



2019

ANNUAL REPORT

**The Initiative Center
to Support Social Action
and Develop Civic
Initiative “Ednannia”**

WE EXPRESS OUR GRATITUDE TO CHARLES
STEWART MOTT FOUNDATION FOR FINANCIAL
SUPPORT OF THE PUBLICATION OF THIS REPORT.

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ABOUT OUR WORK IN SOCIAL MEDIA



Андрій Сочинський Змінилося все. Навіть сама організація. Змінилося бачення, команда, окреслились час, конкретність та змістовність цілей і завдань. Нарешті з'явилася ціннісна основа, що нас об'єднує, яка (на диво) окреслилася у 7 пунктах маніфесту команди. Ще ніколи КПД залучених ресурсів для нас в Інститут Креативних Інновацій не був настільки високим. Щиро вдячні Isar Ednannia за такий мобілізаційний "подарунок" 😊

[У захваті](#) · [Відповісти](#) · [Написати](#) · 5 дн.



1



Julia Yaresko Havryliuk Завдяки вам ми знаємо, що є потужна, неперебрана сила віри в громадянське суспільство в Україні. Ви йдете по непротоптаній стежці, малюєте карту розвіданої місцевості, а тоді показуєте усім іншим, як користуватись цією картою, позначаєте, де небезпечні скелі, а де клад заритий:) Зрештою, ваша команда - це профі дуже високого рівня. Ви шалено круті!

[У захваті](#) · [Відповісти](#) · [Написати](#) · 1 тиж.



4



Ivetta Delikatnaya Самое эффективное, что идете глубоко в регионы, в самые маленькие громады, там такая помощь нужнее всего

[У захваті](#) · [Відповісти](#) · [Написати](#) · [Переглянути переклад](#) · 1 тиж.



2



Olena Danilova Так ICAP - це ж СТО для ГО 😊!
Команда, яка знає як має бути, яка діагностує, підрехтує, ввімкне фари та допоможе побачити шлях. Але для цього потрібне бажання і дії водія/ки і його/її команди!

Для Фонду "Подільська громада", ICAP - це команда супер людей: відданих, натхнених, професійних, справжніх! Ті, хто були для нас дороговказом, ті які задавали стандарти і допомагали до них рухатись! Нам 12 років і ми б точно не були тими, якими є зараз без ICAP Єднання. І впевнені, що таких організацій важко порахувати. Саме завдяки вам організації усвідомили необхідність і мають можливість бути інституційно сильними та впливовими.

[У захваті](#) · [Відповісти](#) · [Написати](#) · 1 тиж.



1



Таня Пустовойтова ГО "ДОБРОПІЛЬСЬКЕ ТОВАРИСТВО ЗАХИСТУ ТВАРИН "ЗОО-МІСТО".
З повагою та вдячністю!
Завдяки вам ми змінюємо СВІДОМІСТЬ ЛЮДЕЙ, спонукаємо до ефективних дій в громадах, до активності і співпраці.

У захваті · Відповісти · Написати · 1 тиж.



Артем Коновалов Ого, ну тримайте:

Будувати спроможності інститутів громадянського суспільства це не тільки про вкладання знань у команди і доступність ресурсів на проекти, це й про цінності роботи, про кращі підходи. Прищеплювати останні - задача, яку Isar Ednannia робить, не зважаючи на виклики криз.

У захваті · Відповісти · Написати · 1 тиж.



Таїса Гайда Завдяки вам оновлена стратегія нашої організації стала робочим документом а не черговий файликом знизу у шухляді

У захваті · Відповісти · Написати · 5 дн. · Відредаговано



Esther Andr 2) Я також хочу приєднатись до тих, хто висловлює Вам свою повагу. Оскільки іще в 2005 році написала проект для своїх громадських колег із ковельської НПО "Реабілітаційний Центр" (інвалідів) - "Посилення ролі недержавного сектору у соціальній роботі з неповносправними" і виграла грант від Вас. І, до речі, цей проект досі в тамтешній НПО працює, після завершення. І я, навіть, писала репортаж на цю тему в Українські громадські ЗМІ. Грант для громадських колег я отримала в 2005 році. Тоді пан Олександр приїзжав в Ковель для моніторингу. Так що Ви дійсно - круті! 😊 Відповідальні і серйозні і професійні. ❤️



Володимир Шейгус Дякую усім за теплі відгуки та підтримку. Хочу доповнити, що ISAR Еднання не лише підтримує громадські та благодійні організації, а й дає їм можливості для довгострокового та сталого розвитку, мотивує на інновації та зміни. Ми спільно надихаємо один одного долати виклики і досягати нових цілей. Дякую усім нашим грантерам, що втілюють свої місії в життя. Та партнерам, які довіряють нам – Фонду ім. Ч.С. Мотта, Агентству США з міжнародного розвитку, Програмі розвитку ООН в Україні, Координатору проектів ОБСЄ в Україні, Агентству ООН у справах біженців, Pact Inc., Європейському центру ім. Вергеланда, Академії розвитку філантропії Польщі, Фонду «Квінна тіль Квінна». Ми не підведемо! Тож об'єднуймо зусилля та разом створюємо умови для розвитку країни і рухаємося вперед!

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ABOUT US

**21+6 years of inspiring innovations
and investing in agents of change!**



The Initiative Center to Support Social Action and Develop Civic Initiative “Ednannia” (ISAR Ednannia) was created by people with the experience and ideas that can be traced back to the American non-profit organization ISAR (Institute for Soviet-American Relations), 1993.

SINCE THEN, WE HAVE BEEN WORKING:

- to make the civil society of Ukraine really influential
- to promote the culture of strategic philanthropy in communities
- as a platform for cross-sectoral dialogue and cooperation
- for the development and consolidation of democracy in Ukraine



FOR THE LAST 21 YEARS WE HAVE BEEN WORKING AS AN INHERENTLY UKRAINIAN ORGANIZATION, AND WE TAKE PRIDE IN THE FACT THAT WE ARE ABLE TO INDEPENDENTLY FIND OPPORTUNITIES FOR DEVELOPMENT AND CONTINUE TO GROW.

**Our budget over 21 years is
\$11 573 561**

**Our budget over the past 5 years is
\$5 098 067**

ISAR Ednannia has the largest track record in administering small and large grants in Ukraine.

Every year we provide financial support to 300-400 organizations from all oblasts. Annual independent audits confirm the full compliance of our grant procedures with international and national standards.

For 21 years, we have been developing the capacity of civil society in Ukraine. We apply a comprehensive approach to the development of non-profit organizations: microgrant support, training, mentoring, advisory support.

Since 2009, we have been developing a unique Civil Society Development Platform 'Marketplace', which has no analogues in the whole world: <http://cd-platform.org>

The index of the sustainability of Ukrainian civic and charitable organizations has increased in part thanks to Platform 'Marketplace'.

We offer unique methods and tools for the development of local communities by activating local initiatives, encouraging community fundraising and building trust.

27 communities have started their journey towards sustainable development because of the work of community foundations and "Act locally" centers.

Local organizations have learned methods of community development.

Organizations that we teach and develop brought in UAH 35,006,812 for the development of their communities.

We establish partnerships between different sectors in society and identify the trends of civil society development.

CIVIL SOCIETY CAPACITY DEVELOPMENT FORUM

is the most anticipated event in the NGO sector

Over 8 years Forum attracted 10 000 participants: non-profit organizations, donors, media, state and local authorities, business

2 500
Forum
participants
in 2019

75
projects implemented
by ISAR Ednannia over
its history

12
in 2019

Complex services for donors



WE ARE TRUSTED BY:



WE INFLUENCE THE DEVELOPMENT OF THE SECTOR THROUGH

- ✓ involvement in the development of legislative acts and organizing of their public discussions
- ✓ participation in national working groups on questions relating to strengthening of civil society
- ✓ bringing of international experience to Ukraine
- ✓ financial support for organizations and initiatives

WE HAVE ATTRACTED RESOURCES FROM:

- ✓ international donors
- ✓ Ukrainian business
- ✓ private donations
- ✓ self-generated income (social entrepreneurship)
- ✓ funds from national and local budgets

Our total experience of the work in the civic sector amounts to 199 YEARS



Employees of ISAR Ednannia have authored methodological manuals and toolkits in the field of strengthening civic and charitable organizations; they are internationally certified experts in their respective areas and belong to relevant associations.

We conduct analytical research in the field of development of civil society. Our experts develop methodologies for effective management of public funds, and also participated in the implementation of reforms aimed at involving citizens in decision-making processes on both national and local levels.

We believe that by creating new traditions of professionalism, benevolence and proactivity, we can make our common life better. We combine our experience and provide opportunities today in order to create a fair future. We know that supporting good civil society initiatives is the key to a harmonious society.

CONTACT US TO:



**find out how to make
your social initiative
sustainable**



**find donors and
partners**



**learn how to be
professional and
influential**

ednannia.ua



OUR BOARD



Andrii Pavlovych,

coordinator of SALTO Eastern Europe and Caucasus Resource Centre

Chairperson of ISAR Ednannia Board



Igor Todorov,

professor of the department of international politics, public communications and regional studies of Uzhgorod National University

Board Member, ISAR Ednannia



Boris Strecansky,

senior expert, Center for Philanthropy (Slovakia)

Board Member, ISAR Ednannia

OUR TEAM

199 YEARS

**of accumulated experience of
work in the non-profit sector**



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accountant



Kyryl Syvytskyi,

IT-specialist



STRATEGIC DIRECTIONS OF OUR ACTIVITY

SELF-RELIANT CIVIL SOCIETY

Ukraine's successful future requires that civil society becomes fully self-reliant.

Self-reliance is the ability of an organization to take responsibility for its own existence, development, performance, and interaction.

To make this dream a reality, we are investing in civil society our expertise in the field of organizational development, teaching and motivating organizations to change, and providing opportunities for capacity building.

Financial support of non-profit organizations

We are investing in the civil society of Ukraine by providing grants to the civic and charitable organizations of Ukraine. Thanks to the most up-to-date on-line system of managing grant projects, we are able to administer

500 grant projects each year!

We are proud of our Automated Grant Management System (AGMS). AGMS in its entirety has been developed by our team and remains unique for Ukraine. AGMS significantly simplifies the process of filing an application: applicants do not need to send documents by mail, fill in paper forms. To apply for a grant one needs only Internet access. Communication with grant managers is also conducted on-line.

