gender awareness. Implementation of UNITER’s policy on gender equality could be vividly traced on both operational and programmatic levels through the project. E.g. UNITER ensured that all applicants of Civic Innovation Fellowship had equal opportunities to participate in the program. As the result number of men and women were able to upgrade their skills and equally represent the results of the gained knowledge in their future projects. A number of UNITER projects directly aimed to address the specific and often different concerns of both women and men, including women’s gender needs... the sub-grantees demonstrated their understanding and readiness to integrate gender principles and practices.</i></p> <p>UNITER 2011-2012 Semi Annual Report, p. 48 <i>“On a programmatic level, sub-grantees were encouraged to have an equal focus on men and women. Moreover, Pact highlighted and supported women’s leadership contributions. In addition, UNITER worked with its partners to sharpen gender analysis and gender programming skills to monitor their work, encouraging partners to collect data disaggregated by gender to demonstrate their relative impact on both men and women, thereby institutionalizing gender awareness in NGOs.”</i></p>	<p>gender analysis training.</p> <p>UNITER commissioned a study by Counterpart Creative Center in 2009 for a “Report on Baseline Assessment of the UNITER Grantees.” In the Advocacy Index used for the study, CSOs are asked about the input of women and minorities in public fora, and whether policy formation is done in a gender-sensitive manner (see p. 35). Any further mention of how this results of CSOs scoring on this index were not found., so it is unknown how the baseline study results were tracked in terms of CSOs using “gender-sensitive” approaches and the means by which CSOs ensured input from women, other vulnerable groups and other sexual minorities.</p> <p>One SKII with and another USAID project stated: <i>“Pact has excellent expertise in their competencies. Performance in market---philosophy of org assessment---the Organizational Capacity Assessment (OCA)-taught a number of experts of how to do the OCA. However many have dropped the OCA. Gender in organizational development...this capacity is not developed at all with CSOs in Ukraine. Social issues like gender are not discussed.”</i></p> <p>The EEF SKII remarked that Ukrainian CSOs desperately need gender facilitation training as a way to bridge the gap between the fact that social activism is very low and understanding of social issues is very low. Both men and women need to be able to understand—by seeing real data—how seemingly un-related issues affecting women or men may impact a community.</p> <p>As one comparison group SKII in Donetsk put it: <i>“(CSOs) do not know how to deal with gender issues-e.g. going beyond the number of men and</i></p>

UNITER Evaluation: Gender Analysis	Project Performance	Evaluation Findings
Evaluation Questions	How the Project Responded	How the Project Worked
		<p>women. It is quality not quantity that matters. It is not the donor issue (of gender being pushed by donors)-it is us explaining it better. Gender issues are the tricky ones. They (CSOs) do work with social issues-alcoholism-and use professionals to do this. (This is) big gender issue-families that have this problem suffer.”</p>
<p>Question 3 Based on use of gender analytic tools and approaches, what practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and environment for civil society in Ukraine?</p> <p>Which of those gender-sensitive practices and behaviors were perceived to be the most crucial to bringing about change in activities of and environment for civil society in Ukraine?</p>	<p>UNITER 2010-2011 Annual Report p. 65 <i>“The gender question was frequently raised in the projects, submitted during the Land Reform call for applications. The foremost problem described was concerning the land-share women of the retirement and pre-retirement age. In the framework of the general topicality of the land market upcoming changes, the character of women involvement to the land relationships should be comprehensively analyzed and studied. Monitoring of gender related cases and new approaches in gender equality advocacy helped UNITER to determine the most effective strategies and identify the future principle approaches. UNITER will continue working with its partners to enhance the process of gender equality culture establishment.”</i></p> <p>UNITER 2011-2012 Annual Report p.64 <i>“Gender –..... The reforms like Land reform or Freedom of Access to Public Information are that Pact’s partners tackling are aimed to improve life of all citizens of Ukraine equally for men and women...For example, CHESNO campaign is looking in how to ensure that men and women will receive the messages of the campaign especially in the rural areas. While men are more politically active and more engaged in the campaign, engaging women in the campaign is more challenging.”</i></p>	<p>No SKII respondent provided an example of or said they were encouraged to use gender analysis by UNITER.</p> <p>In the 2010-11 Annual report UNITER mentions the issue of land shares for women of retirement age. The USAID Agroinvest project, which has close ties to the UNITER project recently conducted a gender analysis and examined, among other factors, women’s leadership of associations and cooperatives (which are CSOs). In the SKII with Agroinvest the respondents indicated that interactions with UNITER were mainly regarding marketplace vouchers and use of the OCA tool.</p> <p>Several SKIIs described the gender-related issues they were aware of. For instance, from an External Expert SKII: <i>“Gender is a very important aspect. Influence of fundamentalism. GBV is also a problem—such as in Simferopol, southern coast. The regions on the coast are developing quickly. The steppe region is stuck in the 1990s—social problems with GBV—men are not employed in northern regions of Crimea. For southern coast—the sex industry is the issue for tourism. This is a problem for local women and those who are trafficked. It is not obvious, comes from Turkey but will become a bigger issue.”</i></p> <p>From two SKIIs with direct UNITER grantees: <i>“No sex discrimination that she</i></p>

UNITER Evaluation: Gender Analysis	Project Performance	Evaluation Findings
Evaluation Questions	How the Project Responded	How the Project Worked
	<p>UNITER 2012-2013 Annual Report p. 36</p> <p><i>“Also CHESNO communication team post regular commentaries, news and stories about deputy’s work at the parliament at their blog at Korrespondent.net. In addition, CHESNO has published a number of expert articles on Ukrainska Pravda, specifically about conflict of interests in parliamentary committees¹², women in parliament¹³ and “Filter the Power!” campaign framework¹⁴.”</i></p>	<p><i>notices with CSOs. Unless there is with an older man that must be met with from the soviet times. But she does not hesitate about this. There are more women than men in her organizations. Very hard to understand what gender issues are, as there is a very enabling environment for women in her organization. There are more investigative journalists that are women in her org than men. The head of the org is a woman and she makes a difference, because she is experienced, respected by int. affairs, prosecutors, women investigative reporters feel protected by her. Most CSO work is done by women because it is not well paid. There are some CSO activists who are men though who are willing to make this commitment, but it is not the majority. Why? CSO work does not pay well and it is the husband’s responsibility to get a well-paying job for the family. A woman has more time on her hands and can work at a CSO part time or volunteer.”</i></p> <p><i>(She) “is in close contact with local government-she is an expert at fora. As a participant in actions., the Ministry pays close attention to what she says.</i></p> <p><i>Is there a difference between men and women? No difference in strategic thinking. No difference if you are a specialist, you are a specialist. What matters is the level of competence. Many examples in tourist business-women headed— more women in sector than men. Are men’s ideas used? Yes, specialists are specialists.”</i></p>
<p>Question 4 What major changes in the activities of and environment for civil society in Ukraine do CSOs and other stakeholders perceive to</p>	<p><i>2011-2012 Annual Report p.64 Pact also ensures its partners mainstream gender in their activities too.</i></p>	<p>No SKII respondent provided examples or described experience of UNITER working to improve the enabling environment for CSOs in terms of greater gender equality.</p>

UNITER Evaluation: Gender Analysis	Project Performance	Evaluation Findings
Evaluation Questions	How the Project Responded	How the Project Worked
<p>be the result, in whole or in part, of the work of UNITER and its partner organizations?</p>		<p>One comparison group SKII said: <i>Gender issues- (we) do not know how to deal with gender issues-e.g. number of men and women. It is quality not quantity that matters. It is not the donor issue-it is us explaining it better. Gender issues are the tricky ones. (With their funding from another donor) they are working on (gender) now. They do work with social issues-alcoholism-and use professionals to do this. Also they (often) see a big gender issue - families that have this problem suffer.</i></p>

ANNEX X: EXECUTIVE SUMMARY IN UKRAINIAN

КОРОТКИЙ ОГЛЯД

ІСТОРІЯ ПРОЕКТУ

U.S. Agency for International Development (USAID) [Агентство США з міжнародного розвитку] наразі є найбільшим міжнародним донором для програм та ініціатив громадянського суспільства в Україні. Проект Ukraine National Initiatives to Enhance Reforms (UNITER) [Об'єднуємося заради реформ] є наступником проекту USAID Ukraine Citizen Action Network (UCAN) [Мережа громадянської дії в Україні], що діяв із 2002 по 2008 рік. Виконання проекту UNITER було доручено американській організації Pact у 2008 році з бюджетом, розмір якого спочатку становив 10 000 000 доларів США (приблизно 118 500 000 гривень за сьогоднішнім курсом). Станом на 30 вересня 2013 року (саме цей період розглядається в цьому оцінюванні) бюджет проекту UNITER збільшився до 12 891 830 доларів США (приблизно 152 700 000 гривень за сьогоднішнім курсом) завдяки поправкам до угоди. Проект UNITER має чотири основні цілі, які разом окреслюють різні види діяльності, що виконувалася протягом п'ятирічного циклу проекту. Цей звіт про оцінювання присвячено цілям I і II, які коротко описано нижче.

