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## **Ukraine National Initiatives to Enhance Reforms Project**

### **Semi-annual Performance Report**

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**Submitted by Pact, Inc.**

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## **I Executive Summary**

During the FY14 Ukraine National Initiatives to Enhance Reforms (UNITER) project continued to support civil society in Ukraine with more focused effort under three objectives:

- **Objective 1: NGOs better represent citizen interests and drive reform through more effective advocacy, monitoring and activism** – working towards three broad categories of relevant policy areas important for Ukraine’s path towards democratic development, social cohesion and economic modernization. Pact forges collaboration among UNITER partners and other stakeholders to collectively advocate for policy reforms related to civil society at the national level.
- **Objective 2: The relevant legislative framework for civil society approaches European standards** – working with its recognized local partner, Pact aims to promote reforms conducive to a Ukrainian legal framework that provides enabling legal infrastructure for a functioning and sustainable civil society.
- **Objective 3: NGOs are transparently governed and capably managed** – guided by a comprehensive roadmap, Pact strengthens lead NGOs’ capacity and organizational development towards “graduation” to direct foreign donors funding.

Undoubtedly, the single most important event during the first half of fiscal year 2014, was Ukraine’s Euromaidan revolution. Euromaidan was a landmark revolution that grew out of civic anger against the Ukrainian Government’s decision to halt its European course. It was joined by millions of Ukrainians across the country and it shattered not only the Ukrainian political landscape but has far-reaching consequences to the entire European political, economic and security framework.

UNITER partners Euromaidan were closely aligned with the movement’s goals. For years they have been engaging people to demand accountability of the government and promoting European integration. The yields of these multi-year efforts were those of the prominent leaders and initiatives that bolstered the spontaneous Euromaidan movement.

Outputs in the first half of the sixth year of UNITER implementation include:

### **Advocacy:**

- 23 NGOs were supported for advocacy initiatives reaching thousands of Ukrainians;
- Hundreds of information materials produced and distributed in both hard copies and electronic channels to hundreds of thousands of Ukrainians;
- More than 120 experts and activists united their efforts to work on the Reform Package Reanimation coalition with the leadership and coordination by Pact UNITER partners.
- Partners launched four major anti-corruption civil society initiatives.

### **Capacity Development:**

- Pact’s partner organized the 2<sup>nd</sup> Ukrainian Capacity Development Forum with attendance of over together over 650 representatives of 230 organizations coming from non-profit, business, government, and education sectors.
- Following their NUPAS recommendations, Pact assisted with improving internal management structures and organized a series of advanced capacity development workshops to UNITER graduating partners on crucial topics such as new business development and logical framework.
- Facilitated advanced communication training to lead Ukrainian think tanks; as well as assisted their better networking with European institutions and counterparts.

## II Political landscape

On the eve of the 9<sup>th</sup> anniversary of the Orange Revolution, Ukrainian civil society went out on Kyiv's independence square to protest against government's change of the course. The major political and economic crisis that continues to put Ukraine in the headlines of the world media has started as a reaction to the government decision not to sign the Association Agreement with European Union. Ukraine's movement towards European integration was a key condition that allowed civil society engagement with the government and push for democratic reforms. Despite the lack of progress, the government's public commitment raised high expectations and elevated aspiration of citizens for future changes associated with European standards and values. Perceived as a U-turn for country, the decision to pause signing the agreement triggered spontaneous peaceful protest.

While the civil society demanded explanation of the change in the proclaimed pro-European route, the government inadequately reacted with the beating of the peaceful protests by riot police. The aggressive government reaction caused hundreds of thousands of people to join protests during weekend rally in Kyiv expressing anger with dysfunctional governance and injustice. For the first time since Orange revolutions, citizens were genuinely mobilized to stand up against the brutal violations of human rights and injustice. Despite worsening weather conditions the protesters continued its civic resistance through winter months, occupying with tents Ukraine's capital central square Maidan, Kyiv city administration building and attempting to block the governments operations.

The attempts of the government to further limit the freedoms and rights of citizens with the new legislative changes introduced on January 16, lead to violent clashes with police on Hrushevskogo Street. Resulting in the first death of protesters, the events in January has changed the nature of the protest. The protesters and police increased usage of the more injuring tools like Molotov cocktails, stones, fireworks, tear gas, rubber bullets, fire and sound grenades. Besides the violence on Hrushevskogo street, Euromaidan SOS reported mass violations of human rights including illegal detention, kidnaping of activists, limited access of protesters to medical care and injustice in the courts to those who were accused of the participation in the mass riots. On February 18, the riot police started next attack on protesters using live ammunition including gas grenades and snipers. Over 100 protesters died in the final days of attacks, around hundred people still missing and many were severely injured.

On February 22<sup>nd</sup> Ukraine's President together with other key members of his team has fled the country and the next day a new interim government was appointed. With its vote Parliament has returned the Constitution of Ukraine to the 2004 version, where Parliament gained stronger control over government. The return to the previous version of Constitution, which was amended in 2010 right after President Yanukovich took his post, also obliges members of parliament to form a coalition in the first 30 days of its operations. In the aftermath of Euromaidan movement, the interim government has important tasks lying ahead of them:

- ***Ukraine's economic perspective remains bleak.*** To save the country from bankruptcy, international community will support Ukraine with financial aid, but serious structural reforms are required. While many reforms are overdue in the short term they will require unpopular cuts in budget spending and increase in income to the budget. This will hit hard on the poorest population of Ukraine that is dependent on social benefits paid from

the budget. The government has already announced the increase in gas prices, increase of taxes on some products and cuts of public administration expenses. At the same time, the worsened relationship with Russia has significantly influenced economic opportunities especially in the East of Ukraine. The government is determined also to show significant progress in anti-corruption reforms; however the significant outcomes of these reforms will be seen in the mid-term.