We strictly monitor compliance with international and national standards of grant allocation. A transparent grant procedure prevents potential conflicts of interest and provides a high level of competence and integrity.

GRANTS AWARDED BY ISAR EDNANNIA IN 2019:



Each of the grant competitions administered by ISAR Ednannia includes a full range of necessary services for donor organizations:

- ✓ analysis of donor's priorities and preparation of recommendations, taking into account the actual needs of CSOs
- ✓ wide involvement of potential grantees in the competition
- ✓ monitoring and evaluation of the results of the grant program
- ✓ development of documentation, legal and financial support
- ✓ selection, refinement and financing of grant projects
- ✓ reporting to the donor and promotion of the results of the grant program

In 2019, we processed 718 grant applications and administered 186 grant projects — about every fourth application was supported.

We administered grants for a total of 12 979 394 UAH

Including:

50 grants

with the support of the United States Agency for International Development within the framework of Marketplace Civil Society Development Platform

896 364 UAH



2 grants

grants with the support of the United States Agency for International Development within the framework of Ukraine Civil Society Sectoral Support Activity

2 106 862 UAH



35 grants

grants with the support of the USAID / ENGAGE project

1 916 019 UAH



35 grants

grants with the support of the Charles Stewart Mott Foundation

2 600 219 UAH



64 grants

grants with the support of the UN's Recovery and Peacebuilding Programme

5 459 930 UAH



CIVIL SOCIETY DEVELOPMENT PLATFORM “MARKETPLACE”

MARKETPLACE PLATFORM AS A MECHANISM IS UNIQUE AND HAS NO ANALOGUES IN THE WORLD!

MARKETPLACE PLATFORM CONSISTS OF THREE COMPONENTS:

1. **Internet portal** – a virtual platform where supply and demand in the field of organizational development of CSOs meet. Here you can offer, search, order, choose trainings, consultations, research and other types of training or services to strengthen your capacity.
2. **Platforms** for discussion of important issues in the field of organizational development: plans, strategies and policies: meetings of the Community of Practitioners, expert discussions, webinars. Civil Society Capacity. **Development Forum** is the most anticipated event of the year!
3. **System of mini-grants for organizational development**, which provides continuous financing of the market of services in the sphere of organizational capacity of CSOs. Any Ukrainian non-profit organization can apply to ISAR Ednannia to receive a grant for organizational or technical development. With the help of grants you can “buy” the necessary services: training, seminar, short-term / long-term consultations, expert evaluation, etc.

Marketplace provides a unique opportunity for civil society organizations **to master the issues of organizational development and management**, find the best training option depending on the needs and capabilities of the organization, evaluate and plan individual organizational development, as well as receive funding for these needs.

The index of the sustainability of Ukrainian civic and charitable organizations has increased, owing to, among other things, Platform Marketplace.



STORIES OF GROWTH, CHANGE AND SUCCESS

Thanks to a successful communication strategy, **Civic center “New Generation”** has created a recognizable brand, and in one and a half years the number of subscribers on their Facebook page has increased seven times. After attending the School of graphic facilitation and scribing, the trainers started using the technique of scribing, creating visual posters for information campaigns in communities. The organization began to share acquired skills in its own School for trainers. As a result of its activities and positioning in 2019 the organization’s team of trainers held a School for trainers for 20 community representatives from 7 oblasts of Ukraine. In January 2020, the New Generation received more than 120 applications for participation in the Second School for trainers. In December 2019, at the Civil Society Capacity Development Forum, New Generation was recognized as one of the best providers of organizational development services according to the Platform Marketplace.



NGO «Institute of Analytics and Advocacy» increased their organizational and advocacy capacity by attending improvement courses “Advocacy”, “Training for trainers”, “Work in Excel”, “Writing analytical materials”, “Storytelling”, “Team building”, “People management and planning”. The organization provided 50 consultations on organizational development to other organizations in Poltava and Sumy oblasts on various issues (governance, charter, policies and procedures, media, design, organizational development, public procurement, financial management, analytics, sociology, etc.). They have two successful cases resulting from their advocacy efforts:

- introduction of a transparent charity mechanism in medical institutions of the city of Poltava (decision was adopted at city council meeting)
- contributed to the allocation of funds from the local budget for the implementation of the social project “University of the Third Age” for the provision of education services to the elderly citizens in Poltava.

Thanks to a grant from ISAR Ednannia, the **NGO “Point of Access”** was able to review its communication strategy. “This document was a navigator that allowed us to achieve the planned goal in interaction with our beneficiaries, while spending less effort on it. Our strategy prescribes very specific steps and their implementation allows our team to work as efficiently as possible. Of course, when we were reviewing this document, we took the opportunity to prescribe general principles of communication with the target audiences of the “Access Point”, — the executive director of the organization Anastasiya Prokopenko comments. The organization has launched a page on Instagram, creates quality content, launches information campaigns with a large coverage.



LEARNING

In order to share with civic and charitable organizations our knowledge and experience in the field of organizational development, project management, governance, communications, fundraising we organize seminars, trainings and even schools. According to post-training surveys

90% of participants of our training events were satisfied with the quality and significantly improved their level of knowledge!

SCHOOL OF FINANCIAL SUSTAINABILITY

25 representatives from charitable and civic organizations from all over Ukraine came to Vinnytsia to learn about various tools that help to achieve financial sustainability. In Ukraine there are numerous ways to raise funds for the implementation of missions of non-profit organizations, such as social contracting, social entrepreneurship, raising funds from national and local budgets, public-private partnership.

“We could not even imagine that currently there are so many mechanisms and ways to fundraise, in addition to traditional grant applications! At the moment it is scary to think that we will completely abandon the preparation of grant applications, but I have already planned a few steps that can be implemented right now, in order to attract other resources!”

Svitlana Rogova,
International Association “Eurostrategy”,
participant of the School of financial sustainability.



DOORS OPEN DAY

More than 170 people visited the ISAR Ednannia office on the day of registration of our organization! Such meetings have already become a good tradition: almost every year we invite everyone to celebrate the Birthday of Ednannia with us — and we are glad that with each year the circle of our friends and supporters is growing.

Even on this day we make our celebrations useful for others and happily share our knowledge, experience and expertise with everyone who needs them:

How to create an effective Youth Bank Initiative in your community?

What simple steps are necessary for a donor to like you?

Tips for an IT-secure office.

Change management: how to change the organization for the better?

Tips for accounting in a non-profit organization.

Community resources for community needs: a story about 23 million hryvnias.

Communications for change: three secrets of efficiency. Monitoring and evaluation of your projects.



SCHOOL ON ADVOCACY AND SECURITY ISSUES

It is not the first time that ISAR Ednannia holds advocacy schools. We have developed our own uniquely designed methodology for conducting them and the annual demand for this type of training testifies to their effectiveness. In 2019, we invited representatives of the LGBTI movement to participate in the school and

developed several modules focusing on the personal safety of activists. Unfortunately, the level of danger for LGBTI activists remains high, so this was probably the only event conducted by ISAR Ednanna where we could take pictures only of trainers.



TRAINING FOR TRAINERS ON FACILITATION

ISAR Ednannia systematically and consistently invests efforts in improving the quality of services provided by providers on the Marketplace Platform. In 2019, in cooperation with the civic organization ICA-Ukraine, we conducted a three-day certificate course "Group Facilitation Methods" for 30 providers of organizational development services.



“I provide services for the development and capacity building of civic and charitable organizations on the Marketplace Platform.

This certificate program on facilitation has allowed me to expand my “trainer’s suitcase” of tools used and greatly enrich my arsenal of teaching and facilitation methods.

Nataliya Vynnychenko,
training participant



CONFERENCE OF COMMUNITY FOUNDATIONS

Community foundations are non-governmental organizations that raise resources from their community and redistribute them on a competitive basis to encourage local initiatives. ISAR Ednannia has been supporting these organizations for many years and provides new opportunities for their training and growth. In 2019, we held a training conference. There representatives of Ukrainian community foundations got acquainted, among other things, with the presentation of the study “Community foundation as a leader of dialogue in communities in the context of decentralization reform in Ukraine”, which Olga

Nikolska (ISAR Ednannia) completed during her studies at New York University.

The work of the conference also included the exchange of experience between the community foundations. Nataliya Masechko (CF “Warm City”, Ivano-Frankivsk) described how to attract business to the civic sector, and Sviatoslav Surma (Charitable Foundation “Ridnya”, Stryi) shared observations about the work of his organization – “How to become unique. Or, the formula ‘needs minus opportunities’ equals innovations”.



TRAINING CONFERENCE FOR GRANTEES OF ISAR EDNANNIA SUPPORTED BY UN'S RECOVERY AND PEACEBUILDING PROGRAMME

The training conference consisted of trainings to strengthen the capacity of NGOs that were grantees of the small grants program that supported projects on public safety, access to justice, social cohesion, interaction between police and population based on partnership and gender equality (funded by UNDP

Recovery and Peacebuilding Programme). This training covered the most important areas of work of non-profit organizations, such as project management, fundraising, policies and procedures. The conference ended with a special session on how to get the paperwork done properly and donors' reporting requirements



MENTORING, EXTERNAL EVALUATION AND CONSULTING

The Swedish Kvinna till Kvinna Foundation in Ukraine promotes the organizational development of its national partners. In 2019, as part of our partnership with Kvinna till Kvinna, we assisted them in this development and carried out an external independent evaluation of their national partner organizations. The conclusions and recommendations made after this assessment were used to create organizational development plans. These interventions will help these organizations to strengthen and to improve their capacity to defend the rights and interests of women in Ukraine.

In 2019, we also continued our cooperation with the United Nations High Commissioner for Refugees in Ukraine, which contributes to the organizational development of its national partners. After the beginning of the war in Ukraine, these organizations took on a significant share of the burden of legal, social, psychological and humanitarian assistance to all those who need it. The purpose of our cooperation with the United Nations High Commissioner for Refugees is to increase the organizational, technical and adaptive capacity of these organizations and to strengthen their capacity to influence.

Given that these organizations are mostly mature and experienced and already have considerable experience and developed management skills, we have chosen a model of mentoring approach for this work. We work with each organization separately, focusing our efforts on meeting their needs for strengthening and development. A flexible and adaptive mentoring approach allows staying in touch with the organization, responding to its real needs and providing support exactly where it is needed.