МЕТА ОЦІНЮВАННЯ ТА ЗАПИТАННЯ ДЛЯ ОЦІНЮВАННЯ

USAID надала запит на оцінку результатів роботи проекту UNITER, щоб оцінити ефективність роботи в напрямку двох обраних цілей. USAID використає результати оцінювання, висновки та рекомендації для перегляду своєї ролі в покращенні сектора громадянського суспільства в Україні. Оцінювання зосереджено на **цілі I** проекту UNITER: українські неурядові організації (НУО) мають краще представляти інтереси громадян і сприяти реалізації плану реформ за допомогою більш ефективного громадянського представництва (адвокасі), моніторингу й активізму; а також на **цілі II**: наближення відповідної законодавчої бази для громадянського суспільства до європейських стандартів.

Чотири основні питання, на які намагається дати відповідь це опитування, наведені нижче.

1. Якими були переваги й недоліки статусу партнера UNITER для організацій громадянського суспільства (ОГС)? Як у проекті UNITER корегувалися підходи відповідно до різноманітних потреб чи станів партнерів?
2. Які інструменти та підходи, що їх проект UNITER мав у своєму розпорядженні, сприймалися бенефіціарами як найбільш корисні з точки зору впливу на діяльність громадянського суспільства та з точки зору середовища для громадянського суспільства в Україні й чому (цілі I і II)?
3. Які практичні методи та стилі роботи запозичили партнерські організації UNITER і активно використовують для впливу на діяльність і середовище для громадянського суспільства в Україні (цілі I і II)? Які з цих практичних методів і стилів роботи сприймалися як найважливіші з точки зору реалізації змін у

діяльності громадянського суспільства та в середовищі для громадянського суспільства в Україні (цілі I і II)?

4. Які основні зміни в діяльності громадянського суспільства та в середовищі для громадянського суспільства в Україні (цілі I і II), на думку ОГС та інших зацікавлених осіб, стали частково або повністю результатом роботи організацій?

Методика

Група здійснила оцінювання результатів роботи на основі комбінованих методів. Такі методи включали документарну перевірку, напівструктуровані співбесіди з ключовими консультантами (SKII), обговорення у фокусних групах (ФГ) і електронне міні-опитування всіх партнерів проекту UNITER та отримувачів грантів Фонду Східна Європа (ФСЕ). Детальніше використані методи описано в Додатку IV. У Додатку VI містяться протоколи, використані для співбесід SKII, обговорень у фокусних групах і міні-опитування, а також матриця оцінювання, що консолідує підхід до збору даних для подальшої ясності. Група розробила міні-опитування на основі вивченої документації проекту UNITER, причому опитування було надіслано респондентам до прибуття групи в Україну. Робота з оцінювання на місцях тривала з 21 жовтня до 8 листопада 2013 року з відвідуванням Києва, Одеси, Кіровограда, Сімферополя, Бахчисарая та Донецька. Ці міста було обрано шляхом цільової вибірки з урахуванням обговорень із USAID.

Обмеження

Методологічним обмеженням комбінованої методики групи була обмежена кількість ключових консультантів, які надали б інформацію групі, головним чином у зв'язку з непередбаченими змінами графіка. Загалом відсоток відповідей на міні-опитування становив 49%, що вважається достатнім показником. Також було проведено 63 співбесіди SKII. Група намагалася зменшити помилку у відповідях шляхом використання кількох джерел даних для аналізу, а також шляхом формулювання питань для співбесіди, спрямованих на з'ясування подробиць. Потенційною проблемою при оцінюванні результатів роботи на основі даних від ключових спеціалістів завжди є помилка вибірки, але використана групою методика передбачала включення даних співбесід із керівниками ОГС, які не брали участі в жодному з аспектів проекту UNITER.

ОСНОВНІ РЕЗУЛЬТАТИ ТА ВИСНОВКИ

Питання 1

Результати

Переваги роботи з проектом UNITER включали більш активну участь в управлінні грантом, наявність технічних ресурсів для випробування нових підходів до адвокати з питань національного та місцевого масштабу, а також розширення доступу до навчання з організаційного розвитку (ОР) та надбання нових інформаційних навичок, що посилює здатність ОГС до проведення й підтримки кампаній адвокати.

Недоліки включали повільність прийняття рішень щодо грантів, суворі адміністративні вимоги стосовно адміністративної та фінансової звітності по

грантах, недостатню прозорість у спільному використанні досліджень із тенденцій громадянського суспільства, а також труднощі з використанням ваучерів Marketplace.

Підхід у рамках проекту UNITER було пристосовано до потреб окремих ОГС задля розвитку діяльності з адвокати, а для задоволення конкретних потреб організації було забезпечено інноваційне навчання, пристосоване до вимог споживача.

Висновки

Головні переваги включають надану шляхом грантів технічну та фінансову підтримку, що дозволяє ОГС розвивати свої ініціативи з адвокати в рамках кампаній, а також розвиток громадянського суспільства. Слідом за цими перевагами можна назвати навчання й розбудову потенціалу.

Проект UNITER розглядався як ключовий чинник для набуття громадянським суспільством зрілості, збільшення здатності ОГС до мобілізації стосовно ключових питань, встановлення зв'язків ОГС з українськими організаторами навчання з організаційного розвитку, а також у зосередженні уваги всіх сторін на створенні сприятливого середовища для розбудови потенціалу й адвокати ОГС.

Схвалення заявок на надання грантів і отримання коштів були занадто довгими процесами, а вимоги щодо фінансової звітності за гранти — обтяжливими для прямих отримувачів грантів у Києві й у Криму.

Проект UNITER був іншим, оскільки намагався бути гнучким і враховувати потреби та ситуацію конкретної ОГС, використовуючи для задоволення цих потреб такий підхід, що коригується. Це було новим досвідом для донорських проектів.

Питання 2

Результати

Серед інструментів і підходів, наявних у розпорядженні проекту UNITER, найбільш корисними з точки зору впливу на політику, на думку бенефіціарів, є гранти з адвокати та мережевий/специфічний для конкретних секторів підхід.

Свідчень ефективності Marketplace або інструментів краудфандінгу щодо підтримки діяльності з адвокати немає.

Немає свідчень, які б демонстрували, як проект UNITER допоміг ОГС у вирішенні наявних проблем гендерної нерівності. Принаймні у проекті UNITER був високий процент участі як чоловіків, так і жінок.

Висновки

Успіх коаліцій, які мали підтримку з боку проекту UNITER, був пов'язаний із тим, що провідну роль на себе взяли дуже сильні ОГС, які працювали над конкретними реформами в конкретних секторах.

Хоча проект UNITER зробив позитивний внесок в адвокати та створення коаліцій на загальнонаціональному рівні, регіональна підтримка національних коаліцій UNITER була обмеженою.

Стосовно цілі II, то проект UNITER підтримував осіб, які розуміються на законодавстві про неприбуткові організації та використовували добре відомі інструменти адвокати для ведення діалогу з державними законодавчими й виконавчими органами.

Для базового організаційного розвитку популярними та більш відповідними є підприємницькі підходи.

Залучення громадян на національному рівні розглядалося в основному як розповсюдження інформації та підвищення рівня обізнаності з політичних питань.

Питання 3

Результати

ОГС відзначили, що новий проект UNITER дуже заохочує практику поширення інформації, покращення фінансового управління, активнішого залучення рад ОГС і покращення управління, але не пов'язали ці практичні методи з більш ефективною діяльністю з адвокати.

Значний вплив на діяльність громадянського суспільства спричинили нові форми співробітництва між ОГС на національному й місцевому рівнях шляхом утворення коаліцій.

Використання нових інструментів адвокати допомогло ОГС визначити різні шляхи впливу на політику на національному й місцевому рівнях. Учасники проекту UNITER повідомили, що робота в коаліціях і місцеві гранти з адвокати були найбільш ефективними з точки зору реалізації змін у середовищі громадянського суспільства. Однак умови для адвокати на національному й регіональному рівнях є різними, тому для ОГС потрібне більш гнучке пристосування до різних умов.

Усі ОГС визнали, що сприяння адвокати як організаційній поведінці має вирішальне значення для успішної зміни політики.

Хоча розповсюдження інформації серед громадськості з боку ОГС покращилось, відсутнє залучення громадян до підтримки діяльності ОГС і кампаній із адвокати залишається непевним.

ОГС дуже зацікавлені у зв'язках із державними радами на місцевому рівні, і для розбудови позитивних відносин виник новий стиль роботи.

ОГС не знають про зміни, які в їхню діяльність внесе нове сприятливе законодавство.

Висновки

Незрозуміло, яким чином практика поширення інформації, покращення фінансового управління, більш активного залучення рад ОГС і покращення управління дозволила підвищити професійний рівень ОГС під час здійснення діяльності з адвокати.

Дії із залучення громадян були більш очевидними на місцевому рівні. Однак проблемою залишається утворення спільнот на національному рівні, і це послаблює загальний вплив ОГС в Україні.

Координаційна рада з питань розвитку громадянського суспільства та інші місцеві ради вважаються такими, що мало здатні якісніше підтримувати середовище громадянського суспільства.

Загальні законодавчі умови для ОГС покращилися. Нові закони врахували багато слабких місць, таких як обтяжливий порядок реєстрації та заборона на фінансову діяльність.

Питання 4

Результати

Проект UNITER покращив умови для діяльності громадянського суспільства шляхом підтримки кампаній із адвокати та організаційного розвитку, а також шляхом зосередження уваги на зміні законодавства.