- ***National security threats from Russia have to be addressed.*** Determined to keep Ukraine off the European track, Russia is engaged in destabilization in Ukraine. During the annexation of Crimea, Russia has intervened with army and took control over the local government, army and police. With people's vote the results of which were not recognized by international community, Russia completed annexation in Crimea. While Russia already considers Crimea as its own territory, the latest developments in Eastern regions of Ukraine indicate that it continues undermine Ukraine's sovereignty further. The attack on the government buildings in multiple locations in the East and appearance of the similar armed people dressed in unidentified military uniform suggests that Russia intends to roll-out Crimea scenario in other parts of Ukraine. During developments in Crimea much hopes has been put on international diplomacy, however the economic sanctions and engagement of the world leaders in the negotiations did not stop Russia from completing annexation of Crimea. The interim government should act more decisively in reacting to threats in the East, establishing full control of the police and Ukraine security services in these regions and minimizing opportunities for the future threats.
- ***Holding Presidential and Parliamentary elections to legitimize the government.*** The aggression from Russia and attacks on the government buildings in East of Ukraine presents a threat for conducting legitimate elections. At the same time holding legitimate Presidential elections is critical step for moving out of the current internal political crisis. As most of the Ukrainians in East and South of the country does not consider the former president to be legitimate, the new government has not gained its legitimacy in these regions and the appointing of oligarchs in the oblast administration has not improved the situation much.<sup>1</sup> While most attention is drawn on stabilizing the situation in Ukraine, not much debate is happening between candidates on the important development challenges for Ukraine. Securing clear and transparent elections is one of the top priorities for Ukraine to move out of the political crisis.
- ***Reconciliation of Ukrainian society and building trust to government institutions.*** Despite the different attitudes of Ukrainian citizens to the events in Maidan, there are a lot of similarities in what changes Ukrainians want in all parts of the country. The government agenda should be based not along the dividing lines but on the common agenda. The polls show that improving livelihoods and anti-corruption fight is high on agenda of Ukrainians regardless of the regions where they live, language they speak or their geopolitical preferences<sup>2</sup>. Building common messages and showing visible progress on these issues will be important for reconciliation of the society.

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<sup>1</sup> <http://gazeta.zn.ua/internal/yugo-vostok-vety-dreva-nashego-.html>

<sup>2</sup> The poll conducted by Rating group during March 21-29, 2014  
<http://ratinggroup.com.ua/products/politic/data/entry/14087/>

The current threats to Ukraine's sovereignty distract public attention from the reforms. The ability of government to deal with competing priorities will be critical for making further progress in Ukraine's development.

### Civil Society Role

Despite the tragic deaths during the protests, Euromaidan movement in Ukraine is a testimony of the renaissance of civil society activism. It expanded from a grassroots movement where volunteering and participation has become a mainstream trend. The events in Kyiv mobilized citizens who in previous years remained distant from civic activities. Different strata of people including students, businessmen, computer programmers, artists supported protests in different ways. People volunteered their time, contributed their financial and in-kind donations. Observers inspired by the level of self-mobilization and volunteerism have proclaimed that current events gave birth to the new nation with increased mutual support and trust between them.<sup>3</sup>



**Figure 1: Mapping of the values of different European nations and Euromaidan participants, based on European Values Survey. The source <http://www.pravda.com.ua/articles/2014/01/14/7009459/>**

While those engaged in the protests indeed can be characterized by increased civic awareness and civic activism, this yet has to be translated to the rest of Ukraine. Participants of Euromaidan are more open for change, less conformist, more independent, friendly and caring than the rest of Ukrainians.<sup>4</sup> There is still the strong geographical division between the Western and Central versus the Eastern and Southern regions of the country, the latter by and large being a lot less engaged in civic movement.<sup>5</sup> While many Kyiv inhabitants joined organized self-defense groups to protect city from hired thugs, during events in Kharkiv and Donetsk very few citizens joined to oppose hired separatists and provocateurs. Even though majority of citizens of East and South do not support separatists' movement, very few are ready to oppose them and rather stay at home<sup>6</sup>.

<sup>3</sup> <http://www.foxnews.com/opinion/2014/02/27/despite-putin-obama-ukrainians-have-finally-awakened-to-their-own-power/>  
<http://www.kyivpost.com/opinion/op-ed/birth-of-a-nation-333459.html>

<sup>4</sup> [http://texty.org.ua/pg/news/textynewseditor/read/50912/Aktyvisty\\_doslidyly\\_cinnosti\\_Jevromajdanu\\_INFOGRAFIKA](http://texty.org.ua/pg/news/textynewseditor/read/50912/Aktyvisty_doslidyly_cinnosti_Jevromajdanu_INFOGRAFIKA)

<sup>5</sup> [http://www.dif.org.ua/ua/polls/2014\\_polls/vid-maidanu-taboru-do-maidan.html](http://www.dif.org.ua/ua/polls/2014_polls/vid-maidanu-taboru-do-maidan.html)

<sup>6</sup> [http://zn.ua/UKRAINE/mneniya-i-vzglyady-zhiteley-yugo-vostoka-ukrainy-aprel-2014-143598\\_.html](http://zn.ua/UKRAINE/mneniya-i-vzglyady-zhiteley-yugo-vostoka-ukrainy-aprel-2014-143598_.html)

While the first protests against government decision not to sign Association Agreement started with the most active members of civil society, the larger protest was not lead by them. The formalized NGOs supported the movement each finding their role where their skills could be useful. In particularly, the human rights organizations were helping protesters to get access to medical treatment, legal protection and other support though Euromaidan SOS. Media savvy organizations helped running the social networks updates and web-sites; independent non-profit media helped covering the events; cultural organizations engaged in dialogue on cultural changes needed in society; some charity organizations helped organize fundraising for the families of people killed in the protest. Through stimulating public dialogues and proposing forms of peaceful protests formalized civil society organizations and networks helped larger movement to formulate demands, make the protest more constructive and keep it non-violent.

Even in the darkest times of the protest, NGO activists attempted to lead public agenda bringing the important issues and the need for structural change in Ukraine upfront. In order to direct protest energy into constructive direction, members of the New Citizen coalition started an initiative known as Reanimation Reform Package. With the appointment of the interim government comprised of the former opposition, the window of opportunity for reforming Ukraine has opened. Pushing the Parliament and government to respond to civil society demand, Reform Reanimation Package activists advocated for adoption of the critical legislation that promote democratic reforms in the areas of transparency and accountability of government, justice and media freedom. The group plans further to promote key reforms in areas critical for Ukraine's future development.