ONLINE LEARNING

Understanding the requirements of the times we live in, we are investing in the development of our own platform for online learning.

In 2019, in cooperation with Dzvenyslava Novakivska, we piloted an online course **"You are not daring enough! Marketing for non-profit organizations"**. Communicators and leaders of civic and charitable organizations who wanted to improve their capability to create quality communication based on the real needs of target audiences participated in this course. Dzvenyslava Novakivska gladly shared her work with the course participants and accompanied the group at all stages of training.

Youth Banks Initiative: how to raise funds and implement youth projects by young people

An online course for everyone who wants to create a Youth Bank Initiative in their community. It includes detailed and step-by-

step instructions on all necessary stages of organizing, on how to involve and motivate young people, how to organize fundraising in the community, how to hold competitions for youth initiatives.

In 2019, in cooperation with the Office of the OSCE Project Co-ordinator in Ukraine, we created and piloted an online course **"Development and Management of Publicly Funded Projects"** for representatives of government, local government and CSOs. The aim of the course is to develop their competencies in organizing project competitions and implementing projects funded by public funds.

Courses are available for completion at:
e-learning.ednannia.ua



WEBINARS

We strive to provide access to the most interesting and modern, professional consultations in various areas of organizational development and invite you to communicate online with experts during our webinars!

Recordings of all webinars can be retrieved here:
<http://cd-platform.org/vebinari>

70

participants —
the average audience
of one webinar

300

participants —
the maximum audience
of one webinar

4000

people
viewed our webinars
in 2019



We conducted 21 webinars in 2019:

1. Development trends for 2019
2. Safe internet for educational process. Safe Internet Day 2019
3. Interactive methods in the process of teaching democracy
4. Youth policy in Ukraine: trends and changes
5. Find out about and join Open Government Week!
6. Ukrainian-Polish youth exchanges
7. Social media trends: how to best engage your audience
8. Inclusive art: grant program of Ukrainian Cultural Foundation
9. Finding and not losing: working with current and future donors
10. Sweat, blood and tears: what will the donor learn from your "Story of Success"?
11. How to get a grant to finance your project?
12. Jurassic Park of civil society: is there a chance for evolution in an era of tectonic change?
13. Effective tools for working with young people
14. Grant reporting: mission is possible
15. Is there a civil society without citizens?
16. Compass: a long-term training course for human rights trainers working with young people in Ukraine
17. How can CSO rent an office on preferential terms?
18. International Human Rights Day. How to organize it at school?
19. Digital citizenship
20. Conflict prevention and resolution in organizations
21. How to get an organizational development grant?



CIVIL SOCIETY DEVELOPMENT TRENDS

The Annual Civil Society Capacity Development Forum is an event of the highest level of the non-profit sector of Ukraine. Thanks to massive representation, it allows us to identify the main trends in civil society development for next year.

These trends are the result of extensive analytical work: careful study of all public debates and discussions; survey of representatives of non-governmental organizations; generalization of the content of reports; formation of a 'road map' for the development of civil society for the next year. According to the Forum, in 2020, civil society organizations (CSOs) should further strengthen their capacity to:

STRIVE FOR SELF-RELIANCE

Ultimate freedom is to make independent decisions and be responsible for them. Only civil society itself is responsible for taking care of civil society. No one should decide for us how to live and how to work. We have to be self-reliant: nurture our dreams, plan the steps to make them come true, find the right resources, establish the necessary partnerships and repeat the same steps again and again. This should happen both at the sectoral level and at the individual level — we have to be responsible for our own development and future.

"FREEDOM IS RESPONSIBILITY"

CARE ABOUT ACHIEVING THE MISSION

Many organizations can tell what they are doing. Some may add exactly how they do it. And only exceptional organizations firmly know WHY they work. A mission is what sets you apart from hundreds of similar organizations. It inspires your partners, donors and customers to come together around you and your common goal. We must base our work not on projects but on values. And then we will have many ideas and projects of high quality!

**"EVERYTHING BEGINS WITH VALUES...
AND EVERYTHING ENDS WITHOUT THEM"**

BUILD FINANCIAL SUSTAINABILITY

Good intentions and money can save the world faster than good intentions alone. It's cool to have resources for our good intentions. This is responsible. This is priority No.1. We must learn to make money, learn to sell our services, learn to attract charitable contributions or donations. It is necessary to be able to do all of this — and to do it competently, systematically. Knowing the 'market', building marketing strategies, investing in advertising / publicity. And then the amount of goodness in the world will increase!

"IT'S SHAMEFUL TO BE POOR"

DEVELOP SYSTEMS AND SYSTEMIC APPROACH

Bureaucracy, institutions and procedures enable progress. By investing in building systems, we guarantee the sustainability of advancement. By supporting these systems, we avoid returning to the previous level of development. This is the only way to break the vicious circle in which every change of government leads to the rollback of reforms and the development of new concepts of the same reforms.

**"THE DURABILITY OF CULTURE GENERATES
CIVILIZATION"**



COUNTERACT THE CURTAILMENT OF DEMOCRACY

Populism is becoming a global trend. Only we can be responsible for preserving liberties and promoting real democracy in Ukraine. So, let's develop critical thinking, increase our ability to resist the information war, create 'horizontal' networks and unite. Democracy requires effort and participation of every citizen. So let's explain and convince, let's inspire by our example! Let us uphold the principles of democracy every moment!

"NO ONE HAS MONOPOLY ON THE TRUTH"

TAKE CARE OF HUMAN RESOURCES

People burn out. People get tired of the uncertainty and lack of stable financing. People are leaving the civic sector in large numbers, especially in small towns and villages. But we don't have other people. So we have to take care of them and ourselves. Think about preventing burnout. About professional development. About strengthening teams. About bringing up the next generation of change-makers.

"THERE IS SAFETY IN NUMBERS"

FIND DIGITAL SOLUTIONS

This world is already here. We already spend more time on our smartphones than communicating in real life. The civil society needs to keep up, to learn constantly, to make our services available online, where appropriate. Mastering e-government, crowdfunding platforms, remote work tools, chatbots and messenger channels. Learning how to work with big data and data visualization tools. Taking care of digital security and data protection.

"BRAVE NEW WORLD"

FOSTER PARTNERSHIPS

The whole world is uniting to achieve the Sustainable Development Goals. We need to change the partnership paradigm in Ukraine. Instead of trust-based partnerships that generate "clans" and "nepotism", we should build partnerships that are based on mutual respect and shared goals. Trust is not a guarantee that the project will be implemented successfully. Instead, we should be united by common goals. And firm trust will be created during common work towards their implementation. In order to build a country of trust, we simply need to start working together. To reach the global SDGs, we must unite with the whole world!

"TRUST COMES FROM PARTNERSHIP, NOT THE OTHER WAY AROUND"

RETHINK THE ROLE OF BUSINESS

Business has already realized that a social mission is a competitive advantage. By implementing social projects, businesses are increasing loyalty towards their brands. In some places, business does this even better than civil society, which still needs to learn to be as systemic as business. Our mission is to find such businesses and to establish partnerships, to develop the conditions for impact investing and to involve business in decision-making processes at national and local levels.

"ATLAS HAS ALREADY SHRUGGED"

INVEST IN THE SECTOR'S INFRASTRUCTURE

We need to generate financially reliable demand for building and supporting the infrastructure of the sector. We need organizations that will educate and advise us, which will improve the legal and media environment for our activities. We need organizations that will look for money and redistribute it to other CSOs, that will create IT solutions, that will help us with recruiting. We need organizations that will conduct research about the sector and provide guidance on its development. Our investment in building such infrastructure is a guarantee of the sustainability and stability of the entire sector.

"CARPENTER NEEDS AN AX, TAILOR NEEDS A NEEDLE"



STANDARDS OF GOOD GOVERNANCE

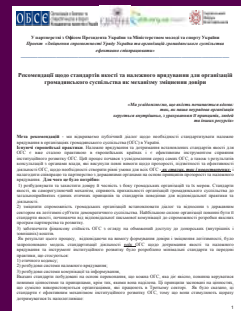
In cooperation with the Office of the OSCE Project Co-ordinator in Ukraine, we began work on the development, public discussion and promotion of standards of good governance in civic and charitable organizations.

This work began with a jointly organized study visit of representatives of the Government of Ukraine and representatives of civic and charitable organizations to a number of governmental and non-profit organizations of the Kingdom of the Netherlands and the Kingdom of Spain. During the study visit we managed to learn about the experience of both European countries, where the standards of governance and management for non-profit organizations are used, among other things, to provide public funding, order social services, establish partnerships with business.



The study of European experience helped to develop the manual **“Recommendations on quality standards of good governance”**. The manual is available for viewing on our website: <http://bit.ly/2kCiP0r>

The guidelines were widely discussed with the involvement of all stakeholders during 8 regional events, round tables and discussions. Consequently, the necessary additions and clarifications were introduced to the guidelines.