Проект допоміг залучити різні ОГС, пов'язавши їх із іншими ОГС у Києві та регіонах і з іншими донорами, а також підтримав розвиток окремих активістів.

Проект UNITER підтримав просування нових законів задля створення сприятливих умов для громадянського суспільства. Хоча проводилося багато таких кампаній, ресурси UNITER принесли користь, бо були спрямовані на підтримку груп із необхідними технічними знаннями та на залучення інших до допомоги у просуванні таких законів.

Висновки

На сьогодні громадянське суспільство в Україні завдяки зусиллям UNITER є більш активним, більш професійним і сміливішим із точки зору спричинення впливу на політику.

Основним внеском UNITER у розвиток середовища для громадянського суспільства була підтримка новачків у секторі громадянського суспільства на національному та місцевому рівнях, зокрема підтримка окремих активістів.

ОГС у регіонах, особливо ОГС із маленьких міст, потребують підвищення рівня обізнаності стосовно змін законодавства.

РЕКОМЕНДАЦІЇ

Короткострокові

1. USAID слід продовжувати програму малих грантів і створення товариства місцевих лідерів у Криму та інших, сільських і більш ізольованих, регіонах України.
2. USAID слід розширити можливості навчання для отримувачів грантів UNITER шляхом організації заходів для обговорення результатів основних досліджень за підтримки UNITER.

3. USAID слід докласти більше зусиль до розробки пов'язаних із адвокасі компонентів навчання на Marketplace.
4. USAID слід ліквідувати розрив між регіональним і національним рівнями платформи «Новий громадянин» шляхом організації більшої кількості заходів на регіональному рівні.
5. USAID слід приділяти більше уваги використанню інструментів соціальних мереж для поширення інформації та мобілізації поточних отримувачів грантів.
6. USAID слід підтримати навчання із законодавства про НУО для юристів і створення асоціації або бюро правової допомоги ОГС, щоб задовольнити потреби ОГС у розумінні чинного законодавства.

Довгострокові

7. USAID слід розробити інформаційно-ресурсний центр для ОГС, основними завданнями якого будуть управління знаннями та розповсюдження інформації, організовані навколо ключових національних кампаній адвокасі.
8. USAID слід розробити наступну програму підтримки ОГС, щоб мати ресурси для регулярного скликання ОГС на збори та для проведення спеціальних ініціатив, коли є потреба в узгодженій колективній дії.
9. USAID слід передбачити систему показників на основі рівня здатності ОГС до комунікації адміністративних вимог і вимог до звітності ОГС, зокрема щодо навчальних занять.
10. USAID слід надавати більше підтримки у вигляді малих грантів на адвокасі на місцевому рівні.
11. USAID слід вимагати, щоб усі ОГС, які отримують підтримку USAID, включали навчання з використання простих методів гендерного аналізу до своїх заявок на отримання грантів.
12. USAID слід зосередитися на розвитку зацікавлених осіб із метою надання нової допомоги з розбудови потенціалу ОГС.
13. USAID слід розглянути можливість подальшої підтримки Центрів посилення спільнот (СЕС) у Криму шляхом фінансування їхнього розвитку в громадські фонди через програму грантів.
14. USAID слід надалі пропонувати гранти, які дозволяють ОГС розробляти багатоступеневі плани та реалізовувати їх до кінця.
15. USAID слід підтримувати розвиток потенціалу ОГС, щоб вони могли надавати послуги високої якості та демонстрували свою суспільну користь для громад.
16. USAID слід розширити межі мобілізаційної здатності наступної програми підтримки ОГС із метою активізації місцевих лідерів і сприяння таким лідерам шляхом створення регіональних центрів.

ANNEX XI: KEY UNITER TERMS

Networking and Sectoral Perspective

ONA – Organizational Network Assessment is an instrument to map strengths and weaknesses of existing issue-based coalitions. UNITER conducted an ONA for several Kyiv-based coalitions including the New Citizen Coalition, Anti-Corruption Coalition, Democratic Alliance, and Expert Public Council (GER).

Strategic advocacy is result-oriented approach to advocacy with a clearly set advocacy objective in a long-term perspective rather than one time-off project. It involves wider consultations with civil society organizations (CSOs) and various donors interested in supporting the campaign. CHESNO and Marketplace were designed using this tool.

Coalition Grants – were awarded by the EEF to a group of NGOs that have applied for a common advocacy project. It was required by the RFA that a coalition included at least one Kyiv-based national NGO. The grant provided support for up to \$14 000 per organization, \$25 000 per coalition leader, with a total grant not exceeding \$80 000. EEF awarded three such grants.

Organizational Development

Organizational Capacity Assessment (OCA) is an instrument that helps organizations assess their strengths and weaknesses, clarify their vision, plan for success, and ultimately take greater ownership over their future. The approach used an adaptive, facilitated process that brings people together from all levels of an organization and uniting them to pursue their own concrete actions. OCA was offered in Marketplace and directly to some UNITER grantees.

PACT 360 Assessment is a method to scan organization capacity looking into its technical (sectoral knowledge of policies, ability to draft policies), adaptive (learning, planning, sustainability and innovation), influencing (policy advocacy, networking, research, sectoral leadership) and organizational (financial and grants management, governance, resource mobilization) capabilities.

Quick Organizational Scan is a questionnaire filled in by the CSOs who applied to the East European Foundation local advocacy grants. It was administered by the CCC. The documents included 120 questions ranging from organizational development, program management, and fundraising to advocacy and legislative environment.

Capacity Development Forum is an annual conference for CSO leaders to learn best practises in communication, fundraising, advocacy practises. The Forum is an evolution of the NGO Fairs at the start of the project. UNITER supported one Fair and two Capacity Development Forums over the lifespan of the project.

Civic Innovation Fellowship was a program for young civil leaders of Crimea with at least two years of experience working with the CSOs. The program aimed to infuse new

ideas into organizations by providing training in strategic planning, communication, advocacy, etc. UNITER trained 41 young people and awarded 24 small grants to implement projects developed during the course of the Fellowship.²⁸

Entrepreneurial and Market Approach

NGO Marketplace for capacity development is a platform to connect supply and demand for organizational development. It includes the web portal for CSOs to commission trainings and coaching and for organizational development consultancies to advertise the offers. The website was launched in 2011.

Vouchers are monetary awards provided to a CSO by the Marketplace implementing organization (ISAR Ednannia) that can be used for organizational development purposes. Vouchers are issued based on the proposal that is submitted by a CSO. Vouchers can only be used to purchase trainings from the providers that are listed on Marketplace web site.

Crowdfunding web site is a web-based portal to raise funding for various charitable causes. Citizens can donate funding by making an online transfer for the projects listed on the web site. The operator of the web site (Garage Gang) is charging a commission of 10% from the amount raised through the web site.

Citizen Engagement

Community Enhancement Centers (CECs) are local CSOs working with smaller rural communities with the goal of mobilizing citizens and local government to improve livelihoods by joining human and financial resources available on the ground. CECs were trained in utilizing specific citizen engagement techniques that lead to deliberative priority setting in the community and contribute to local ownership of the project. CECs were running a micro-grants program for participating communities.

²⁸ UNITER Annual Report October 1, 2012-September 30, 2013, p. 30

ANNEX XII: RECOMMENDATIONS TABLE

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
<i>Recommendations for Evaluation Question 1: For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?</i>		
SHORT-TERM		
1. USAID should continue a small grants program and local leadership fellowship in Crimea and to other more rural and isolated regions in Ukraine. This would create a new generation of civil society leaders and bring new ideas and practices to existing CSOs. In Crimea, UNITER resources fostered exciting citizen initiatives at the small community level and the community development programs should be continued given the lack of donor operations in Crimea.	Approximately USD 2 million. (Respondents indicated that Crimea program was very successful and could have been deeper with repeat grants to communities and more fellowships).	If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.
2. Increase learning opportunities among UNITER grantees by organizing events to discuss findings of major studies, supported by UNITER. These events should focus on discussing how these finding inform civil society related programming. The wealth of knowledge would assist groups in becoming more innovative and better respond to demand.	USD 500,000 (For CSO travel to Kyiv and within regions and meeting costs; UNITER staff travel would be under other Direct Costs)	If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.
LONG TERM		
3. USAID should develop a CSO clearinghouse focused on knowledge management and information sharing, organized around key national advocacy campaigns. The next CSO support program should allocate funding to an organization to serve as an	Approximately USD 1 million To create the clearinghouse physical and electronic platform	USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.

²⁹ Estimated implementation costs are very rough estimates based on SI's pas experience. The cost is highly dependent on size of the project, location of implementation, and geographic and technical scope. Some recommendations are similar, but are specific to the evaluation question as they derive from the respective findings and conclusions.