#### *UNITER key partners' role in Euromaidan*

Aiming to strengthen civil society role in the reforms process Pact has worked with the key leaders in civil society developing their capacity, ensuring their transparency and providing grant support for organization to accomplish their mission. The table below summarizes USAID investments through UNITER project over the last 5.5 years to the ten key partners that were selected as leading organizations in civil society. The capacity development section monetizes all project direct investments, but excludes Pact staff efforts devoted to each grantee.

**Table 1: Summary of support to key partners of UNITER**

<b>Partner</b>	<b>Capacity development</b>	<b>Audit</b>	<b>Grant support</b>	<b>Total support provided by UNITER</b>
<b>Center UA</b>	\$143,176.59	\$11,204.95	\$1,005,847.20	\$1,160,228.74
<b>Ukrainian Center for Independent Political Research</b>	\$110,504.46	\$11,204.95	\$629,048.00	\$750,757.41
<b>ISAR Ednannia</b>	\$18,050.50	\$11,540.29	\$371,603.50	\$401,194.29
<b>Creative Center CCC</b>	\$5,400.00	\$11,204.95	\$318,754.00	\$335,358.95
<b>Democratic Initiatives Foundation</b>	\$17,088.90	\$11,540.29	\$303,752.90	\$332,382.09
<b>Institute of World Policy</b>	\$11,785.00	\$5,280.87	\$225,827.52	\$242,893.39
<b>Institute of Economic Research</b>	\$11,115.89	\$5,280.87	\$122,612.00	\$139,008.76
<b>Razumkov Center</b>	\$25,000.00	\$5,280.87	\$80,000.00	\$110,280.87

<b>Transparency International Ukraine Center for Political and Legal Research</b>	\$13,060.87	\$5,280.87	\$90,305.18	\$108,646.92
	\$19,894.37	\$5,280.87		\$25,175.24

Being leaders in formal civil society sector funded by international donors not all UNITER partners took equal roles in Euromaidan events. While some partners' missions were closely aligned with the movement goals i.e. engaging people in demands for accountability of the government and promoting European integration, think tankers could play more active role in building their constituency legitimacy. Not every organization though found their role in the process and took an opportunity to promote their goals in the society. The picture below shows the linkages between main civil society players and their role during Euromaidan:



### *Future challenges for civil society*

As Euromaidan was called a rebirth of nation, Ukrainian civil society still remembers the disappointments of the post-Orange Revolution period and thus understands the challenges that lie ahead. Building on the high demand for changes, leaders of the civil society should continuously support the public dialogue on reforms needed in Ukraine. Only through continued demand from citizens the real change will become possible. At the same time citizens require more education on reforms processes. While majority realize the need for greater transparency and accountability, they have little understanding of how this can affect their life. To achieve the real change the policy should be supported by behavioral change on the grassroots level. Going out of the economic crisis will require painful steps in terms of minimizing government spending and will result in growing dissatisfaction with the reforms. Engagement of the citizens in the policy process will ensure their buy-in in the process.

Despite the questioned legitimacy of the government and fragile situation destabilized by Russia, civil society should continue to play a watchdog role. Part of the failure of the Orange Revolution lied in the excessive confidence of citizens in the new pro-democratic government and their ability to achieve change. Without real civic control and engagement, the pro-

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democratic leaders failed to deliver the changes in the governance. While Euromaidan movement resulted in the change in government, civil society yet has to struggle for establishing new rules of the game were civil society continuously monitors government and is consulted regularly in the policy process.

For being more effective in the future and deal with the current challenges, civil society will have to learn its lessons from Maidan too.

- **Use of ITC:** Engagement of the new activists from other areas highlighted civil society weaknesses in using ITC. The IT specialists who were determined to help Maidan were creating quick IT solutions to support needs of Euromaidan. As civil society is still experimenting with how to use ITC effectively, Maidan hackaton has managed to create multiple initiatives and projects that could increase civil society outreach. Civil society organizations could provide the content for such tools and advance them even further. The joint initiatives by IT community and already established NGOs can further promote electronic participation and e-governance, help NGOs deliver their messages and engage citizens.
- **Strategic communication:** Civil society will have to be more efficient in communication with large audience. While the change in the media sphere provides more opportunities and communication platforms, delivering effective strategic messages targeted to various audience is a skill that yet to be mastered by many NGOs. Few NGOs in Kyiv has mastered this skill effectively and able to apply strategic communication in their daily activities. Further effective advocacy depends on civil society being able to mainstream these activities in their work.
- **Establishing new partnerships:** While the civil society arena significantly expanded and new players appeared during Euromaidan movement, the new partnerships has to be established. Self-defense groups, Automaidan, businesses, creative people, IT community has to be now engaged and taken into account too. While few NGOs usually demanded for their agenda to be taken into account by government, the circle of demanders now expanded. Those groups often have their own often competing views and interests. Managing effectively the increased playfield will be critical for further progress in reforms towards greater democratization.

### III. UNITER major achievements

UNITER partners active advocacy efforts were limited by the events outlined above. UNITER partners were engage in assisting protesters in different forms helping them with legal support, supporting the independent sources of information through social media and trying to put important issues on agenda. Many of their initiatives were also undermined with the legislation approved on January 16th that limited rights and freedoms. Under the laws that were cancelled in February the severe restrictions would be put on NGOs operations and international donor funding. External challenges had caused the delay and significant change in the program if compared to original work plan.

Center UA have remained in its key role of the hub for civil society platforms. During protests they ran Euromaidan facebook page that has over 260,000 subscribers now. Besides that they initiated wide education campaign on the threats the draconian legislation approved in January had carried for larger citizenry. The New Citizen partnership platform has also started the initial discussion in February on the Maidan Reforms that later was re-branded as Reanimation Reforms Package. The Package has become the main venue for civil society advocacy and cooperation with the newly appointed government.

Both Pact partners under European values umbrella has contributed significantly to the debate on EU integration. European Program of the Center UA has focused on civic education of citizens on the benefits of the association agreement. Presenting their focused strategic messages often in the form of data visualization, Center UA was raising awareness of the key audiences about what EU integration will mean for them. At the same time IWP has chosen to focus on specific reforms needed for EU integration such as anti-corruption and judicial reform. IWP has also produced data visualization and made presentations in the regions of their arguments for EU integration.