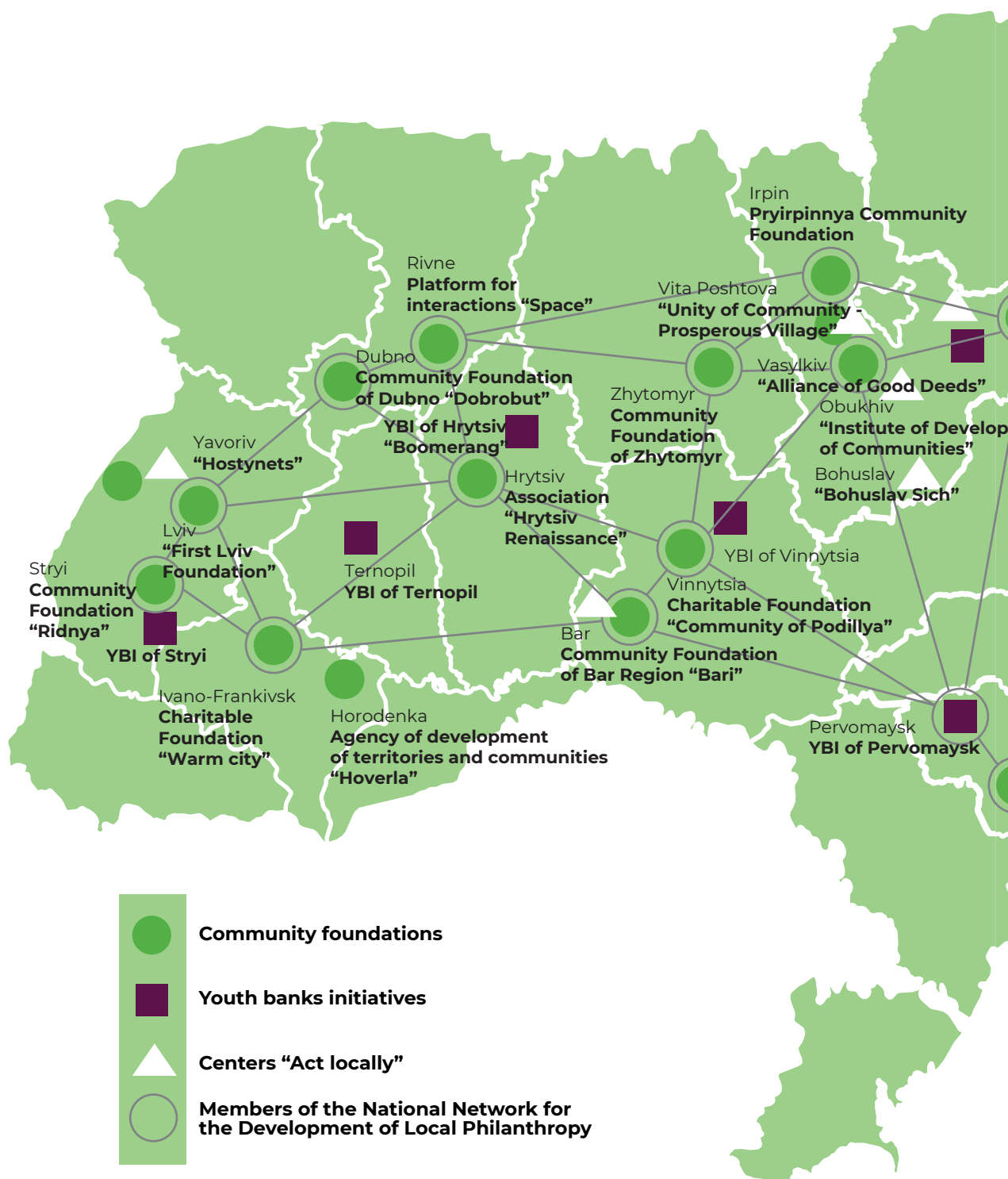
COMMUNITIES AND PHILANTHROPY

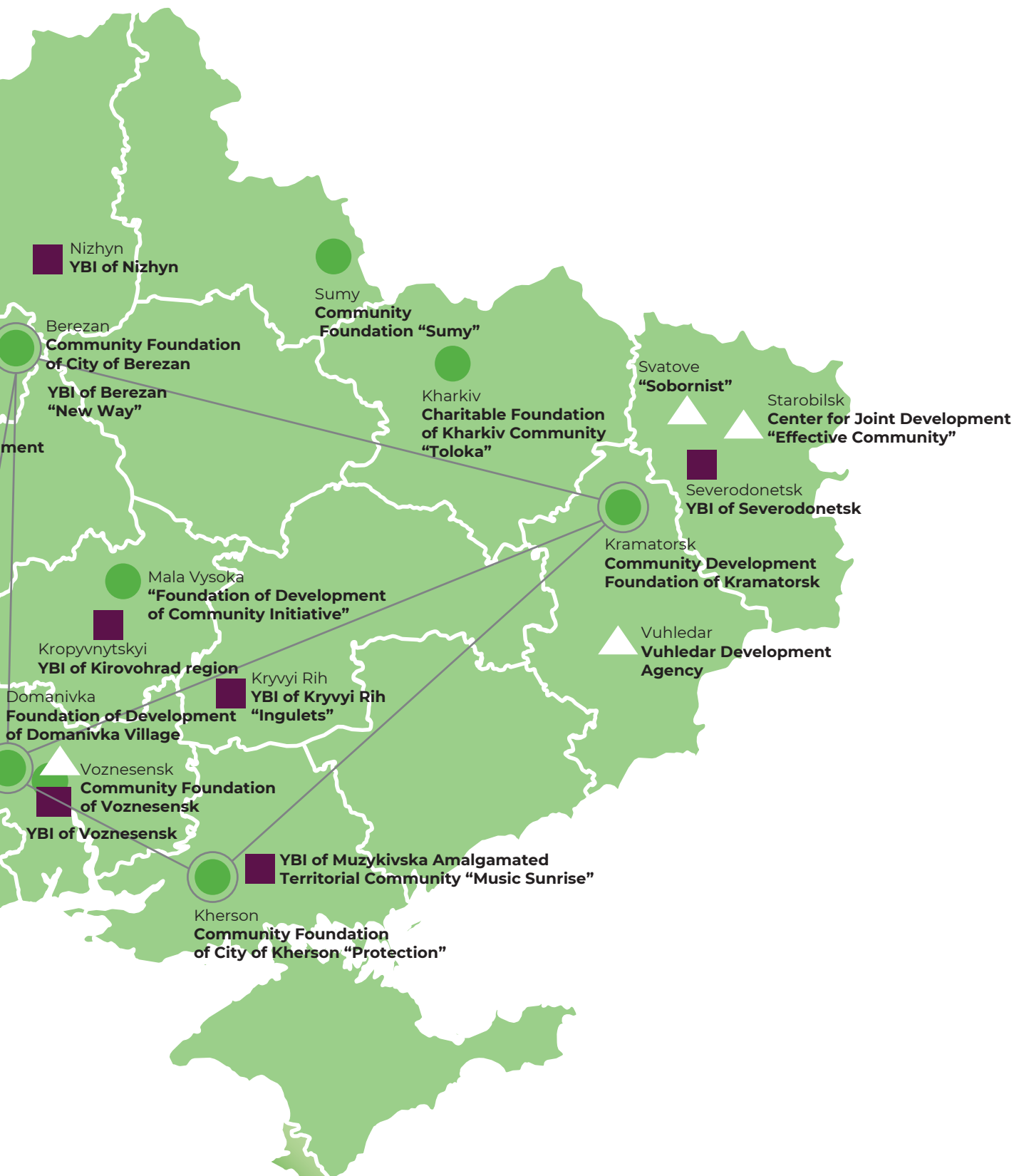
The development of a culture of philanthropy in the community has remained one of the key strategic activities of ISAR Ednannia over the decades. In our understanding, philanthropy is a systemic social change that is implemented by each citizen individually and in a community of equally concerned citizens:

- ✔ focus on improving life in your community
- ✔ proactive approach as opposed to re-active
- ✔ systematic and comprehensive solution of community problems
- ✔ interaction and cooperation of business, government and community
- ✔ effective involvement of citizens in philanthropy, activism and volunteering



PARTNERS OF ISAR EDNANNIA ARE AGENTS OF DEVELOPING CULTURE OF PHILANTHROPY IN COMMUNITIES





MOVEMENT OF COMMUNITY FOUNDATIONS IN UKRAINE

Community foundations are non-governmental organizations whose purpose is to improve the quality of life of communities in which they operate.

Community foundations define the needs of their community and attract funds predominantly from local resources. Community foundations use these funds to provide grants to local initiatives so that they can address socially important local issues.

Community foundations are effective platforms for establishing good communication and cooperation across all sectors of the community: local authorities, businesses and community inhabitants.

For almost eleven years, our program "School of community foundations" has been a powerful tool of work in the field of strategic philanthropy. During this time, we have become a leader in advancing the idea and development of the movement of community foundations in Ukraine. We have brought together leading Ukrainian experts and practitioners in community development and philanthropy, who meet regularly to discuss general issues related to the activities of community foundations in Ukraine and other countries, and jointly develop methodological recommendations for already functioning and newly created community foundations.

DURING THIS PERIOD COMMUNITY FOUNDATIONS MANAGED TO INCREASE THE VOLUME OF FUNDRAISING 6 TIMES, INCLUDING:

2 times
from local
business

3,5 times
from national
business

20 times
individual
donations

16 times
self-generated
income

5 300 000 —
total number of people living in
communities where community
foundations work

775 000 —
number of people in these
communities who are covered
by the activities of their
foundations

TOTAL NUMBER OF PEOPLE INVOLVED IN ACTIVITIES OF COMMUNITY FOUNDATIONS IN 2019:

