

ORGANIZATIONS-REGIONAL LEADERS INSTITUTIONAL DEVELOPMENT PROGRAM



2014-2016

PROJECT

“Democratization, Human Rights and Civil Society Development in Ukraine”
UNDP

SUPPORTED UNDER THE PROGRAM

8 REGIONAL CIVIL SOCIETY ORGANIZATIONS-LEADERS (HUBS):

FINANCIAL SUPPORT

DANISH MINISTRY OF FOREIGN AFFAIRS



NGO “MART”



NGO “Tamarisk”



Donetsk Oblast NGO
“Committee of Voters of Ukraine”



Rivne Oblast NGO
“Committee of Voters of Ukraine”



NGO “Territory of Success”

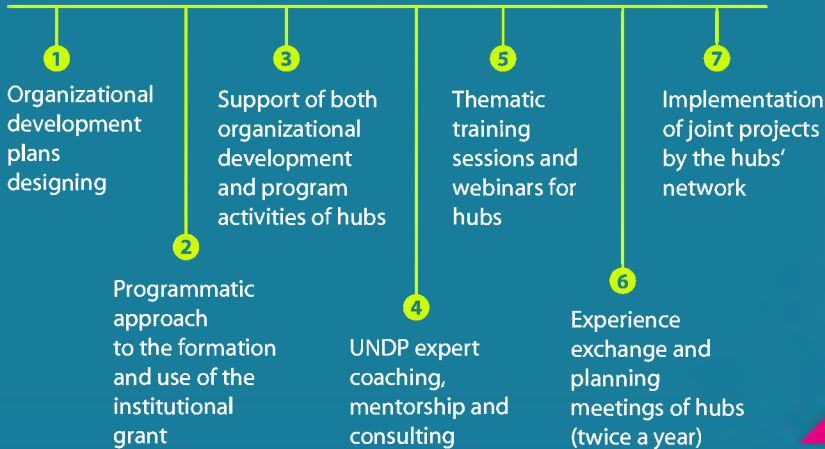


Charitable Organization
“Kherson City Community Foundation “Zakhyst”

NGO “Women’s Perspectives”

Charitable Foundation
“Center for Civic Initiatives”

INSTITUTIONAL DEVELOPMENT TOOLS USED:



PROCESS OF THE HUBS’ INSTITUTIONAL DEVELOPMENT



THE RESULTS OF HUBS INSTITUTIONAL DEVELOPMENT (2014-2016)

<p>All 8 hubs have updated their charters, approved their new strategic plans and adopted the necessary policies and procedures.</p> <p>The system of democratic governance in hubs has been reformed according to the principles of democratic governance: all 8 hubs have established independent governance bodies (Boards) and engaged them into the organizations' activities.</p> <p>Planning and management systems, control over internal processes in organizations have been improved.</p> <p>Organizations demonstrate openness and transparency – hubs annual reports for 2014 and 2015 were published and are available on the websites of the organisations.</p> <p>A network of hubs has been created and currently requires attention for its further development.</p>	<p>The number of employees has increased on average by 30%.</p> <p>Membership remains a challenge for hubs. The average number of members in the hub is 15 persons.</p> <p>Organizations' members are involved in program activities related to organization and fundraising.</p> <p>The number of regular volunteers in hubs has increased and amounts to 20 persons on average in each organization.</p> <p>All organizations have passed independent financial audits and improved their financial procedures.</p> <p>All organizations have increased their annual budgets by 2-4 times from 2013.</p> <p>The main sources of hub financing are grants from international donors (from 85% to 95% of annual budgets). The diversification of resources is still remains a challenge for the financial stability of hubs.</p>	<p>Hubs have strengthened their positions as CSO regional leaders through events aimed at strengthening the organizational and expert capacities of local CSOs. Almost 2,500 CSOs representatives and local authorities have increased their expert and organizational capacities due to the events held by hubs in 2014-2016. The total number of organizations and initiative groups working with hubs is more than 400. Hubs are studying the state and dynamics of civil society in the regions, conducting researches and creating databases of CSOs.</p> <p>In 2014-2015, hubs have launched 25 advocacy campaigns in cooperation with other CSOs, 13 of which have been successfully completed and 12 - are in the process of implementation. However, advocacy work is not the main program activity for the majority of hubs.</p> <p>Hubs are involved in campaigns at the national level (reforming the country, decentralization, implementation of the National Strategy for Civil Society Development) and act as a "bridge" between national and local levels.</p>
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MAIN FINDINGS ACCORDING TO THE HUB INSTITUTIONAL DEVELOPMENT RESULTS

-  UNDP approach to support of hubs' institutional development was successful.
-  Time frames (1.5 years) for the implementation of organizational development measures **were not sufficient for obtaining sustainable results.**
-  The process of organizational development in some hubs led to **internal resistance from the staff**, but this did not influence the positive trends in organizational development and program implementation.
-  Despite the progress in organizational development, **hubs need to strengthen their results and ensure their stability.**
-  Only three out of eight hubs have **managed to cover more than one region of Ukraine.**
-  The issue of hubs' **network stability** remains unresolved. It requires additional efforts for its support and development

RECOMMENDATIONS ON FURTHER STEPS FOR THE UNDP TO SUPPORT THE INSTITUTIONAL DEVELOPMENT OF CSOS

- ✓ Continue to use the UNDP approach to the organizational development of the regional CSOs (core support).
- ✓ Perform external organizational and financial audits of hubs during their development.
- ✓ Further involve external mentors for hubs.
- ✓ Strengthen the gender mainstreaming in the work of hubs.
- ✓ Continue to implement the human rights based approach during the institutional support of hubs.
- ✓ Promote the establishment and development of a stable hubs' network.
- ✓ Promote the positive practice of organizational development in other regions of Ukraine using hubs as a kind of workshops and expert organization to share their experience.
- ✓ Extend the duration of institutional support.
- ✓ Establish hubs in other regions of Ukraine and use the existing hubs as mentors for the newly established ones.