Pact has also focused on the strengthening capacities of two of its key partners to ensure that they are ready for direct funding from USAID. Both UCIPR and ISAR Ednannia have developed a comprehensive Graduation Roadmap outlining the plan for their capacity development. Pact has organized the proposal development training focused on partners' ability to respond to USAID RFAs. Additional trainings on monitoring and evaluation and USAID standards were conducted. Pact continues daily support these partners in transitioning them to the direct funding and assisting them in understanding further USAID rules and regulations.

#### **IV Project Activities**

**Objective 1: NGOs better represent citizen interests and drive reform through more effective advocacy, monitoring and activism (50%).**

*Activity 1a: Sub-grants to support horizontal advocacy platforms that address critical issues for democratic reform of Ukraine*

##### ***1. European values and standards (including human rights and inclusiveness)***

###### EuroMaidan Movement and European Integration

UNITER long-term partner **NGO Center UA** has been actively addressing the critical issues for democratic reform of Ukraine. The New Citizen platform, coordinated by the NGO, continuously monitors governmental policies in different sectors and implements advocacy campaigns to introduce positive change in the political and civic environments. Specifically, New Citizen has focused on implementation of the Law on Access to Public Information, promotion of Civic Movement CHESNO, coordinating Stop Censorship movement, as well as an advocacy campaign on the EU integration.



Systematic activity of Center UA on increasing government accountability and transparency, forming demand for high-quality politics, advancing freedom of speech and access to public information, has greatly influenced the occurrence of the mass peaceful protest of citizens against Ukrainian government's decision to pause EU integration. The movement, which eventually became known as EuroMaidan, started with the goal to support the EU integration processes in the country, later it evolved into a broad-based civil society movement for freedoms, justice and human rights.

Centre UA team was among initial organizers and active mediating participants all throughout EuroMaidan protests. The organization initiated and has moderated a 24/7 [Facebook page](#), which became the official Facebook outlet of Ukrainian protests. The page gained more than 286,000

followers and over a million visitors per week, a record-breaking result in terms of the growth speed<sup>7</sup>. The page, among all, actively informs Ukrainian citizens on the benefits of EU integration and helps channel the discussion on the reforms in the country and reach out to the defined target audience.



After the start of Euromaidan movement in November 2013, the discussion on the overall future of Ukraine and European reforms in particular became the main topic of political and social life. Center UA played a crucial role in providing objective, balanced, prompt, qualified and unbiased information on the development of the political situation in general, on the perspectives of the integration into the European Union or Customs Union. As part of their media campaign, Center UA focused on the analysis and explanation of the Association Agreement in different contexts. Center UA experts talked about EU integration on [Espresso.TV](http://Espresso.TV) and [Hromadske.TV](http://Hromadske.TV). Articles featuring infographics on the first steps of [signing and implementation](#) of the Agreement and attaining [visa free regime](#) were published in different media. After the political chapters of the Association Agreement with the European Union were signed on March 21, Center UA promptly released an [article](#) and [infographics](#) on the meaning of the signed agreement.

To respond to Russian intervention in Crimea, Center UA experts analyzed the possible influence of sanctions against Russian Federation, as compared to the impact of the sanctions on Iran. The NGO designed data visualization materials and articles to reach domestic and international stakeholders and spread them widely, through such popular news outlets as [Kyiv Post](#), [Radio Echo Moskvyy](#), [Texty web-portal](#), and [Ukrpravda](#).

Center UA continues to lead the discussion on the European values and urges the new government to implement necessary reforms.

### Reforms Revival Package

Together with other members of New Citizen platform, NGO Center UA initiated a public advocacy initiative for comprehensive reform legislation in most urgent areas called **Reforms Revival Package (RRP)**. More than 120 experts and activists united their efforts to work on the RRP under the coordination from Centre UA. The RRP includes expert work on electoral legislation reform, anti-corruption reform, de-centralization and regional development, judicial reform, public administration reform, reform of law enforcement agencies, and tax reform. This reform package goes in line with the European reforms required for the Association Agreement.



<sup>7</sup> <http://globalvoicesonline.org/2013/12/09/how-internet-tools-turned-euromaidan-protests-into-a-movement/comment-page-2/>



Center UA is coordinating the efforts of Reform Revival Package platform members and other prominent experts and NGOs on development, public presentation and public legitimization of the reforms that are being adopted for the resolution of the crisis. On March 7, civic activists and experts organized a public presentation of the RRP, targeting famous journalist, experts and general public. Furthermore, the representatives of the RRP participated in two working meetings at the Delegation of the European Union in Ukraine. The activists also initiated the establishment

of the inter-factional union “Reform Platform” with the help of the RRP. By the time of the [public presentation](#) of the platform, [24](#) MPs had already become members.

Recently, the activists also [turned to the European Union](#) to demand that any disbursement of macro-financial assistance, state building or other grants and credits to the Ukraine’s government includes specific conditions, such as reforms aimed at ensuring transparency of public finances (notably public procurement), curbing corruption through tangible preventive and repressive measures, reforming justice sector, increasing efficiency of public administration, disclosing the information of public interest held by the government, etc. The EU committed to further revise the indicators to provide the first tranche, and, in particular, to consider including the law on access to public information #0947 in the conditions of the disbursement.

Today RRP is being [actively discussed](#) within the society, and activists keep promoting this idea using the [bottom up](#) approach. The [Facebook page](#) of the initiative has already gained 2,900 followers.



Thus, uniting activists and experts through New Citizen platform and other policy networks, RRP helps redirect the protest energy of the society into constructive participation and representation.

**Institute of World Policy (IWP)** promoted signing of the Association Agreement both via official and informal channels. The NGO’s analytical products gained recognition of various stakeholders. Thus, the office of the European Commissioner for Enlargement and European Neighbourhood Policy Štefan Füle and the Ministry of Foreign Affairs (MFA) of Ukraine highly evaluated the IWP’s policy paper “[A Call for the EU: Time to Step in](#)”. The paper was presented during the round table discussion “[A window of opportunity: What does the EU expect from Ukraine and Ukraine from the EU?](#)”, where high-level representatives expressed their opinions on what steps should the Ukrainian authority take in order to stabilize the situation and make Ukraine into a prosperous European country. Moreover, IWP actively advocated closer integration of Ukraine and the EU through [national](#) and [international](#) media.