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
<p>electronic and physical clearinghouse. It would serve as a platform where CSOs could foster alliances based on better knowledge of each other's work and mutual recognition of opportunities to work together rather than these being dictated by a project work agenda.</p>		
<p>4. USAID should design the next CSO support program to have resources to convene CSO on a regular basis for meetings and for special initiatives when there is a need to call for concerted collective action. The new program should create venues for different donors to join forces around long-term strategic projects and advocacy campaigns. The newsletter played a key role in building trust and knowledge among civil society donors and key players and should be continued.</p>	<p>Approximately USD 1 million</p> <p>(Assuming that some of the meetings will be virtual (CSO Clearinghouse) and some physical. will take place via the CSO clearing. The value of face-to-face meetings was highly rated by UNITER participants. Holding more meetings in regions was mentioned).</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p>5. USAID should require set of metrics based on the level of CSO capacity for communication of administrative and reporting requirements to CSOs, including coaching sessions. The new program should make the tailoring approach by applying specific metrics to the level of CSO capacity so the expectations are transparent and grantees know what support they can expect from the program.</p>	<p>Approximately 250,000</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p><i>Recommendations for Evaluation Question 2: Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine and why?</i></p>		
<p>SHORT TERM</p>		
<p>6. UNITER should increase efforts in developing advocacy-related training components on the Marketplace. The website itself should become more user-friendly and should include: open forum for feedback on trainings, profiling of best providers,</p>	<p>Approximately 500,000 (Marketplace software upgrade and additions)</p>	<p>If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to</p>

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
<p>database of open-source training materials, demonstration videos. The Marketplace should link up to portals of free online courses such as Coursera or Udacity that have extensive range of social science content that can be useful for non-profit managers. Special emphasis should be given to legal advice and training on routine CSO actions, e.g., annual reporting.</p>		<p>ensure that this requirement is included in the RFP); project implementers.</p>
<p>7. UNITER should bridge regional-national gap in the New Citizen platform by organizing more events on the regional level. Creating a pool of small grants that could cover costs for events developed by local coordinators would increase local ownership. Allow a two-way approach to cooperation: local groups act as regional coordinators and New Citizen acts as a gateway to raise local issues to the national level. The Leadership Fellowship program could be used to build the capacity of local coordinators.</p>	<p>Approximately 1 million</p>	<p>If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p>8. UNITER should expand attention on use of social media as a tool for outreach and mobilization among current grantees. UNITER should encourage use of digital mobilizing, crowdfunding and online activism to the region. CSOs should be trained how to use social network tools so they can effectively to reach out to new younger activist audiences.</p>	<p>Approximately USD 250,000 (for training)</p>	<p>If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
LONG TERM		
<p>9. USAID should provide more small-grant support for advocacy at the local level. The new program should allocate much more resources for CSOs in regions who work at a local and regional level advocacy concerning public services and economic development issues. This should include a portfolio of specific sector-</p>	<p>Approximately USD 1 million</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
based grants for advocacy at the regional level. This should be accompanied by a greater visibility of the program in the oblast centers.		
<p>10. USAID should require all CSOs receiving USAID support to include training in the use of simple gender analysis techniques to better understand the challenges their constituencies face and where the gaps faced by men and women are in their grant applications. CSOs need to provide verifiable evidence of any gaps they have identified between males and females so this evidence can be used to augment their deep understanding of community issues.</p>	<p>Approximately 1 million (development of course, training of trainers and mass implementation roll out)</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p><i>Recommendations for Evaluation Question 3: What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and influence the environment for civil society in Ukraine? Which of those practices and behaviors were perceived to be the most crucial to bringing change in the activities and in the environment for civil society in Ukraine?</i></p>		
<p>LONG TERM</p>		
<p>11. USAID should place stakeholder development at the core of new CSO capacity building assistance. Current concern with the legitimacy of civil society is related to weak engagement of citizens in these organizations and poor awareness about its action. More support is needed to provide assistance on building and maintaining an active membership or constituency base; practicing community mobilization and organizing; seeking local financial support through individual donations; engaging Ukrainian young adults as volunteers, and being able to identify and articulate the different interests of male and female constituencies.</p>	<p>Approximately USD 500,000</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
<p>12. USAID should consider increasing sustainability of CECs in Crimea by supporting their development into community foundations through a grants program. There is a cohort of around 20 community foundations in Ukraine that can share their expertise in this area and mentor these newly emerged centers in Crimea.</p>	<p>Approximately USD 1 million</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p>13. USAID should continue to offer grants that allow groups to develop multi-stage plans and see them through. Through UNITER, USAID has demonstrated the effectiveness of new and traditional advocacy tools. Provide funding opportunities for short-term advocacy to take advantage of sudden opportunities and longer-term funding so that issue campaigns can move seamlessly to elevating an issue by one group or coalition, passing the development of legislature to another group and then advocacy for passage by yet other groups and coalitions.</p>	<p>Approximately USD 2 million</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers</p>
<p>14. USAID should support development of CSO capacity to providing high quality services and demonstrating their public benefit for communities. As growing CSR partnerships with private sector and social contracting from the state budget becomes a reality, CSOs should be ready to present a viable and competitive offer, and with effective models to deliver social services in health, education and cultural sectors when the government starts to issue procurement tenders. CSOs need coaching on social contracting on how to better formulate proposals and marketing of social services.</p>	<p>Approximately USD 250,000 (to develop course, training of trainers and rollout, vouchers for Marketplace)</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
<p><i>Recommendations for Evaluation Question 4: What major changes in the activities of and in the environment for civil society in Ukraine do CSOs and other stakeholders perceive to be the result in whole or in part of the work of UNITER and its partner organizations?</i></p>		

RECOMMENDATIONS	ESTIMATED IMPLEMENTATION COST ²⁹	SUGGESTED RESPONSIBILITY
SHORT TERM		
<p>15. UNITER should support training for NGO law of lawyers and the creation of an association or bureau of legal aid to CSOs. A very small group of individuals and organizations have the legal skills and understanding of legislation to provide assistance to CSOs. Legal issues have to be considered for advocacy campaigns even if to understand how to apply a permit for a peaceful public gathering. With the need to change registration status under the new law on associations, each CSO will want to make sure its papers are correct so that sudden bureaucratic cancellations do not start popping up because of ‘insufficient documentation’ or not having the right approval chain. There will be a need for competent legal advice on the NGO laws all over Ukraine.</p>	<p>Approximately USD 250,000 (for training of lawyers with UCIPR and A. Vinnikov in Kyiv, and small grants to local resource centers to build local capacity)</p>	<p>If UNITER program is still operative, consider a modification with additional funds and a time extension. UNITER COTR and CO. If UNITER is closed, then USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>
LONG-TERM		
<p>16. USAID should expand and extend the scope of the convening power of the next CSO support program to energize and foster local leadership by creating regional hubs. Ukraine is a large country with regional diversity and the issues differ by context and location. Having a few regional hubs such as in the East, South, West, and Crimea, coordinated by strong CSOs could build links to Kyiv national issues and sensitize national NGOs to local issues. Regional hubs would allow local NGOs to access technical skills and advice, and EEF has demonstrated the power of having a local institution serve as the agent for grants. This requires continuing to fund local advocacy projects, organizing regional networking meetings, exchanging best practices to further embed civil society into Ukrainian culture.</p>	<p>Approximately USD 1 million (grants to regional hub CSOs)</p>	<p>USAID project design staff (to ensure that this requirement is included in the RFP); project implementers.</p>

ANNEX XIII: FINDINGS, CONCLUSIONS, RECOMMENDATIONS TABLE

Findings	Conclusion	Recommendation
Q1. For a CSO, what were the advantages and disadvantages to being a UNITER partner? How did UNITER tailor its approaches to satisfy the diverse needs or states of its partners?		
<p><u>Advantages</u></p> <p>11 <u>UNITER Partner SKIIs</u> described how the financial support from UNITER allowed them to expand their work on civil society advocacy initiatives.</p> <p>Mini-survey results: 29 out of 31 <u>UNITER Partners</u> felt grants and training and capacity building were the most important UNITER services.</p> <p>Mini-survey results 42% out of 24 <u>UNITER Partners</u> said they would have engaged in advocacy but at a lower level</p> <p>Mini-survey results 87% of 23 UNITER Partners felt their UNITER-supported advocacy efforts were successful (confirmed by all 11 SKIIs).</p> <p>Of the 10 SKIIs with <u>UNITER Grantees</u>, 3 SKIIs appreciated the willingness of UNITER to take on ideas that would not be considered by other donors, such as soft power, street protests as a form of advocacy, and using project support to leverage funds from the private sector.</p> <p>In Crimea, 3 <u>UNITER Grantee SKIIs</u> with Civic Innovation Fellows said there were no other sources for acquiring the advocacy skills except UNITER and they described how UNITER tailored training to the needs expressed by the Fellows.</p> <p>17 SKIIs with <u>EEF Grantees</u> were aware that EEF received the grant funds from UNITER and gave examples of how the training and coaching through the Marketplace voucher helped them articulate their vision through a tailored OD plan that expanded their capacity to manage advocacy campaigns.</p> <p>Mini-survey results: 97% out of 37 EEF Grantees said they valued the assistance provided by UNITER</p> <p>5 out of 25 SKIIs with <u>External Actors</u>, agreed UNITER revitalized the civil society sector by supporting national and local advocacy campaigns, making OD opportunities available to CSOs through the Marketplace and mentioned the strategic</p>	<ul style="list-style-type: none"> • The technical and financial support provided through grants allowed CSOs to advance their advocacy efforts for campaigns and development of civil society sector were the chief advantages, followed by training and capacity building. • The link between national advocacy campaigns to local efforts was innovative and stretched the horizon had been previously possible. • UNITER was seen as a key player in the maturation of the civil society sector, expanding the convening power of CSOs for key issues, linking Ukrainian OD training providers with CSOs, and focusing mutual interest on the creating an enabling environment for CSO capacity building and advocacy. 	<p><u>Short-Term</u></p> <ul style="list-style-type: none"> • USAID should continue a small grants program and local leadership fellowship in Crimea and to other more rural and isolated regions in Ukraine. • USAID should increase learning opportunities among UNITER grantees by organizing events to discuss findings of major studies, supported by UNITER. <p><u>Long-Term</u></p> <ul style="list-style-type: none"> • USAID should develop a CSO clearinghouse focused on knowledge management and information sharing, organized around key national advocacy campaigns. • USAID should require a set of metrics based on the level of CSO capacity for communication of administrative and reporting requirements to CSOs, including coaching sessions.