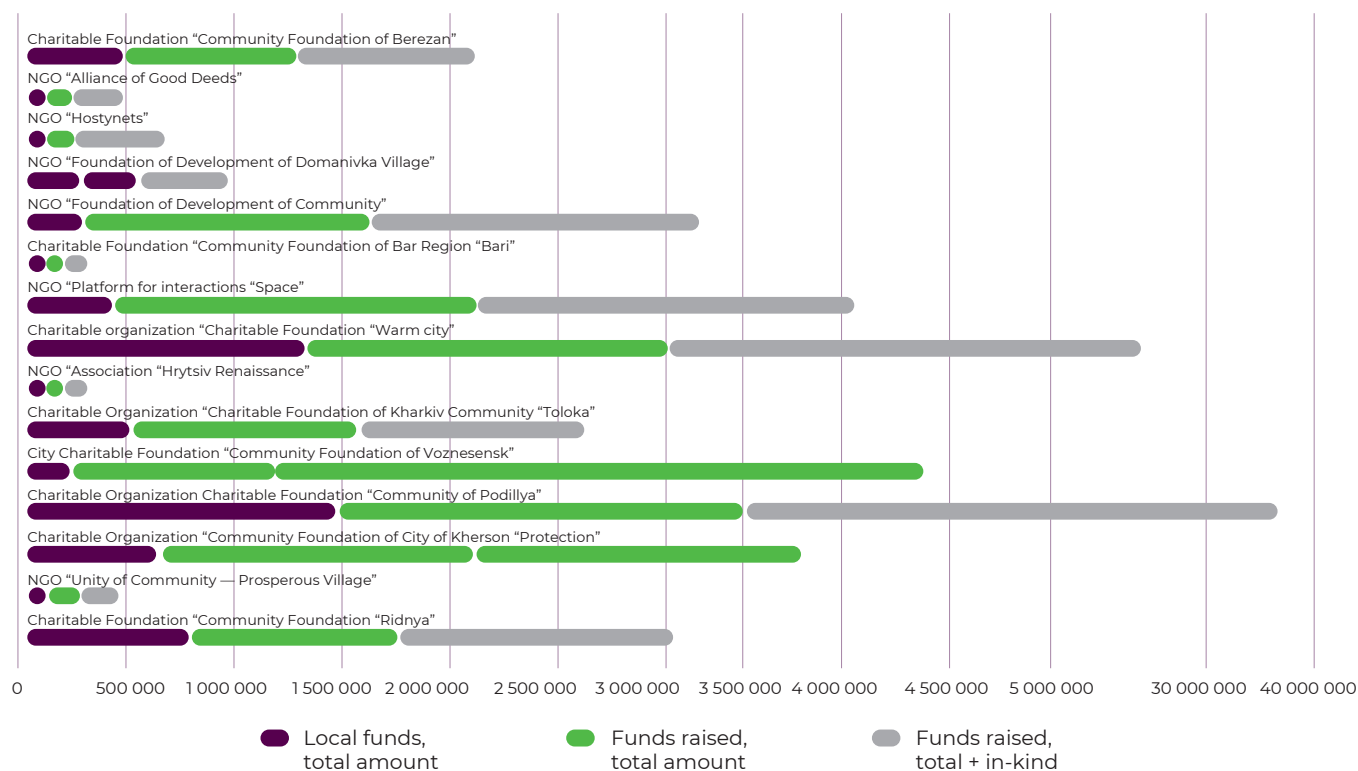
47
permanent
employees

129
members
of governing
bodies

222
persons
in the pool
of experts

2914
permanent
volunteers and
members

FUNDS RAISED BY COMMUNITY FOUNDATIONS IN 2019, UAH



SOURCES OF FUNDS RAISED, UAH

11 750 770
Local business

10 036 313
International donor organizations and projects

4 466 906
In-kind non-cash receipts or money not transferred through the organization's account

2 934 276
Other sources (membership fees, social franchise, etc.)

2 608 167
Charles Stewart Mott Foundation via the School of Community Foundations

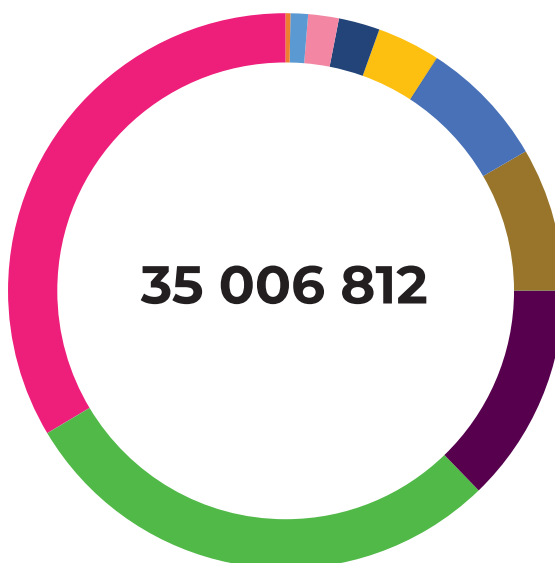
1 293 744
Individual donors (population)

838 721
Self-generated income

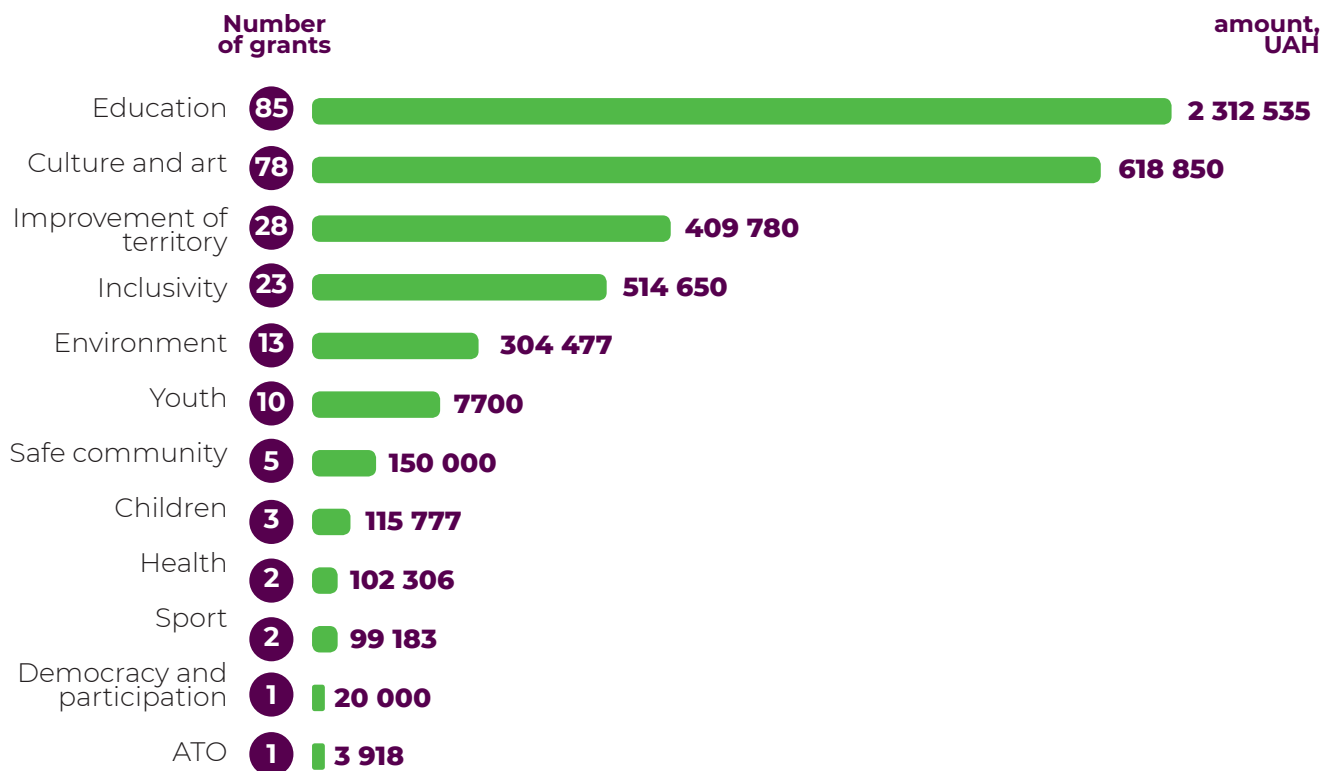
625 900
National business and international business

355 215
Budget funds

96 800
ISAR Ednannia



In 2019, community foundations issued **251 grants** for the sum of **UAH4,764,176** to support other community and charitable organizations, volunteers, local initiatives, youth associations and individuals.



In 2019 CF
implemented

62

programs developing
their communities
and invested in them

20 798 397 UAH

UAH 35 006 813

is the total budget
of Ukrainian community
foundations in 2019

Of these,
UAH 17 020 793

were raised from local sources, so
that they were not received from
external donors

MUNDANE EFFORTS BRING DAILY JOY TO UKRAINIAN COMMUNITY FOUNDATIONS

FESTIVAL 'KALMIUS'

Literary and artistic festival "Kalmius" took place in six cities of Donetsk region: Slovyansk, Druzhkivka, Kostyantynivka, Dobropillya, Pokrovsk. Almost 50 events were held, including meetings with writers, theatrical performances and film screenings, a concert program "Path to Freedom", a book fair, workshops, presentations, and a competition-game for teenagers "Literary Meeting". The festival focused on "Freedom in conditions of non-freedom". Following writers participated in the festival: Vakhtang Kebuladze, Olena Styazhkina, Vasyl Teremko, Olena Ryzhko, Sashko Dermansky, Serhiy Pantyuk, Vitaliy Zapeka, Yevhenia Pirog, Kateryna Kulik, Jacques Zhabie (Oleg Zhovtanetsky) and others. 3493 people took part in the festival, and the festival's coverage on social networks reached over 200 thousand people.



COMMUNITY CHOIR

First ever Community Choir in Ukraine was organized by the Foundation "Protection". On December 1, 2019, on the occasion of the All-Ukrainian Day of Good Deeds (also known as "Generous Tuesday") about 200 Kherson residents of different genders, age, professions and social status gathered to sing together, share the feeling of belonging, warmth and positivity. Many members of the improvised choir were not acquainted with each other and had no musical education at all. After professional musicians and a choirmaster worked with them, inhabitants of Kherson sang together Andriy Kuzmenko's song "People are like ships".

"This is exactly a kind of project that will be able to activate the residents of the city. Today they got together to sing, tomorrow they will go to clean the streets together, and the day after tomorrow they will help each other!"

Kristina Studynska,
member of the Community Choir.

BUSINESS FORUM "MARKETING IN THE HOOD"

Business is a strategically important partner for Community Foundations, as they seek to attract more local resources than grants from international foundations. This forum became an additional opportunity to meet and establish partnerships between business and Community Foundations.

At the event, Community Foundations showed examples of successful cooperation between European Community Foundations and business, and discussed the topic of corporate social responsibility at the local level. As a result, 350 local business representatives attended the Forum. 10 representatives of Community Foundations from 9 settlements of Ukraine also joined. 8 leading business trainers shared invaluable information for the effective promotion of local business.



STRENGTHENING THE ROLE OF YOUTH IN CHANGE LEADERSHIP IN COMMUNITIES

The goal of the Youth Banks Initiative is to develop leadership skills of and active citizenship among young people. Such programs are popular in Eastern Europe, as they effectively involve the young people living in the community into the solution of common problems. ISAR Ednannia is the official representative of the global network YouthBank International in Ukraine.

YBI MODEL:

- ✓ Creation of a grant committee involving active young people
- ✓ The committee conducts a community campaign to raise funds
- ✓ Young people implement projects helping to develop their community
- ✓ The committee determines priorities and rules of the grant competition
- ✓ Selection by the committee of the best applications from young people and their project to receive





The work in YBI encourages young people to take active steps towards improvement of their own lives in their community, allows them to learn quickly and inspires young people to become aware of the role of their own actions. In addition, young people gain unique experience — project management, financial decision-making, teamwork, real impact on quality of community life, practical implementation of their ideas, etc.

In 2019, the YBIs of Ukraine took part in a youth exchange at the invitation of the YBI of Vinnytsia and with the support of ISAR Ednannia. During 3 days, 27 representatives of 10 Youth Banks of Ukraine were trying to establish common ground, shared views and exchanged experiences of setting up the work of the YBI, conducting grant competitions and fundraising.