Through public events and an awareness raising campaign, IWP contributed to the massive efforts of Ukrainian civil society to promote reforms in Ukraine. For instance, together with Center for Political and Legal Reforms (CPLR) and Transparency International Ukraine, IWP conducted a regional event “[Successful Ukraine: Where to Start?](#)” in Dnipropetrovsk. The activity



involved high-level diplomats, such as Volodymyr Ohryzko, the Minister of Foreign Affairs of Ukraine in 2007 – 2009; Alain Remy, the Ambassador of France in Ukraine; and Aigner Johannes, Deputy Head of Mission at the Austrian Embassy. The event raised the awareness of regional experts, media and ordinary citizens of the practical aspects of the EU integration, the ways to solve such problems as corruption, and the aspects of the judicial reform that need to be improved.

## ***2. Increasing transparency (including public procurement and government spending)***

### Access to Public Information:

Center UA continued prompting access to public information with the documentary [Open Access Almanac](#), which contains five real-life stories about Ukrainians who decided to put the [Law on Access to Public Information](#) to good use. The documentary became the movie of the year in Ukraine, according to the *Esquire* magazine. Initially, New Citizen planned to travel with the movie around Ukraine, explaining to citizens how they can use the Law. However, throughout the project implementation, the organization faced repeated and systematic interference with the movie screening. Since the world premiere of the almanac, which was held in March 2013 at the international human rights festival Docudays UA, the subsequent screenings of “Open Access” were disrupted in 13 out of the 25 cities of Ukraine. The coordinated manner of these incidents, coupled with the lack of any visible reaction on behalf of the law enforcement forces, suggested that the government might be involved in these disruptions.



Nevertheless, Centre UA conducted presentations of the documentary “Open Access” and discussions on access to public information in ten cities of Ukraine (Rivne, Truskavets, Drohobych, Sumy, Donetsk, Kramatorsk, Ivano-Frankivsk, Kharkiv, Lutsk, and Cherkasy). During the regional road show, they managed to directly contact more than 2,000 citizens, raising public awareness of the instruments of control over the

authorities.

During the reporting period, Center UA also created a [set of videos](#) involving leading Ukrainian journalists, who promote the new innovative website on access to public information [“Access to Truth”](#), as well as the Law “On access to public information”. [The public presentation](#) of the website took place on Hromadske TV March 19. Center UA also presented the “Access to Truth” website and its promotion video together with screening of the documentary.

The website offers a simple online service for sending requests to the authorities and operates as a sub-site of the leading news web-portal “Ukrayinska Pravda”. The organization already created a [Facebook page](#) of the website and promoted it through Hromadske TV and other news channels. It is expected that these activities will result in an increased level of public awareness of the instruments of control over the authorities and increased number of citizens who use the law.



### RFA for anti-corruption activities:

In December 2013, Pact planned to issue a limited competition RFA for national-level advocacy initiatives to tackle corruption. However, due to the socio-political crisis and unstable situation in Ukraine, Pact decided to postpone the call and announced it in early March 2014, when the new interim government was appointed. The goal of the RFA is to support civil society initiatives that are strengthening sectoral networks and aim to increase public accountability and transparency. Early April Pact has awarded four organizations under this RFA:

- ***Anti-corruption Action Centre (AntAC)*** aims to advocate for two bills, namely the bill #3378 (Draft Law on Amending the Law of Ukraine "On State Registration of Rights to Real Estate and Their Encumbrances") and the bill which will close key corruption loopholes in public procurement.
- ***NGO Center for Political Studies and Analysis (CPSA)*** will analyze public procurement by state and local governments in four pilot regions and summarize proposals for the government on efficient procurement system reform.
- ***CASE Ukraine*** proposed a project that was going to be a part of a larger donor-funded initiative to boost financial literacy in Ukraine and increase people's awareness on how state budget is spent.
- ***Transparency International Ukraine*** will raise public awareness about the negative influence of corruption on people's lives and initiate a wide discussion of the means of citizens' influence on corruption within the society;

Within the reporting period, Transparency International Ukraine, together with other NGOs and activists, and Pact's partners as Center UA, AntAC and CPSA, made an open appeal of Public Anti-Corruptive Initiatives and discussed it at a working meeting with Senators and U.S. Ambassador to Ukraine. The Ambassador talked about the U.S. decision to cooperate with the civic activists in fighting the corruption in Ukraine.



On March 18, civic activists and experts presented the Reforms Revival Package (RRP) at the working meeting on the new anticorruption reforms organized by American Chamber of Commerce. Ms. Nataliya Kovalchuk, Senior Analyst at Transparency International Ukraine, and



during reform process.

Mr. Vitaliy Shabunin, Head of the Anti-Corruption Action Center, talked about the corruption challenges the society faces today and possible ways to overcome them. This event launched a dialogue between government officials, representatives of business and civil society to ensure that all stakeholders' interests are taken into account

## Activity 1b: Provide technical assistance to advance the work of the national advocacy platforms

### 1. Open Think Tank Initiative to assist think tanks' communication and transparency

To discuss best practices in communication and data visualization, Pact hosted a “community of practice” (COP) discussion with Ukrainian think tanks in January 2014<sup>8</sup>. The COP analyzed innovative Central European approaches to and international best practices in think tank communication and advocacy. The discussion focused on the successful examples of branding and communication, the expenses related to implementing similar initiatives, and the resources available for Ukrainian think tanks. International donors expressed their commitment to support think tanks in the latter’s aspirations to master the art of communication and increase their outreach and influence.

The Pact think tank COP articulated that:

- Creating strong brands and using a variety of available communication tools had become a global trend for civil society.
- While some Ukrainian organizations started experimenting with creative solutions, there still remained lessons to be embraced from international peers’ stories.
- Although think tanks traditionally tend to rely on international donors’ funding to finance their strategic communication initiatives, partnership with advocacy organizations, media, and business can yield fruitful results.