Findings	Conclusion	Recommendation
<p>hands-on mentoring of Center UA and other organizations and the willingness to fund new initiatives to expand the CSO community.</p> <p>All 25 <u>External Actor SKIIs</u> described the proactive engagement through well-organized convening of donor coordination meetings in line with the Paris Declaration, and the very effective information sharing on the civil society sector achieved through the weekly newsletter, which was considered to be very effective.</p> <p>Out of the 25 External Actor SKIIs, 2 SKIIs with journalists described how UNITER approaches helped a new group of CSO leaders emerge.</p> <p>1 External Actor SKII said UNITER’s financial and intellectual resources were recognized as being the “right resources, right people in the right place at the right time.”</p> <p>Objective II, 11 SKIIs acknowledged UNITER support to engage the Ukrainian government on creating an enabling environment for civil society and moving legislation forward helped.</p>		
<p><u>Disadvantages</u></p> <p>5 out of <u>11 UNITER Partner SKIIs</u> said disadvantages included a slow pace of funding compared to other donors, the level of transparency of UNITER’s selection process, and the extent of knowledge sharing.</p> <p>The same 5 SKIIs out of 11 UNITER Partner SKIIs described examples of opaque UNITER decision making processes, including those to expand the program and bring in new partners.</p> <p>2 out of 11 UNITER Partner SKIIs mentioned a lack of sharing commissioned research on the civil society sector.</p> <p>Of 10 <u>UNITER Grantee SKIIs</u>, 8 mentioned the difficulty of complying with the administrative and financial reporting required by UNITER and the project did not provide help when asked.</p> <p>Of 17 <u>EEF Grantees</u>, 2 SKIIs said there were some disadvantages to associating with UNITER. 1 SKII had been a training provider to CSOs supported by UNITER before Marketplace and said that once their training services were listed on Marketplace the # of</p>	<ul style="list-style-type: none"> • The process to approve grant applications and receive funds was prolonged, and the reasons for the delays were not shared openly with direct grantees. • The financial reporting requirements for grants was burdensome for direct grantees in Kyiv and Crimea and not well communicated. • Information sharing of the innovative research on the civil society sector supported by UNITER was not successful. • Marketplace applications for OD training vouchers were burdensome. 	

Findings	Conclusion	Recommendation
<p>training requests declined.</p> <p>Minis-survey results: 7 out of 19 EEF Grantees had difficulty using Marketplace.</p> <p>During EEF SKIIs CSOs said they wished UNITER had shared the CSO research reports with them.</p> <p>2 out of 25 <u>External Actors</u> SKIIs said that the organizational self-assessments required to qualify for a Marketplace voucher may have excluding many CSOs.</p> <p>1 External Actor SKII mentioned that UNITER focused only on Kyiv-based think tanks,</p> <p>1 External Actor SKII felt the CHESNO campaign was not fully successful, as there was no apparent mechanism to pressure Members of Parliament once they were elected.</p>		
<p><u>Tailoring</u></p> <p>All 11 <u>UNITER Partner</u> SKIIs said:</p> <ul style="list-style-type: none"> • UNITER’s willingness to provide training on skills such as data visualization, social media tools, and use of public relations met specific needs of established CSO was new and different from prior programs. • UNITER staff were flexible and collaborative in the activity development process, which was considered as a fresh approach to grant management and a departure from the usual monitoring approach to grant-making. • Marketplace allowed for specific tailored training to meet the needs of individual CSOs. <p>Mini-survey results UNITER Partners 41% (out of 29 responses) said UNITER made adjustments, and 37% said UNITER did not make any adjustments.</p> <p>The 11 UNITER Partner SKIIs mentioned the in-person meeting mode used by UNITER as effective.</p> <p>Mini-survey results of UNITER Partners: 71% of the responses (17 out of 31) mentioned the face-to-face meeting to discuss the needs of the CSO and how UNITER</p>	<ul style="list-style-type: none"> • Whether fully successful or not, UNITER was different as it was willing to be flexible and consider the needs and context of a CSO, which was a new experience with a donor-funded project. • UNITER was willing to listen to the interests and work of others working in the civil society sector and worked used an adjustable approach in addressing the needs of different CSOs. 	

Findings	Conclusion	Recommendation
<p>could provide support.</p> <p>Mini-survey results of UNITER Grantees: 40% out of 29 responses said there was significant adjustment to the CSOs needs, 37% said there was no adjustment.</p> <p>2 UNITER Grantee SKIIs described the difficulty of going through the financial audit process and cited this as evidence of UNITER’s incomplete tailoring of a process to their needs, because they did not achieve the goal, and UNITER did not tell them why.</p> <p>Of the 25 <u>External Actor SKIIs</u>, 2 said described how UNITER made an effort to align with their programs, develop co-funded initiatives, share organizational assessment templates, and focus on developing strong advocacy initiatives.</p>		
<p>Q2.Of the tools and approaches that UNITER had at its disposition, which were perceived by their beneficiaries to be the most useful for influencing activities of and the environment for civil society in Ukraine and why?</p>		
<p><u>Networking and Using a Sector Perspective</u></p> <p>Mini-surveys: 70% (out of 30) of UNITER Partners and 83% (out of 36) of EEF Grantees report belonging to various networks and coalitions.</p> <p>Mini-survey data: 79% (out of 29) of UNITER Partners pursue advocacy efforts around policy issues specific to the civil society sector. Of EEF Grantee respondents (94% out of 36) reported a focus on changing local laws and regulations.</p> <p>Of 63 SKIIs, 10 said UNITER created a collaborative spirit and that fostered the coalition’s work and that being part of coalitions was more powerful than individual CSO action, as there is a safety net in solidarity, and the coalition could tap into various resources of participating CSOs.</p> <p>Mini-survey results: out of 4 response options, UNITER Partners rated the Forum as the 2nd most valuable UNITER service, and EEF Grantees rated it 3rd.</p> <p>Out of 63 SKIIs only 2 said that participation in the Forum was useful to develop advocacy skills.</p> <p>Of the 63 SKIIs, 3 wished there had been regional networking meetings to share experiences in running advocacy campaigns or common advocacy-related trainings for CSOs.</p> <p>A strategic approach was mentioned by 6</p>	<ul style="list-style-type: none"> • The success of UNITER supported coalitions was linked to having very strong CSOs taking leadership and working on specific sector specific reforms. • Although UNITER made positive contributions to national-level advocacy and coalitions, regional buy-in into the national UNITER coalitions was limited. <p>Regarding Objective II, UNITER supported the individuals with expertise in non-profit law that used well-established legal advocacy tools to dialogue with the national legislative and executive agencies.</p>	<p><u>Short-Term</u></p> <ul style="list-style-type: none"> • UNITER should increase efforts in developing advocacy-related training components on the Marketplace. • UNITER should bridge regional-national gap in the New Citizen platform. • UNITER should expand attention on use of social media as a tool for outreach and mobilization among its current grantees. <p><u>Long-Term</u></p> <ul style="list-style-type: none"> • USAID should design the next CSO support program to have resources to convene CSOs on a regular basis for meetings and for special initiatives when there is a need to call for concerted action. • .USAID should provide more small-grant support for advocacy at the local level. • USAID should require all CSOs receiving USAID support to include training in the use of simple gender analysis techniques to better understand the challenges their constituencies face and where the gaps faced by men and women are included in their grant applications.