As a result of the exchange, communication was established between the YBIs of Ukraine. A channel was created for the exchange of news and communication regarding the activities of the YBIs. Representatives of the Vinnytsia YBI gained experience in facilitating and organizing exchanges, and the new YBIs gained knowledge and inspiration to organize the work of their own committees.



LOCAL SOLUTIONS TO GLOBAL CHALLENGES



Since 2016, in cooperation with the Academy for the Development of Philanthropy in Poland, we have been popularizing the positive experience of small communities in developing local philanthropy. In 2019, we continued this cooperation and expanded the possible formats of participation in the program: webinars were held for participants on community involvement and local funding. The training involved Polish experts on community work.

They shared the secrets of their work, thus helping Ukrainian “Act Locally” centers to engage their communities better.

In June 2019, 2 study visits to Poland were organized. Both representatives of CSOs and representatives of the authorities \ local government \ business from the towns where CSOs participated in these visits.



“The project was useful for the development of our NGO. We heard about the experience of Polish organizations’ cooperation with local self-government. We learned how they implement social entrepreneurship projects on the basis of civic organizations. This is a way for sustainable development of organizations and development of community through projects of public participation.”

Mykola Zhurba,
exchange participant (Starobilsk)

“The study visit was filled with new knowledge. The experience of Polish colleagues inspires and expands the horizons of our foundation. Upon return, a meeting was held with the active members of the organization, where the participants of the study visit shared their impressions and new knowledge, discussed the possibilities of applying the Polish experience in the activities of our organization. We decided that we will be using in our practice the methods of Polish colleagues, such as examination, needs assessment, research of social capital and modern methods of fundraising.”

Alla Novikova,
participant of the exchange (Berezan)

“We saw a model of interaction between the community, government and NGOs. Also, we paid attention to the animation and involvement of the local community through sociocultural projects. We got acquainted with the Polish experience in organizing fundraising activities and gained practical skills useful for development of our own projects. We learned about tools for fundraising. We plan to use this experience in the communities of Luhansk oblast.”

Yana Lyubimova,
exchange participant (Svatove)



PLATFORM FOR INTERSECTORAL DIALOGUE AND COOPERATION

We believe that fantastic initiatives are possible only when there is a synergy, resulting from the multi-level and multi-vector “win-win” cooperation. Each of the players will reinforce the other, if all of us are united by the common goal: united, strong, free, developed Ukraine! Therefore, we invest our efforts in developing a platform that brings together representatives from all sectors, for planning and discussing joint projects, sharing expertise and implementing joint actions for a better future. Promotion of the civic sector happening on this platform helps to convince stakeholders in Ukraine and beyond: Ukrainian civil society has competence, strength and inspiration to change the country for the better!



CIVIL SOCIETY DEVELOPMENT FORUM

THE LARGEST NATIONAL
PLATFORM FOR LEARNING,
COMMUNICATION AND
EXCHANGE OF EXPERIENCE
IN THE SPHERE
OF STRENGTHENING
OF CHARITABLE AND CIVIC
ORGANIZATIONS
IN UKRAINE

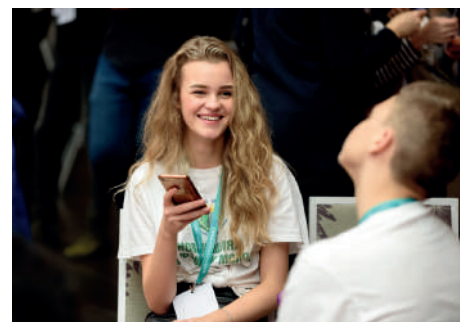
Leading donor institutions of Ukraine are partners and co-organizers of the Forum: the United States Agency for International Development (USAID), the United Nations Development Program in Ukraine, Charles Stewart Mott Foundation, Swedish Government, EU Delegation to Ukraine, Council of Europe Office in Ukraine, International Renaissance Foundation, OSCE Project Coordinator in Ukraine and many other organizations and business companies.

The Forum participants are representatives of Ukrainian civic and charitable organizations, state and local authorities, volunteers, activists and philanthropists, media, business companies and donor institutions - everyone who is interested in making the non-governmental sector of Ukraine more professional and influential.

The Forum is organized in its traditional format – with many locations where many events occur simultaneously. Each year, the Forum offers its participants, in addition to the usual seminars and discussions, new ways of learning, networking and sharing experiences: «Meeting with the Stars», «Live Stories», «Coffee with the Donor», «Laboratory of Organizational Development», cafe of discoveries “Candy shop”.

The Forum is an event of the highest level for the non-profit sector in Ukraine. Due to its large-scale representation, it allows to determine the main trends of civil society development for the next year.

Forum. Learning. Networking. Inspiration.



ON DECEMBER 5 AND 6, 2019, THE 8TH CIVIL SOCIETY DEVELOPMENT FORUM OF UKRAINE « REACHING THE POINT OF SUSTAINABILITY” TOOK PLACE IN KYIV



The Annual Forum again became the largest national event in Ukraine's civic sector. A record number of civic activists, volunteers and philanthropists have traditionally come together to jointly determine the direction of their development for 2020. They were joined by representatives of state and local authorities, donor institutions, the media and business - everyone, who is interested in working with civil society and strengthening its capacities.

The topic of the 2019 Forum was “REACHING THE POINT OF SUSTAINABILITY”. “Point of no return” in theory of self-organization is the moment of uncertainty in a system: it is followed either by chaos or by a new, higher level of orderliness. In aviation, the «point of no return» is the moment of flight when a return is still possible. After that, only the road ahead remains.

Ukrainian civil society, at least in some dimensions, now has reached the “point of no return”. Therefore the Forum was the best place to reflect if we are ready to move to a new level of sustainability of our initiatives? Are we ready to bravely face the dangers of disorganization, dependence, humiliation? Are we aware that the road ahead of us requires the full capacity on our behalf to be able to cope with ourselves?

SELF-RELIANCE BECOMES BOTH N°1 AIM AND CHALLENGE FOR THE WHOLE SECTOR

THE FORUM 2019 BECAME A PLATFORM FOR DEVELOPING A JOINT ACTION PLAN:

- 1 Considering whether our role and mission meets public expectations? And do people really need “intermediaries”?
- 2 Checking the global agenda: Why is the whole world constantly talking about the Sustainable Development Goals? And how can we learn to dream on SUCH a big scale?
- 3 Talking frankly about the sustainability of our organizations: will they survive without the support of international institutions? Are Ukrainians ready to support civic and charitable projects with costs out of their own pocket?
- 4 Counting how many people trust us. Does this figure reflect the low KPI of the whole sector?
- 5 Reminding ourselves that organizational development is not just about strategies and policies, but also about managing partnerships to achieve common goals. It's citizen engagement, it's social innovation, it's talent management. It is also about good governance and full transparency of activities.





2700

participants



130

speakers
and facilitators



88

hours or 3,5 days
of meaningful activities



8

panel
discussions



24

learning workshops /
mini-trainings



4

interactive learning
games



13

presentations
by donors



15

discussions
in Candy Shop



8

models of financial
self-reliance



12

social
businesses



1

open interview



2

special presentations
of new projects



3

expo sales



3

awards ceremonies



2

full working days



5

side events



7

partners who
co-funded the Forum



20

volunteers who helped
to create the Forum

ONE OF THE MOST POPULAR ACTIVITIES OF THE FORUM

“Hang out with donors”

10 donor organizations and projects presented their priorities in cooperation with Ukrainian civil society in 2020:



The United States Agency for International Development



The United Nations Development Programme in Ukraine



Peace Corps in Ukraine



US Embassy in Ukraine



International Renaissance Foundation



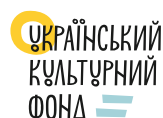
British Council in Ukraine



European Endowment for Democracy



OSCE Project Coordinator in Ukraine



Ukrainian Cultural Foundation



House of Europe

WAS THE FORUM USEFUL FOR YOUR ORGANIZATION?

According to the results of a post-forum survey of participants



EXHIBITIONS HELD AT FORUM:

THE EXHIBITION “FINANCIAL HEALTH”

aimed to promote the diversification of funding sources for CSOs and socially significant projects. Throughout the first day of the Forum, visitors could get acquainted in the exhibition tents with organizations and initiatives that diversify the sources of financing of their activity as best as they can and attract the funds from business, crowdfund, provide paid services and more.



MARKET OF “SOCIAL BUSINESS»

convincingly demonstrated the ability of CSOs to generate revenue and use it to finance social projects.



HALL OF OPPORTUNITIES

offered Forum participants a space for networking and exchange of contacts, distribution of textbooks, reports and manuals, as well as the opportunity to obtain information on training services from the providers that provide them.



MARKET OF BOOKS FOR ORGANIZATIONAL DEVELOPMENT

Bookstore Ye – Special Book Partner of the Forum – invited everyone to feast on the knowledge.



PLAY!GROUND – A SPACE FOR GAME AND LEARNING



“At the Forum we realized that organizational development is painful, but very necessary; we cannot go on without it; that policies and procedures are optional but we need them in order to include new people to work smoothly and not to get confused ourselves. Therefore, organizational development is our priority!”

Iryna Shapoval,
Forum's participant



FORUM'S DISCUSSIONS AND DEBATES:

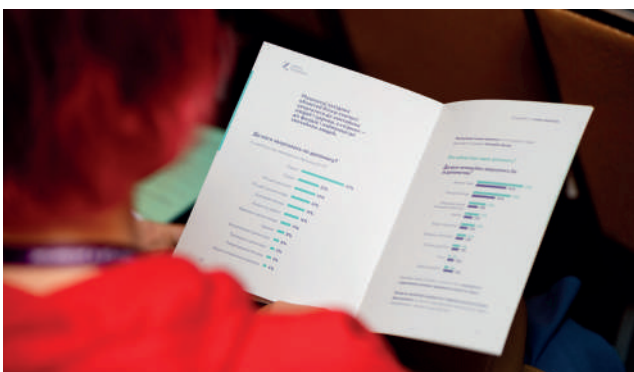
“SUSTAINABILITY OF THE CIVIL SOCIETY: HOW FAR IS THE POINT OF NO RETURN?”