Ukrainian NGO Brands	
	CHESNO campaign has reached over 10 million people during pre-election campaign and is recognized by 7% of the citizens.
	Bigggidea’s Spilnokosht online crowdfunding platform managed to raise nearly two million UAH from more than 7,000 Ukrainians for social and cultural projects
	National Exit Poll is widely quoted by media during election, along with other exit-polls conducted by business structures
	Texty.org.ua has over 200,000 unique monthly visitors. The website became popular due to data visualization and online tools, such as a searchable database of public procurement data or information on school testing.

In addition, Pact facilitated Iryna Bekeskina (Democratic Initiatives Foundation – DIF) to present the policy research *Ukraine’s Democratic Transit: Problems and Perspectives* in the

<sup>8</sup> The think tank COP is one of Pact’s capacity development methods aimed at assisting Ukrainian think tanks. The event was a part of the series of COPs, workshops and conferences that Pact hosted or co-organized in the preceding years, such as “Use of Information and Data for Enhanced Communication and Advocacy Workshop” in March, 2012; a workshop on research methods in February, 2013; “In Search of Its Voice” Think Tank Conference in March, 2013; Think Tank Conference Follow-Up COP in April, 2013; and International Audit-Readiness COP in July, 2013.



joint publication of the Polish and Ukrainian research institutions “[Facing a dilemma. The Future of Ukraine under the Systemic Destabilization](#)”. The article discusses the changes which took place in politics, law and civic freedoms in Ukraine in 2000 – 2013.

#### ***4. Promote evidence-based advocacy***

To support Ukrainian civil society engagement in the decision making in the EU, Pact has assisted the establishment of the Brussels-based representation of Ukrainian civil society. At the end of 2013, Olena Prystayko presented to the Ukrainian think tanks the concept of the Liaison Office of the Ukrainian think tanks in Brussels, an organization that would facilitate and support channeling Ukraine-related policy analyses and expert comments to the EU officials. The Office’s Mission would be to create a nonpartisan permanent channel of communication and impact of Ukraine’s non-governmental analytical organizations on the development and implementation of the EU policy towards Ukraine. Nine Ukrainian think tanks agreed to be the founders of the Office.

In early March 2014, the Liaison Office conducted its first event “[A New Ukraine in the Eyes of Ukrainian Experts](#)” with Ukrainian think tanks in Brussels. Currently, the Office is undergoing the registration process. It is expected that the registration and official opening will be completed by the end of April 2014. Pact is supporting several capacity development services to foster the registration, as well as to build clear and transparent management structure of the organization.

### **Objective 2: The relevant framework for civil society approaches European standards**

#### ***1. Sub-award to UCIPR***

The Ukrainian Center for Independent Political Research (UCIPR) remains the main Pact/UNITER partner working to improve the legislative environment for civil society in Ukraine.

The purpose of the current project of UCIPR is twofold:

- 1) to improve legal and administrative environment for registration of NGOs, financial sustainability of NGOs through improved taxation regime and public financial support opportunities, and public participation in decision-making on local level;
- 2) to improve the capacity of UCIPR to ensure effective transition to direct awards by USAID by July 2014.

Within the project activities, UCIPR continued its work on ensuring the implementation of the existing legislation for NGOs.

#### **Ensuring proper implementation of the Cabinet’s Decree #1049 on contest-based procedures for public financial support of NGOs and advocating Decree amendments**

UCIPR continued to support the implementation of the Cabinet’s Decree # 1049 “On the Approval of the Procedure for Contests of NGOs Projects Offered for Governmental Financial Support”. After the adoption of the State Budget of Ukraine in January 2014, UCIPR started providing consultations on implementation of the Cabinet’s Decree #1049 to the State Agency for Youth and Sports. Through constant communication over phone and e-mail UCIPR has also provided consultations to representatives of oblast government administration in Odesa, Chernihiv, Vinnitsa, Ivano-Frankivsk, Kmelnitskiy and Lviv, at the same time monitoring the application of the Decree in these oblast.

Based on the consultations held UCIPR developed the new recommendations to improve the Decree #1049. If adopted the recommendations will allow the local executive bodies:

- Include the organizations of the disabled people to be the participants of the contests for state funding from the local budgets (as of now, they are excluded);
- Adopt the local level regulations which will be based on the Decree #1049, but will also take into account the situation on the field.

UCIPR continued close collaboration on the further amendments with the Secretariat of Cabinet of Ministers, represented by Tetyana Andriyчук, the Head of Department of Communications and Public Relations of the Secretariat.

#### Ensuring proper implementation of the Law “On Public Associations”

UCIPR supports implementation of the Law “On Public Associations” through raising awareness of the stakeholders. During reporting period, UCIPR further expanded the [Q&A section](#) on its website, so that any interested organization, whether officially registered or not, could ask the question regarding the law. UCIPR also has developed a [step-by-step instructions](#) and [template of the documents](#) needed for registration of the NGOs. This will help mitigate the mistakes and incomplete documentation at the time of the registration and, therefore, will minimize the possible comments from the official agencies and thus the time spent for the registration as an organization.

#### Advocating more favourable mechanisms of public participation in decision-making in selected cases on regional level (advocacy of the bill #0867"On Local Referendum")

To promote the mechanisms of public participation, together with local democracy experts, UCIPR developed three booklets on legal mechanisms of local democracy, specifically:

- Booklet number 1 "[How to draft decision to the City Council by local initiative](#)"
- Booklet number 2 "[How to conduct public expertise of the activities of local councils](#)"
- Booklet number 3 "[How to conduct a public hearing](#)"

Within the capacity development component, UCIPR mostly concentrated on the development of the internal policies and procedures. Based on its Roadmap, UCIPR made the following progress:

- ***Organizational capacity.***

UCIPR critical areas for development included further institutionalizing of the governance structure in the organization, and improvement of the procurement, financial and HR systems in the organization. In this section, UCIPR implemented the following changes:

- ✓ The financial system and internal controls were improved by clarifying procedures, ensuring back-up of accounting data and limiting access to accounting documents;
- ✓ Financial consultant assisted UCIPR in clarifying the procedures in terms of establishing an effective and secure accounting documents flow;
- ✓ NUPAS recommendations on HR system were implemented on salaries scaling and rules for their increase and decrease;
- ✓ The organization has improved its structure and criteria for career advancement and enforced timesheet system;
- ✓ The organization has developed a project manual;

One of the recommendations of NUPAS to re-register organization in accordance with the new legislation UCIPR was not able to implement. Due to the unstable political situation, UCIPR made a decision to postpone the re-registration for later.