Findings	Conclusion	Recommendation
<p>out of 63 SKIIs as a way to focus on long-terms goals and real impact that CSOs could deliver.</p> <p>Of the 63 SKIIs, 4 appreciated UNITER’s perspective of working from a ‘bigger picture’ rather than a short-term project framework.</p>		
<p><u>Entrepreneurial Approach</u></p> <p>UNITER reported that the CHESNO campaign received advice from a UNITER-funded Slovak communication expert on how to utilize their crowd-funding mechanism as a mobilization tool and CHESNO designed ‘consumer’ segmenting to reach over a million citizens. In the SKII with UAC, they did not mention crowdfunding or consumer segmenting as a tool UNITER supported.</p> <p>Focus groups as a tool to engage with citizens was mentioned by 1 out of 14 EEF Grantees that used the Marketplace voucher for OD.</p> <p>Mini-survey: 5 out of 37 EEF Grantees reported increased membership or growing use of volunteers in their work.</p> <p>Mini-survey: 9 out of 31 UNITER Partners said they engaged more volunteers and 4 said they had increased their membership base.</p> <p>For constituency-building, mini-survey results: 87% (out of 30) UNITER Partners and 94% (out of 37) of EEF Grantees reported having active members, with large majorities of EEF Grantees (82% out of 34) and UNITER partners (84% out of 25) reporting a membership of 10 to 50 persons.</p> <p>In Crimea, all 16 FG participants how the five CECs encouraged local CSOs to engage in innovative formats for citizen participation.</p> <p>Mini-survey: 75% (out of 31) UNITER Partners reported that they now provide more <u>outreach information</u> directly to citizens and media.</p> <p>None of the 63 SKIIs mentioned that UNITER had focused attention on their needs to build a volunteer base, expand membership, or facilitate citizen discussions to formulate opinions on various social issues.</p> <p>Of the 63 SKIIs, 9 described the growing use of social media by CSOs as a way to communicate with citizens about their work and announce events.</p>	<ul style="list-style-type: none"> • Entrepreneurial approaches are popular but so far are more applicable for basic OD. • Citizen engagement at the national level was mainly perceived as information sharing and awareness building about the policy issues. • There is no evidence pointing to how UNITER helped CSOs address any extant gender gaps as part of its citizen engagement approach. 	<ul style="list-style-type: none"> • USAID should require all CSOS receiving USAID support to include training in the use of simple gender analysis techniques in their grant applications.

Findings	Conclusion	Recommendation
<p>Out of 63 SKIIs, 10 mentioned that the use of social media by CSOs is increasing but said this was a general trend.</p> <p>Of the 63 SKIIs, only 1 SKII mentioned bloggers as an important source of independent opinion.</p> <p>Of the 11 SKIIs with UNITER Partners, 3 mentioned the need to establish close cooperation with high-level officials, preferably Members of Parliament who are supportive of advocacy.</p> <p>Mini-survey: 61% (out of 26) UNITER Partners pointed to personal meetings with government officials this tool and to information sharing with citizens at the same level.</p> <p>Mini-survey: (73% out of 37 EEF Grantees marked providing information to citizens about policy issues through brochures, websites, and social media as effective in building support and pressure for advocacy.</p> <p>None of the 63 SKIIs reported that UNITER encouraged the use of <u>gender analysis and social vulnerability analysis</u> as tools to identify gaps between males and females on any given issue that UNITER supported.</p> <p>No training offerings on gender analysis or social vulnerability analysis were found on Marketplace.</p> <p>All 63 SKIIs were asked if they had received information on gender-related training or similar inquiries from UNITER and none responded positively.</p>		

Findings	Conclusion	Recommendation
<p>Q3. What practices and behaviors did UNITER partner organizations adopt and actively use to influence activities of and influence the environment for civil society in Ukraine? Which of those practices and behaviors were perceived to be the most crucial to bringing change in the activities and in the environment for civil society in Ukraine?</p>		
<p><u>Practices and Behaviors to Influence Civil Society Activities</u></p> <p>Mini-survey results show that 65 % (out of 31) UNITER Partners and 71% (out of 37) EEF Grantees report improving their information outreach activities.</p> <p>Mini-survey findings where 59% (out of 31) UNITER Partners and 77% (out of 37) EEF Grantees picked that providing information to media and citizens is an effective way to influence policy.</p> <p>The use of social media was mentioned by 10 out of 63 SKIIs as a tool used more actively by CSOs.</p> <p>None of the 63 SKIIs mentioned UNITER’s role in turning the potential of social media into an effective tool.</p> <p>Of 63 SKIIs, 5 said that CSOs suffer from lack of stakeholder development that contributes to a lag in making public participation more influential.</p> <p>8 out of the 63 SKIIs referred to the gap between formal CSOs and citizens as a serious problem that has not been sufficiently addressed.</p> <p>It is unknown what the impact of the absence of gender analysis means because the baseline study commissioned by UNITER in 2009 did not detail how CSOs identified gaps between males and females.</p> <p>All 63 SKIIs were asked what practices they used to ensure both male and female interests were being represented, and none provided a concrete response about specific practices.</p> <p>Mini-survey, 65% UNITER Partners (out of 31) and 62% (out of 37) of EEF Grantees indicated that internal governance had improved along with more effective use of Boards.</p> <p>Mini-survey, 50% (out of 31) UNITER Partners and 52% (out of 37) of EEF Grantees report establishing new cooperation with other CSOs as a result of UNITER assistance.</p> <p>None of the 63 SKIIs said they used the</p>	<ul style="list-style-type: none"> • It was unclear as to how the practices of information outreach, improved financial management, greater engagement of CSO boards, and improved governance led to more professional behavior by CSOs in undertaking advocacy. • UNITER project participants cited coalition work and local advocacy grants were mostly effective in bringing change to the civil society environment. • Regarding use of new advocacy tools, the environment for advocacy at the national and regional levels differs, and CSOs require more tailoring to varying conditions. 	<p><u>Short-term</u></p> <ul style="list-style-type: none"> • UNITER should support expansion of communication and media capacities of CSOs. <p><u>Long-term</u></p> <ul style="list-style-type: none"> • USAID should focus on stakeholder development for new CSO capacity building assistance so that citizen engagement and outreach foster support for CSO advocacy. • USAID should consider increasing sustainability of CECs in Crimea by supporting their development into community foundations through a grants program. • USAID should continue to offer grants that allow groups to develop multi-stage plans and see them through. • USAID should support development of CSO capacity to providing high quality services and demonstrating their public benefit for communities.

Findings	Conclusion	Recommendation
<p>network established by New Citizen to raise the issues they care about to the national level agenda.</p> <p>Mini-survey: 45% (out of 20) EEF Grantees and 34% (out of 26) UNITER Partners reported that they had adopted the practice of using the <u>new advocacy tools</u> introduced by UNITER.</p> <p>The Team heard that the state supported Civil Society Coordination Council received mixed reviews as a platform for consultations with civil society</p> <p>8 out of 63 SKIIs reported that now CSOs are using advocacy tools as a new behavior by being more pro-active.</p> <p>Of the 63 SKIIs, 5 (including 2 SKIIs in Donetsk) mentioned that they know 'who to call' – lawyer Aleksandr Vinnikov or experts from UCIPR – when they need assistance on non-profit law or consultations.</p>		
<p><u>Practices and Behaviours to Influence the Policy Environment</u></p> <p>4 out of 63 SKIIs said that at the oblast level these councils are rumoured to be ‘pocketed’ by the governors and populated by loyal CSOs.</p> <p>At the municipal and rayon level, 3 out of 63 SKIIs spoke of ‘productive’ cooperation with the local government rather than about advocacy efforts and that local governments viewed CSOs as channels to provide social services because budgets do not have adequate resources.</p> <p>Of 63 SKIIs, only 2 mentioned the importance of serving as a ‘bridge’ by speaking to both ruling and opposition parties.</p> <p>4 out of 63 SKIIs said they felt CSOs are seen as more professional now, and it is easier for them to engage with government at the local level and that it is still much harder to achieve trust as national government remains immune from pressure of public opinion and civil society.</p> <p>15 out of 63 SKIIs described the need to align the Tax Code in accordance with the law on public associations; simplifying accounting requirements for CSOs; improving tax regulations with regards to income tax for covering travel and accommodation costs for participants attending CSO-organized events; removing</p>	<ul style="list-style-type: none"> • Citizen engagement behaviours were more present at the local level. However, the problem of building constituency at the national level remains an issue that undermines the wider influence of CSOs throughout Ukraine. • Local government engagement structures, such as the Civil Society Coordination Council and other local councils are seen as having weak capacity to develop positive relations with civil society. • The general legislative environment has improved for CSOs. The new laws addressed many weak points such as burdensome registration and ban on financial activity. 	

Findings	Conclusion	Recommendation
<p>tax on foreign currency exchange.</p> <p>No evidence found of the application of UCIPR type practices and behavior with policymakers out of Kyiv.</p> <p>Of 63 SKIIs, 12 mentioned cooperation among CSOs as a new trend. These 12 SKIIs mentioned that coalitions and networks expanded beyond the ‘usual suspects’ and are more powerful because they understand a value of working together in a broader coalition.</p> <p>Of 63 SKIIs, 3 said that a CHESNO-like campaign might have occurred without UNITER, but it would be a much slower and less compelling process.</p> <p>Mini-survey: EEF grantees 30% (out of 20) and 30% (out of 26) UNITER Partners reported growing links to networks</p> <p>Mini-survey, 37% (out of 24) UNITER Partners said they would need donor support to engage in advocacy and the EEF Grantee mini-survey respondents, 67% (out of 37) said they would need donor support to conduct advocacy.</p> <p>Four out of 17 EEF Grantee SKIIs said local citizens are not aware of the work of CSOs.</p> <p>1 SKII said that even with a board it is often just ‘rubber stamping’ the decisions of a CSO management saying, <i>“If the needs of the constituency are only represented by the management it is hard to be effective.”</i></p> <p>The FG in Bakhchsyaray was eager to try new tools to engage constituency around local development issues as it provided them greater legitimacy vis-a-vis government officials.</p> <p>5 out of 14 SKIIs with EEF local grantees mentioned the possibilities that arise for CSOs linked to the reformed law on self-governance, saying that with transparency of state budgeting it will provide necessary tools for CSOs to hold the government accountable.</p>		