“YEAR 2030 IS CLOSER THAN WE THINK. THE ROLE OF CIVIL SOCIETY IN ACHIEVING SUSTAINABLE DEVELOPMENT GOALS”



“DISCUSSION ABOUT 7% OR TRUST AND INVOLVEMENT AS A UNIVERSAL KPI OF SECTOR”



“MECHANISMS OF COOPERATION OF CIVIL SOCIETY, BODIES OF GOVERNMENT AND LOCAL AUTHORITIES IN CONTEXT OF IMPLEMENTATION OF THE NATIONAL STRATEGY FOR CIVIL SOCIETY DEVELOPMENT”



“Great format, numerous opportunities to participate in different locations, interesting networking. Incredible emotions, meetings, discussions!!!”

Forum's participant, a representative of the St. Olga Foundation,
Gola Prystan Community Foundation

WHAT BENEFIT HAS THIS FORUM (OR PREVIOUS FORUMS) BROUGHT TO YOUR ORGANIZATION IN TERMS OF CAPACITY BUILDING AND ORGANIZATIONAL DEVELOPMENT?



LEARNING AT THE FORUM

The largest hall of the Forum hosted the training marathon. 24 workshops and mini-trainings were conducted by practitioners, popular trainers of Marketplace Platform and representatives of the business sector. The training areas were: “Communication for Change”, “Civil Society in a Smartphone”, “Strategic Financial and Economic Management”, and “Organizational Development that #changeseverything”.

“The annual Civil Society Development Forum is in fact the only large-scale event in Ukraine that unites civil society organizations and donor organizations, service providers for CSOs. Forum is necessary for the professional growth of CSOs and the establishment of partnerships. A huge thank you!”

Ivasiv Oksana,
participant of the Forum



“CANDY SHOP”: CAFE OF DISCOVERIES AND NEW FACES

One of the attractive formats of the Forum's work and a favorite event for the recurring participants. They know that in addition to real sweets, this candy shop offers knowledge, discoveries and new faces. 15 tables, 15 topics, 15 occasions for real change.



INSPIRING IDEAS, OPPORTUNITIES AND TRENDS OF FUNDRAISING FROM AROUND THE WORLD

Bill King, Executive Director of International Fundraising Consultancy, the best institution for strengthening the non-profit organizations' fundraising capabilities, came specifically to the Forum from the UK. Bill is not only a professional fundraising trainer and mentor, but also an experienced practitioner. The participants of the Forum had the opportunity to learn about the **latest global fundraising trends**.



SPECIAL PRESENTATIONS, DEDICATED TO LAUNCH OF NEW PROJECTS:

Project “Women of Ukraine: heard, capable, resilient”: strengthening NGOs response to the problem of gender-based violence”

“Ukraine civic society sectoral support activity” – way to sector’s self-reliance

“After the Forum, we are improving internal procedures, operational activities. We have found partners with whom we will implement joint initiatives. It was also important to hear / see the success stories of the people and organizations that were marked at the Forum.

”

Alla Voloshyna,
participant of the Forum

AWARDS CEREMONY OF THE VI NATIONAL COMPETITION OF PUBLIC REPORTS ON THE ACTIVITIES OF CIVIL SOCIETY ORGANIZATIONS FOR 2018 (ORGANIZED BY CCC CREATIVE CENTER)



AWARD CEREMONY OF THE FIRST INDEPENDENT PUBLIC PR RATING “PIRANHA OF THE YEAR”



AWARDING THE WINNERS

OF THE COMPETITION FOR THE BEST TRAINER AND THE BEST PROVIDER (INSTITUTION) OF THE YEAR, PROVIDING SERVICES OF ORGANIZATIONAL DEVELOPMENT, ACCORDING TO THE MARKETPLACE PLATFORM

IN 2019 THE HONORABLE AWARD WAS WON BY:



**Maryna
Hovorukhina**



**Oksana
Ivasiv**



**Olena
Matviychuk**



CSO “New generation”



“ProBonoClub”



**Network of the
civil society hubs
of Ukraine**





In concluding of the Forum, the Executive Director of ISAR Ednannia, Volodymyr Sheyhus, thanked all the donors, business companies and individuals who contributed to the funding of the Forum. Volodymyr Sheyhus stressed that the Forum would not be possible without this support, as well as without the efforts of the dozens of activists and supporters of the Forum who sincerely shared their ideas, contacts and inspired the Forum for new discoveries!

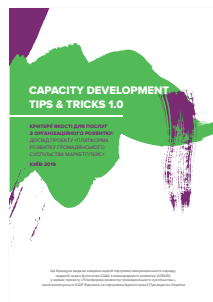


MEETINGS OF COMMUNITY OF PRACTITIONERS

The community of practitioners is an informal platform for collecting, distributing and sharing information, ideas and best practices. Meetings of the community of practitioners differ from the usual meetings because of their ultimate focus on practical, realistic and clear results. Meetings of community of practitioners are held to discuss specific issues, to work out algorithms for their solution, to collect advice, to receive guidance.

QUALITY STANDARDS FOR ORGANIZATIONAL DEVELOPMENT SERVICES

The community of practitioners-providers in the field of organizational development of CSOs met several times during 2019 to work together on developing guidelines for quality standards of services provided on the Marketplace Platform. As a result, a large amount of methodological material was developed: when organizations need organizational development services and what kind of services do they need, how to choose a provider, what steps should be taken by the provider in order to provide quality services, how should the code of ethics of the Marketplace Platform provider look like. Developed materials were included into the manual “Capacity Development Tips & Tricks”.



WHAT SHOULD A MODEL ORGANIZATION LOOK LIKE?

During 2019, the community of civil society development practitioners repeatedly met to reflect on the standards of professionalism of the sector. What should a model non-governmental (civic or charitable) organization look like? How should business or potential benefactors figure out if they are dealing with fraudsters or decent civic activists? How should one work in order to be heard by the authorities, supported by the community, funded by donors?



In cooperation with the Office of the OSCE Project Co-ordinator, we held regional discussions on this topic in 8 cities of Ukraine and plan to continue this work in 2020.

VERIFICATION OF PROVIDERS OF ORGANIZATIONAL DEVELOPMENT SERVICES

To ensure the high quality standards of services provided through the Marketplace Platform, in 2019 we have strengthened the system of mandatory verification for providers. The community of practitioners providing services on the Platform met in 2019 to develop a mechanism for this verification, to provide advice and their own vision of the process. Thanks to verification, every Marketplace user can now be confident in the quality of organizational development services!



LOCAL PLATFORMS FOR DIALOGUE AND COOPERATION

ISAR Ednannia has a long tradition of developing local platforms for dialogue and cooperation between local stakeholders. We invest in building an infrastructure for civil society, because we believe that it will help to achieve sustainable partnerships between businesses, local authorities and civil society. Such platforms may arise as a continuation of work of a local non-profit organization that becomes a resource center for other local organizations. This is how the Platform for interactions “Space” in Rivne, the NGO-HUB Civil Society Support Center in Vinnytsia or the “Intelligent Hub” in Sumy were created.

Another option is to organize regional forums. We have been convening them since 2015. In 2017, this experience took us to a new level of cooperation with the Kyiv city state administration — it commissioned us to organize the first Kyiv Forum of Civil Society Organizations. In 2019, the third Kyiv Forum continued this tradition.

KYIV FORUM OF CIVIL SOCIETY ORGANIZATIONS

For three years in a row, Kyiv Forum of Civil Society Organizations serves as an effective communication platform for establishing partner relations between Kyiv City Government and civil society organizations for implementing multi-sectoral projects and initiatives. Over 300 civil society organizations operating in the city of Kyiv for the benefit of the city community were selected as participants of the third Forum.

The executive director of ISAR Ednannia Volodymyr Sheyhus pointed out to the Forum participants that the event was held for the third time, which means that the idea of a platform where government, business and the public can share ideas and cooperate became popular in Kyiv.

Participants of the Forum took part in panel discussions and roundtables, in particular, on e-democracy, issues relating to the work of resource centers, and discussed opportunities for participation of civil society in solving the city's problems.

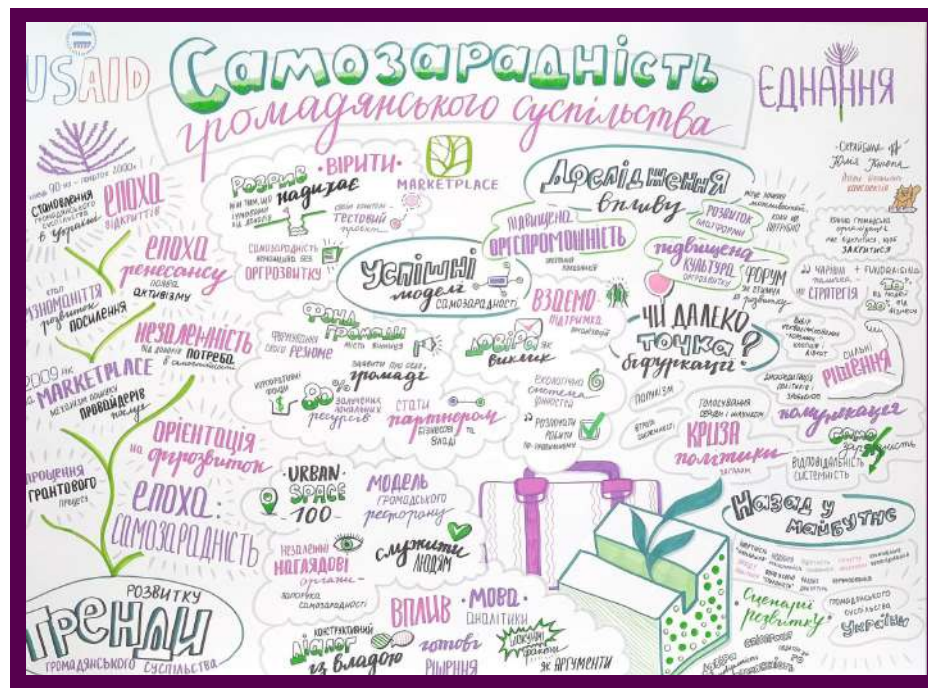


CONFERENCE “SELF-RELIANCE OF CIVIL SOCIETY”

In July 2019, more than 120 participants from all over Ukraine took part in the final conference of the Civil Society Development Platform project, funded by the United States Agency for International Development and implemented by ISAR Ednannia during 2014-2019.



All the accumulated experience related to the movement of civil society towards self-reliance was presented at the conference. Grantees of the Marketplace Platform shared success stories in the field of organizational development, as well as stories of change for the better, implemented in their organizations.