- **Technical capacity (UCIPR is developing its legal expertise).**

In accordance with the developed Roadmap UCIPR has achieved the following:

- ✓ UCIPR has created the internal procedure for outsourcing technical expertise that allows organization to engage experts from all regions of Ukraine according to their strategic priorities and to react promptly to any challenges in term of legal expertise.
- ✓ UCIPR has improved its ability to respond to the donors RFAs promptly. On November 12-15, 2013 Pact organized the training on New Business Development which covered the project design and proposal development in response to donor RFAs.

- **Adaptive capacity**

To improve the adaptive capacity of UCIPR, Pact has designed the training program on Strengthening Monitoring and Evaluations Systems in Organization. With Pact's assistance UCIPR has started developing their M&E systems, developing results framework and indicators for activities that it implements.

- **Influencing capacity**

UCIPR improves its communication with the international community and donors. For the time being, the organization has already hired the Communication/PR manager and currently working on the development of communication standards for the organization. This will ensure that UCIPR's researches and analytical materials are presented in easily understood manner and will be recognizable.

- ✓ In order to increase its influence on the policy process, UCIPR is currently developing standards for future policy updates.
- ✓ UCIPR is developing the communication practices to ensure permanent communication with its partners.
- ✓ UCIPR is establishing new practices of working directly with citizens and NGOs whose interests the organization is representing. This will help to raise the awareness regarding the complicated legislative reforms and gain the public support.
- ✓ UNITER has conducted the special COP for UCIPR's staff regarding the massaging towards the International donors and organizations. UCIPR will be able to target its messages to influence the international agenda.



As part of improvement of the communication with the stakeholders, UCIPR has published [annual report for 2013](#).

### **Objective 3: NGOs are transparently governed and capably managed**

Pact continues to strengthen organizational capacity of UCIPR and ISAR Ednannia, working with them on implementation of the recommendations of the Non-US Organization Pre-Award Survey (NUPAS). In the transition period of ISAR Ednannia to the direct USAID support, Pact continues to support the implementation of Capacity Development Marketplace aiming to further strengthen the mechanism as the broker of the capacity development services to NGOs.

### **Activity 3a: Implement Non-US Organization Pre-Award Survey recommendations and strengthen other advanced capacities of transitioned partners**

Based on the graduation roadmaps finalized during October 2013, Pact provided comprehensive capacity development support to transitioning partners including grants, direct technical assistance from Pact staff and engagement of additional external experts. The following section outlines the activities organized in the framework of capacity building to both partners, where the progress of UCIPR is summarized under Objective 2 and ISAR achievements are described at the end of this section.

#### ***A series of opportunity development trainings***

On November 12 – 15, 2013 Pact organized the training “New Business Development: Project Design and Proposal Development in Response to Donor RFAs”. This training was a part of the effort to assist selected Ukrainian NGOs to master a different model of fundraising. Such knowledge became a critical step forward towards new origins of resources, particularly, potential US government funds. The trainers helped participants to understand how to read proposal guidelines and RFAs, how USG evaluates proposals and what is needed to develop cost and technical applications (please see the full training report in annex 3).

As the follow-on to the training, Pact launched the series of Community of Practice meetings (COPs) for UNITER graduating partners. During the meetings Pact staff shared its experience in managing USG funding, explaining the components of a Cooperative Agreement and USAID policies and regulations from the position of implementing partner. After each meeting, partners received a follow-up package with COP materials and useful links. Also, Pact team provides daily support to the partners regarding the direct funding issues and the process of preparation.

#### ***Log-frame and results monitoring training***

Both UCIPR and ISAR included the development of a USAID-oriented monitoring and evaluation system in their Graduation Roadmaps. While both organizations had some elements of the M&E system, they needed to develop a more systemic approach to it. Both partners had limited knowledge of the USAID requirements and processes. To address the gaps, Pact has designed the training program that included the following sections:

- The main components of the M&E system;
- USAID rules and regulations in the field M&E and special focus on ADS 203: Assessing and Learning and USAID Evaluation Policy;
- Development of results framework and indicators;
- Data quality management.

Pact has conducted first two sessions and plans to continue training program until July 2014. Between the sessions, the partners are obliged to fulfill practical assignments, which help them better understand the M&E processes.

#### ***Coaching on change-management***

Going through significant organizational change required for obtaining direct funding from international donors, partners had issues with implementation of the required changes in organizations. The problems of getting everyone on board with the change, expanding team with new members and change the ways things always worked in the team are among common issues that organizations are going through. To ensure the organizations are going smoothly through the change, Pact has assisted its partners with selecting change management coach to work individually with the leader and with the teams. The goal of the coaching sessions is to ensure the organizations; capacity of to deal with changes from on the organizational and individual

levels. This implies both the ability to adapt to the change effectively; and the ability to define and implement necessary procedures, technologies. The coaching has started in April and will last until end of June helping both partners in this transition.

### **Activity 3b: Continue to support NGO Capacity Building Marketplace as a tool that provides organizational development assistance to a sector at large**

#### **1. Sub-award to ISAR**

##### 2<sup>nd</sup> Capacity Development Forum

On November 21, 2013, [the Second Capacity Development Forum](#) brought together over 650 representatives of 230 organizations coming from non-profit, business, government, and education sectors. While representing all regions of Ukraine, the majority of participants came from Kyiv, Vinnytsia, Khmelnytsky, Dnipropetrovsk, Chernigiv, Lviv and Crimea. Most NGOs represented local philanthropic organizations, HIV/AIDS and human rights sectors.