Findings	Conclusion	Recommendation
<p>Q4. What major changes in the activities of and in the environment for civil society in Ukraine do CSOs and other stakeholders perceive to be the result in whole or in part of the work of UNITER and its partner organizations?</p>		
<p>Of 63 SKIIs, 3 mentioned the appearance of ‘new faces’ or new leaders in civil society.</p> <p>1 UNITER grantee who mentioned that UNITER was a “gateway” that connected them with other civil society groups in Kyiv and regions, and with other donors.”</p> <p>1 SKII described UNITER as a ‘nursery’ for new leaders in the sector.</p> <p>Of 63 SKIIs, 8 said that the OD Forums and the Marketplace were positive additions that would have happened without the UNITER approach and support.</p> <p>Mini-survey: UNITER partners (39% out of 28) and EEF Grantees (27% out of 37) report there were positive changes in the political climate for civil society during the UNITER project period.</p> <p>Of 63 SKIIs, 8 reported a change in attitude where civil society groups realized that it is <i>‘better not to lose time and do something just now’</i>.</p> <p>Mini-survey: when asked if legislative environment improved, 63% (out of 31) of UNITER partners and 48% (out of 37) EEF Grantees said ‘yes’.</p> <p>When asked to single out one contribution that UNITER made in the legal environment, 11 out of 68 mini-survey respondents mentioned the new law on public associations.</p> <p>Of 63 SKIIs, 8 cited the Law on Access to Public Information as having the most potential to open-up more space for advocacy, and UNITER’s support for advocacy efforts which led to its approval was considered as an important contribution.</p> <p>5 out of 14 SKIIs with EEF local grantees mentioned the possibilities that arise for CSOs linked to the reformed law on self-governance, saying that with transparency of state budgeting it will provide necessary tools for CSOs to hold the government accountable.</p>	<ul style="list-style-type: none"> • UNITER contributed to creating a positive dynamic for CSO advocacy activities in Ukraine. At present, civil society in Ukraine is more active, more professional, and more daring to influence policies because of UNITER efforts. • UNITER’s contribution to the civil society environment was support for newcomers into the civil society sector, including individual activists. • CSOs in the regions see a need to increase awareness, especially for the CSOs from small cities about the legislative changes. 	<p><u>Short-Term:</u></p> <ul style="list-style-type: none"> • UNITER should support training for NGO law of lawyers and the creation of an association or bureau of legal aid to CSOs to meet the needs of CSOs in understanding relevant legislation. <p><u>Long-Term:</u></p> <ul style="list-style-type: none"> • USAID should expand and extend the scope of the convening power of the next CSO support program to energize and foster local leadership by creating regional hubs.

ANNEX XIV: FIGURES AND TABLES

UNITER FIGURES

Figure 1 Evaluation Respondents Summary

The team conducted semi-structured interviews with 63 key informants, a focus group with 16 participants, and a mini-survey with 68 respondents:

	Total	Male	Female
Individual Interviews	63	28	35
UNITER key partners	11	7	4
UNITER grantees, Marketplace voucher users, and Fellows in Kyiv and Crimea	10	2	8
EEF grantees, CHESNO Regional Coordinators, Comparison NGOs	17	7	10
External actors (other donors, other USAID implementing partners, Ukrainian government officials, and journalists)	25	12	13
Focus Group in Crimea	16	6	10
Mini-surveys	68	-	-
UNITER partners (out of 69 total; 45%)	31	-	-
EEF grantees (out of 71 total; 52%)	37	-	-

These numbers do not include an interview with UNITER staff

Figure 2 UNITER Toolkit



Legend: Red = UNITER Approach; Blue = A list of specific toolkit under each approach

Figure 3 Evaluation Respondents Summary

The team conducted semi-structured interviews with 63 key informants, a focus group with 16 participants, and a mini-survey with 68 respondents:

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Individual Interviews	63	28	35
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External actors (other donors, other USAID implementing partners, Ukrainian government officials, and journalists)	25	12	13
Focus Group in Crimea	16	6	10
Mini-surveys	68	-	-
UNITER partners (out of 69 total; 45%)	31	-	-
EEF grantees (out of 71 total; 52%)	37	-	-

These numbers do not include an interview with UNITER staff

Figure 4 Grantees Identify Advantages of UNITER

“Donors often treat NGOs like they are sitting at the other side of the table. UNITER helped us to meet people, explained how the market is working. Procedures are very complicated. UNITER provided us a lot of help, they helped us to learn. They showed us that there are not only programming capacity and there is also organizational capacity.”

“Like UNITER weekly newsletter where our work is featured—see it is important to be included in distribution because a lot of NGOs read the publication. When we reach out to regional NGOs, we use the UNITER newsletter as it provides credibility. When we reach out to citizens, we use media. We had a project officer assigned to them from UNITER who mentored us.”

Figure 5 Key UNITER Supported Coalitions

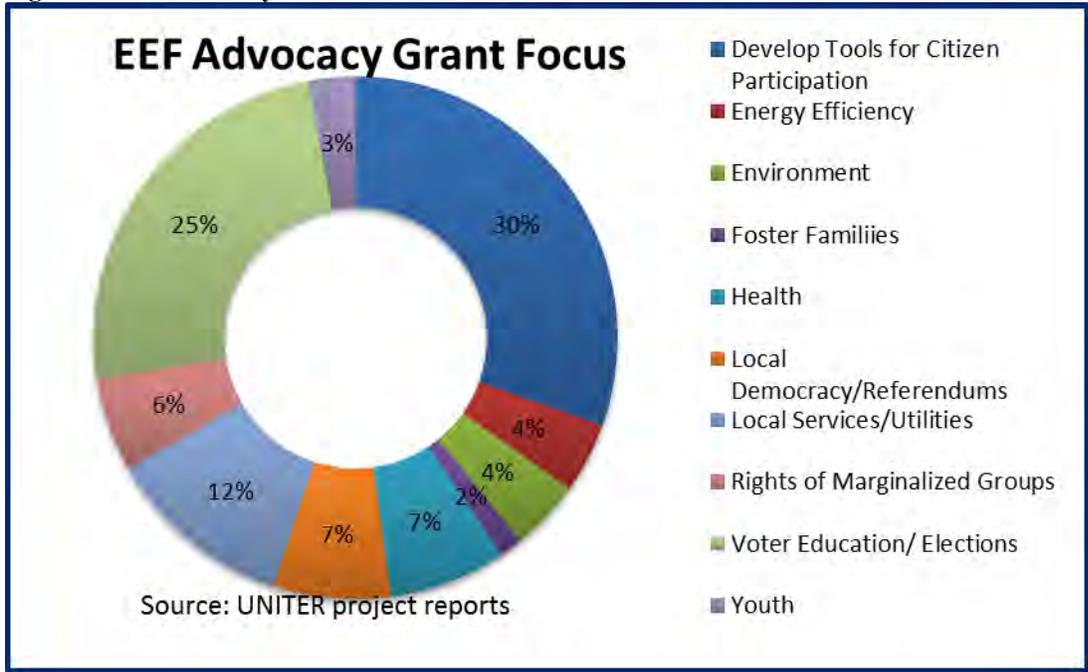
National

- Corruption in Public Procurement: led by TORO with 40 NGOs
- European Integration Expert Council: led by Center UA with 20 NGOs
- Open Government Partnerships: led by TORO with 20 NGOs
- Protection of Patient Rights: led by UCAB with 20 NGOs
- Small and Medium Enterprise Rights: led by Fortesia with 19 associations
- Land Issues: led by AFPL with 394 offices
- Lobbying for the Law on Access to Public Information: led by Centre UA with 50 NGOs
- Civic Movement CHESNO: led by Center UA with New Citizen Platform -- 12 NGOs and 35 NGOs regional coordinators

Regional- through EEF grants

- Local Referendum: led by ALI
- Public Monitoring of the Public Health System Reform: led by the Coalition for People with Intellectual Disabilities)
- Public Control over Utilities Services: led by the Association of Local Self-Governance

Figure 6 EEF Advocacy Grant Focus



UNITER TABLES

Table 1. Question 15: Put in order of importance to your organization the assistance provided by UNITER

Response options	1	2	3	4	Secondary importance	# of responses
Grants for the organization	16	9	2	2	1.66	29
Training and capacity building	10	12	5	2	1.97	29
Opportunities for sharing with organizations in Ukraine and abroad	2	3	16	8	3.03	29
Technical assistance to achieve advocacy goals	1	5	6	17	3.34	29
<i>Total responses</i>						29
<i>Skipped question</i>						2

Source: Mini-survey for UNITER Partners, Question 15; 29 responses out of 31.

Table 2. Question 12: Would your organization be able to undertake advocacy without UNITER funding?

Response Options	Response %	# of responses
Yes, we had other potential donors	12%	3
Yes, with more volunteers, our own funds, and in-kind contributions	8%	2
yes, but at a much lower level	41%	10
No, we could not do that	37%	9
<i>Total responses</i>		24
<i>Skipped questions</i>		7

Source: Mini-survey for UNITER Partners, Question 12, 24 responses out of 31

Table 3. Question 11: Were advocacy efforts supported through UNITER successful?

Response Options	Response %	# of responses
Yes	87%	20
No	13%	3
Partially (please explain)		5
<i>Total responses</i>		23
<i>Skipped question</i>		8

Source: Mini-survey for UNITER Partners, Question 11; 23 responses out of 31.

Write-in responses are: We have had success in promoting capacity development for advocacy CSOs; don't know; Look at answers for Question 9; n/a; and local level and permit applications at the local level.

Table 4. Question 16 Did the UNITER program adjust their services to the needs of your organization?

Response Options	Response %	# of responses
Yes, significantly adjusted to our needs	40%	11
Slightly adjusted	22%	6
Did not adjust at all	37%	10
Other (please explain)		2
<i>Answered question</i>		27
<i>Skipped question</i>		4

Source: Mini-survey for UNITER Partners, Question 16; 29 responses out of 31. Write in responses: UNITER was doing its tasks and we were helping them; We received funding from UNITER to provide assistance to other

UNITER partners so this does not apply to us.

Table 5. Question 17: How did UNITER service the needs of your organization?

Response Options	Response %	# of responses
During a personal meeting	70%	12
Survey organization gathering information	41%	7
In consultation with members of your organization and clients	29%	5
During UNITER seminars and conferences with other program partners	41%	7
Other (please explain)		2
Answered question		17
Skipped question		14

Source: Mini-survey for UNITER Partners, Question 17; 17 responses out of 31. Write-in responses: We received funding to help with other UNITER partners; Not sure this applies to us; see answer to Question 16.

Table 6. Question 17: Was the grant from the EEF under the UNITER program for your organization

Response options	Response %	# of responses
An advantage	97%	36
A disadvantage	2%	1
Made no difference to my organization	0%	0
Total responses		37
Skipped question		0

Source: Mini-survey of EEF Grantees, Question 17; 37 out of 37 responses.

Table 7. Question 12: Was the assistance provided by the program valuable to your organization?

Response options	Response %	# of responses
Extremely valuable	78%	29
Somewhat valuable	13%	5
Uncertain	0%	0
Marginally valuable	2%	1
Not valuable	5%	2
Total responses		37
Skipped question		0

Source: Mini-survey of EEF Grantees, Question 12; 37 out of 37 responses.

Table 8 Questions 13 and 17: CSO views of Effective Advocacy Tools

Advocacy tool	UNITER partners (Kyiv and Crimea)	EEF grantees
Personal meetings with government officials	64 %	58 %
Providing information to citizens	59 %	77 %
Providing information to media	59 %	63 %
Policy monitoring / watchdog	54 %	60 %

Civic education and public awareness	50 %	55 %
Peaceful demonstrations and street performance	18 %	8 %
Petitions and writing to MPs	4.5 %	8 %
Legal action against the state	4.5 %	5.3 %

Source: Mini-survey of UNITER Partners (Question 13; 26 out of 31 responses; write in response: Organizing events for government officials; Local self-government; CSOs and media; We don't cooperate with UNITER on advocacy; Development of advocacy campaign, monitoring and planning next steps; Our Ukrainian CSO partners benefitted from our information and technical assistance were successful in advocating for CSO law reform; Cooperation with other CSOs; Influence via public councils; Various events with local representatives of the Soviet region in Crimea; We didn't do such events; Local community mobilization to solve local problems, mini grants and public event. Of EEF Grantees (Question 11; 37 out of 37 responses; write in responses include: Community united around solving local problems; Round table discussions with experts, activists, and government officials to develop recommendations).

Table 9 Questions 21 and 16: New Practices Reported by UNITER Partners and EEF Grantees as the result of cooperation with UNITER

Practice Adopted	UNITER Partners	EEF Grantees
Information outreach	65%	71%
Governance (Boards)	65%	60%
New cooperation with other NGOs	50%	55%
Improved financial management	57%	40%
New advocacy instruments	34%	45%
New social media	26%	35%
Increase membership base	15%	25%
Increased volunteer base	34%	25%
Joined coalitions	30%	15%

Source: Mini-survey of UNITER Partners (Question 21; 26 out of 31 responses) and EEF Grantees (Question 16; 20 out of 37 responses)

Table 10. Question 7 What are the main policy issues your organization is working on?

Response options	Response %	# of responses
Corruption in government	32.4%	12
Human rights and the rule of law	62.2%	23
Women's rights	13.5%	5
Anti-trafficking of women and men	2.7%	1
Domestic violence	8.1%	3
Election related issues	35.1%	13
Environmental issues	21.6%	8
Job creation/employment related	13.5%	5
Small business support	13.5%	5
Pensions and related elderly issues	8.1%	3
Health care services	16.2%	6
Local community services	56.8%	21
Promotion European integration of Ukraine	27.0%	10
Other (please specify)		7
	Total responses	37

<i>Skipped question</i>	0
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Source: Mini-survey of EEF Grantees (Question 7; 37 responses out of 37). Write in responses: rights of people with disabilities (3x); local democracy; land reform and local services; development of local governance; and access to public information

Table 11. Question 19: Is the political operating environment for CSO activities today better than they were in 2008/2009?

Response options	Response Percent	Response Count
Yes	27.0%	10
No	45.9%	17
No change	27.0%	10
	<i>Total responses</i>	37
	<i>Skipped question</i>	0

Source: Mini-survey EEF Grantees (Question 19; 37 responses out of 37).

Table 12. Question 24, Has the political climate for NGOs today improved compared to 2008/2009

Response options	Response Percent	Response Count
Yes	39.3%	11
No	32.1%	9
Has not changed	28.6%	8
	<i>Total responses</i>	28
	<i>Skipped question</i>	3

Source: Mini-survey UNITER Partners (Question 24; 28 responses out of 37).

Table 13. Question 23: Is there an improved legal framework for NGOs now compared to the years 2008/-2009?

Response options	Response Percent	Response Count
Yes	63.3%	19
No	13.3%	4
Has not changed	23.3%	7
	<i>Total responses</i>	30
	<i>Skipped question</i>	1

Source: Mini-survey UNITER Partners (Question 23; 30 responses of 31)

Table 14. Question 18 Are the legal operating environment for NGO activities today better than they were in 2008/2009?

Response options	Response Percent	Response Count
Yes	48.6%	18
No	18.9%	7
No change	32.4%	12
	<i>Total responses</i>	37
	<i>Skipped question</i>	0

Source: Mini-survey EEF Grantees (Question 18; 37 out of 37 responses).

Table 15. Question 10 Would your organization have conducted this advocacy project without the grant from EEF?

Response options	Response Percent	Response Count
Yes, we had identified other potential donors	8.1%	3
Yes, but with more volunteers, our personal funds, and in-kind contributions	0.0%	0
Yes, but much more limited in scope	59.5%	22
No, we would not have done so	32.4%	12
	<i>Total responses</i>	37
	<i>Skipped question</i>	0

Source: Mini-survey EEF Grantees (Question 10; 37 out of 37 responses).

Table 16 Question 20 and Question 25 Can you name one change that lead to an improved environment for CSO, held by the UNITER program?

Write in responses EEF Grantees
1. Hard to tell
2. Capacity building of CSOs is very important
3. More focus on capacity building of CSOs
4. New law on public associations
5. New law on public associations
6. Problems liked to changes in political climate after Yanukovych's elections
7. Improved cooperation with business and other sectors
8. CSO capacity building using the voucher system
9. Wed site marketplace
10. Developed regional program
11. CSOs united in coalitions and improved their professionalism
12. Increased understanding among CSOs in uniting and joining forces
13. Increased influence of local CSOs on civic activism
14. Influence medical reform for mental care
15. New law on public organizations
16. Improved activism of CSOs in developing new law on anti-corruption, transparency and access to information
17. Increased capacity of CSOs, new possibilities for coalitions like "Filtryi Radu," new rules of the game mean cost-efficiency, new communication methods, lobbying for better CSO laws
18. New law that allows civic oversight of local programs
19. CSOs felt real support from the program
20. No
21. Government is more cooperative with CSOs and listens to the advice
22. Better cooperation with local government and media
23. Became more independent and more professional as an organization
24. Legal changes for public organizations
25. No changes
26. NGO Marketplace, law on public information
27. Improved cooperation of our CSO with local community
28. None
Write in responses UNITER Partners
1. Access to public information
2. Cooperation of CSOs in Ukraine and access to public information
3. New law of public organizations and access to public information
4. New law of public organization and new approach to capacity building of CSO
5. Allowed business consulting companies to provide services to CSOs
6. Simplified registration for public associations
7. Improved information exchange
8. Improved accountability of Ukrainian politics

9.	Improved dialogue between state-business-civil society
10.	New law on public organizations that makes work of CSOs easier
11.	Development of strong coalitions and networks
12.	UNITER helped to disseminate information about the network of Community Development centers in Crimea and local authorities learned about the program
13.	Crimean CSOs know each other better through the program for civil society leaders
14.	New law on public organizations
15.	Cooperation between CSOs, state and business
16.	Program network of Civic Innovations
17.	Local government helps us and we have some state funding
18.	Developed and partly implemented regulatory basis for cooperation of state, cultural institutions with CSOs
19.	Our confidence grew up and we became more professional and provide better services
20.	New law on public organizations
21.	None
22.	Among local communities new civil initiatives appeared and they will emerge into CSOs and government has to take them into account

Source: Mini-survey EEF Grantees; 28 responses out of 37; UNITER Partners; 22 responses out of 31

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523