The event also involved a number of high-level guests. The opening remarks to the participants were delivered by: Maryna Stavniychuk, Advisor to the President and the Head Presidential Administration Main Office for Constitutional and Legal Modernization Affairs, UNDP Country Director, representatives of USAID Office of Democracy and Governance, Delegation of the European Union to Ukraine and Embassy of Sweden in Kyiv.



The Forum focused on three main themes: “Assessment of Organizational Development Capacity Needs: methods and approaches”, “Organizational Development Strategies” and “Organizational Development for Everyone: Trends and Challenges”. During the opening panel discussion, the participants shared their ideas on how NGOs can become truly influential.<sup>9</sup> Furthermore, some 29 capacity development topics were covered during the “Ukrainian Café” session.



More than 80 trainers and speakers ensured substantial content of the Forum, while 30 volunteers and moderators helped to organize the event. The event offered more than 26 workshops,

<sup>9</sup> The highlights of the opening session discussions are available at: [https://www.youtube.com/watch?v=aKSDB\\_SCEFM](https://www.youtube.com/watch?v=aKSDB_SCEFM); <https://www.youtube.com/watch?v=Rnz8WY-WcTI>; and <https://www.youtube.com/watch?v=iVADGXzbcHM>

information sessions, round tables and case studies. This included nine “Research laboratory of organizational development” exercises; five *PechaKucha* presentations of success stories of NGOs’ organizational development, 19 creative projects’ presentations at the “Exchange of ideas”, and “KINOgaliavyna” (“movie meadow”) space with non-stop demonstration of short videos on organizational development and workshops on budget video production. The Forum also hosted the annual Community Foundations Conference, a number of special events of the USAID RESPOND project. Service providers conducted 14 workshops and presentations, which attracted over 100 participants. The service providers presented their services during the entire first day of the Forum and provided nearly 50 individual consultations.

The Forum also featured the meeting of CD Marketplace stakeholders “Lessons and Prospects of the Marketplace System in Ukraine and Beyond”. The latter involved the representatives of IRF, Peace Corps Ukraine, Internews/U-Media project, the EU Delegation to Ukraine, CD Marketplace in Belarus, ISAR, and Pact (UNITER, RESPOND, and BRAMA projects).

*“CD Forum should become a huge annual all-Ukrainian event!”*

*“CD Forum provided a lot of new knowledge, connections, skills, and positive emotions. I can’t wait for the next year’s Forum!”*

*“We should continue developing this unique platform and preserve this high level”*

*“You should charge at least 200 UAH next year. The Forum is worth it!”*

*- Quotes from Forum participants*

The stakeholders discussed the CD Marketplace as an institution in different geographic, political, and economic contexts and arrived at the following conclusions:

- Administrators of the Marketplace should define overall long-term strategy depending on the country context;
- The marketplace should offer different packaging and pricing of different services available through Marketplace.
- Further steps to ensure sustainability and service quality are necessary.
- Promotion of organizational development culture using Marketplace approaches and philosophy remains crucial.

A brief summary of the II CD Forum is available as a [Prezi presentation](#) prepared by ISAR.

### Capacity Development Marketplace Graduation

Working closely with Pact, ISAR Ednannia continued to work on Capacity Development Marketplace graduation activities. To improve services provided by marketplace ISAR:

- Improved Marketplace evaluation mechanism: Voucher holders are now obliged by the contract to perform [voucher impact evaluation on-line](#). The evaluation form is integrated into the web site. More than 50 organizations have evaluated voucher impact on their Organizational Development (OD). Results of this evaluation are available at the [portal](#) main page. The feedback option on OD services is available and promoted among registered users.
- Developed online Organizational Self-Assessment and Planning tool which is available in MS Excel format. On-line module is in the process of the programming and will be launched in July.

- Improved quality control of the services provided by Marketplace: ISAR launched [endorsement “verification”](#) for services offered at the Marketplace portal. In order to endorse or verify the service quality the provider fills in [online questionnaire](#) for the service, providing certificates and diplomas as well as references from the previous clients. After the questionnaire received, ISAR Ednannia verifies information by checking references and supporting documentation. ISAR also visits provider and talks to its clients and donors. Those who pass the verification are marked with the special sign in their profile, which informs users about the quality check of the services.

### ***Technical consultation to the Marketplace***

Based on the graduation roadmap, ISAR developed a list of priorities for technical consultations for the Marketplace development, which include:

- 1) Marketplace Strategic Business Plan development;
- 2) Marketplace MERL system development and roll-out;
- 3) change management coaching to ISAR;
- 4) Pact’s coaching and mentoring on service packaging, communication with international community, service quality verification system, new thematic packages, and cooperative agreements and provisions.



During the reporting period, ISAR and Pact worked on finding the right business consultants that could assist in developing Marketplace Strategic Business Plan. Jointly with ISAR, Pact has selected ProMova to help ISAR develop the Marketplace Strategic Business Plan. The objectives of the plan include:

- 1) development of strategic goals and clear objectives for CD Marketplace;
- 2) analysis of the existing services at Marketplace and marketing analysis of clients’ needs;
- 3) development of packages and their pricing;
- 4) strategy for CD Marketplace services’ promotion on Ukrainian training market;
- 5) financial planning and risk assessment.

ProMova will assist ISAR until the end of June where final Plan will be developed.

## **V. Other Activities**

### ***1. Grants monitoring and evaluation***

During reporting period Pact went through OIG results audit and evaluation of the program that it implement. While Pact still waits for the final report to be shared by USAID, some foreseen recommendations are already in implementation. As auditors have identified few inaccuracies in reported data due to the data base issues, Pact is working on developing the data base that will ensure the accuracy of the information that it reported. As was recommended by evaluators, Pact also works on ensuring that gender component is integrated in its activities. ]

## **VI. Coordination**

Pact is actively engaged in coordination with other USG projects and international donors. For this Pact participates in regular donor coordination meetings and initiates coordination with individual donors on specific projects. For example, Pact is in regular communication with

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SIDA and Internews/U-Media project on ISAR capacity needs. Pact also regularly discusses joint initiatives in strengthening enabling environment for CSOs with IRF, UNDP and OSCE. Pact also encourages its partners to lead such coordination efforts and convene donor meetings for larger initiatives like Reform Reanimation Package and National Exit-Poll.