DEVELOPMENT AND CONSOLIDATION OF DEMOCRACY

We believe that the real consolidation of democracy in Ukraine requires everyone's participation. We need a united community to build a better state, to join our efforts for the good of our homeland. Civic and charitable organizations should help each citizen to feel their personal responsibility for the future. Consequently, it is not enough just to declare the need for democracy, we need to practice it every day, contributing to the common good of all Ukrainians.

We help to democratize the Ukrainian school, reform the local government and establish democratic cooperation between state authorities and CSOs. And we do this, believing that a successful Ukraine is possible only when each and every of its inhabitants will become a Citizen.

CAPACITY BUILDING FOR STATE AND LOCAL AUTHORITIES

State and local authorities can organize project competitions aiming to solve local or national problems. Each year, the state increases the volume of funding for grant competitions, and this also increases the need to acquire and improve skills for effective management and use of budget funds.





With the support of the OSCE Project Co-ordinator in Ukraine we held 8 regional training sessions in Ivano-Frankivsk, Lviv, Vinnytsia, Odesa, Kharkiv, Dnipro, Kramatorsk, and Kyiv, in order to improve the quality of these projects, as well as teach bureaucrats how to organize and conduct grant competitions. Conditions of these trainings required the collaborative participation of representatives of state and local

authorities and representatives of non-governmental organizations. After these trainings, the overwhelming majority of participating civil servants were ready to organize a grant competition in their community. 91% of training participants significantly improved their knowledge about the project approach and the organization of grant competitions for public funds.

REFORM OF SCHOOL EDUCATION

Training tools can be found at schools-for-democracy.org

In the Schools for Democracy program, ISAR Ednannia is responsible for developing online tools helping to build a democratic environment in schools, and for developing materials for online teacher education that will help to develop students' civic competencies.

In 2019, we continued to develop the program's website, which was launched in 2018: www.schools-for-democracy.org



A toolbox for teachers is a collection of exercises and materials for the development and assessment of civic competencies in various school subjects and in extracurricular and after-school programs. All the tools in the Toolbox were designed or modified by teachers-practitioners.

The cross-curricular map helps teachers to collaborate and plan cross-curricular links, helping to develop civic competences.

The Tool for Democratic Development of School helps to identify areas of educational process that can be

improved, plan for change, and monitor progress on a regular basis. Self-assessment is a kind of preparation for the institutional audit and contributes to the activation and functioning of bodies of public self-governance.

ALL-UKRAINIAN CONFERENCE OF “SCHOOLS FOR DEMOCRACY” PROJECT

The all-Ukrainian conference brought together practitioners and experts involved in the democratization of Ukrainian schooling. The conference was attended by almost 300 people: teachers and principals, students, parents and local community representatives, trainers of the Program network, partners, experts, guests and journalists. The participants were greeted by Deputy Minister of Education and Science Vadym Karandiy, Ambassador of Norway Ole T. Horpestad, Executive Director of the European Wergeland Center Ana Perona-Fjeldstad, Head of the State Service of Education Quality of Ukraine Ruslan Hurak.



More than fifty school teams from all regions of Ukraine presented the results of their projects aimed at democratizing the school environment. The conference presented the achievements of the Program over the past year, methodological findings and materials for teachers and principals, as well as online tools for the development of civic competencies. Traditionally, the fair of school projects “How to change the school?” turned out to be the most anticipated part of the conference. Of equal interest

were presentations of democratic changes in schools and of preliminary results that allowed to get a glimpse at school reform from the inside. Participants got acquainted with the work of colleagues, wrote down ideas and shared their own achievements in the Program. The guests were very interested in the presentation of online resources of the Program “Schools for Democracy”, which will allow any interested school team to use the innovative tools of democratization of school life.



IMPLEMENTATION OF BIGDATA TOOLS FOR MANAGING PUBLIC FINANCES

In 2018, “Open Budgets” started working in Chernivtsi, Vinnytsia, Poltava and Zhytomyr. This process is a part of the project “Integrated Urban Development in Ukraine”, which is being implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. ISAR Ednannia is a member of a consortium of organizations responsible for strengthening the financial capacity of cities, and we carried out financial monitoring of the work of executive committees of city councils. In 2019, this work continued with a study of the effectiveness of local budget programs and analysis of program-targeted budgeting, taking into consideration the goals of the concept of integrated city development.

The financial capacity of cities is important because it demonstrates decentralization of powers in the reform of local self-government. Consequently, Chernivtsi, Vinnytsia, Poltava and Zhytomyr, which joined the project, tested the concept of IT-based financial monitoring aimed at implementing the goals of the monitoring system of integrated urban development as a progressive complex practice of transparency of the program-target budgeting in terms of its expenditures. Experience of Kyiv served as an example: here, «Open Budget» online platform was implemented as a progressive transparency tool.



IMPROVEMENT OF THE BUDGET PROCESS DURING DECENTRALIZATION

As a result of the reform of inter-budget relations launched in 2015, the resources of local budgets have increased significantly. From 2017 onwards, local budgets are obliged to move to a new system of program-target budgeting aimed at increasing the efficiency of the budget sphere through increased transparency of the budget. Yet there are still problems with the implementation of the system at the local level, resulting in ineffective administration of budgets.

In 2018, ISAR Ednannia launched the implementation of the project “Administrations of the local budget in Donetsk and Luhansk oblasts”, aiming to improve the understanding among key

stakeholders and enable them to address the problems of the budget process at the local level.

The project continued in 2019: we selected and evaluated the budgets of ten amalgamated territorial communities in terms of their efficiency, transparency and adaptability to the requirements of citizens. The results of evaluation, as well as recommendations for improving the budget process, were communicated to stakeholders related to the communities participating in the project and to the general public. As a result, the understanding of the reform of inter-budget relations among local governments and civil society has significantly improved.



OUR INSTITUTIONAL DEVELOPMENT

In 2019, continuing our own traditions of constant self-improvement, we worked on the organizational development of ISAR Ednannia in the following key areas:

Review and update of policies and procedures:

- ✓ granting
- ✓ financial
- ✓ personnel
- ✓ behavior of employees in social networks
- ✓ procurement
- ✓ in the IT sphere
- ✓ accounting
- ✓ managerial
- ✓ property management

ADVANCED TRAINING OF PERSONNEL

Olga Nikolska, manager of the direction “Development of the culture of philanthropy”, participated in the Senior International Fellowship Program 2019 of the Center for Philanthropy and Civil Society at New York University. She conducted a study on “Community Foundation as a Leader in Community Stakeholder Dialogue in the Context of Decentralization Reform in Ukraine”, prepared a report on the results in Ukrainian and English and received a certificate.

Andriy Donets, program manager, improved his skills during training “Using digital awards to assess civic competences” organized by the badgecraft.eu platform developers and training “School development through mixed massive online courses” led by experts from the Center for Lifelong Learning (CLL), INN University, Lillehammer, Norway and Resource Center for teaching, learning and technology, UiT The Arctic University of Tromsø, Norway. Andriy also improved his skills in “Formative Assessment” as a co-trainer of the Council of Europe expert Pascale Mompoin-Gaillard, the head of “Learn to Change, Change to Learn” organization.

Natalie Klymova, communications and organizational development manager, took a short-term Instagram Intensive course at the Basilisk Practical School of Communications. Natalie participated in a study visit to the Netherlands and Spain, during which she studied the experience of implementing certification systems for non-profit organizations. Natalie also participated in the international conference “Joint Actions for Social Change” organized by Grantmakers East Forum.

Yuliya Teleshova, a grant manager, studied at the MA program “Management of Non-profit Organizations” at the Ukrainian Catholic University. Within the program, she studied the tools for measuring social capital and conducted a study of the level of social capital on the

example of the community where the community foundation operates. This work was based on the experience gained during a study visit to Poland, where together with Olena Gubar, an administrative advisor, Julia studied the experience of the Academy for Development of Philanthropy in Poland relating to the role of social capital in community development.

Alyona Hrashchenkova, Valentyna Dyomkina, Volodymyr Sheyhus, Iryna Razumova, Natalie Klymova, Olga Nikolska and Yuliya Teleshova completed the certification program “Training for trainers on facilitation” organized by ICA Ukraine.

STRENGTHENING THE TECHNICAL CAPACITIES OF THE GRANT SYSTEM

Creating, testing and fully launching the online grant application system is a unique experience for Ukraine. From the beginning to the end this event was made possible only because of the efforts of the ISAR Ednannia employees! Thanks to this system, our grantees do not need to prepare multiple-page documents in Word, worry about saving them, send many letters by mail — all of this can be done easily and simply right

in the window of the Internet browser! Here you can also consult the grant manager, find out about the decision of the Selection committee and download the grant agreement. A bonus — “Self-Assessment Tool for Organizational Development” — is also available online. In 2019, we continued our work on the development and renewal of the grant base and began developing a new module for online monitoring and reporting.



OUR BUDGET

TOTAL BUDGET IN 2019



USD 1 657 739

INCLUDING:

RECEIVED IN 2019



USD 1 285 098

CARRYOVER BALANCE FROM 2018



USD 372 642

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EXPENDITURES IN 2019



USD 1 300 427



ALLOCATION OF EXPENDITURES IN 2019 BY PROGRAM



22% "Ukraine Civil Society Sectoral Support Activity" funded by the United States Agency for International Development for the amount of USD283,576

19% Administration of small grants financed by the "Recovery and Peacebuilding" UN Programme for the amount of USD252,864

15% "School of community foundations" financed by the Charles Stewart Mott Foundation for the amount of USD199,827

14,5% "Platform of civil society development" funded by the United States Agency for International Development for the amount of USD186,959

9,5% "Marketplace Platform for ENGAGE" funded by the USAID/ENGAGE for the amount of USD126,752

9% Program "Schools for Democracy" funded by European Wergeland Center for the amount of USD109,084

7% "Capacity building of CSOs — national partners of UNHCR Ukraine" financed by UNHCR Ukraine for the amount of USD89,603

1,6% "Administration of local budgets in Donetsk and Luhansk" funded by the project "Strengthening public trust" (UCBI II) for the amount of USD21,301

0,7% "Popularization of the model of Youth Banks initiatives through the "Youth Worker Program" funded by the United Nations Development Program in Ukraine for the amount of USD8,896

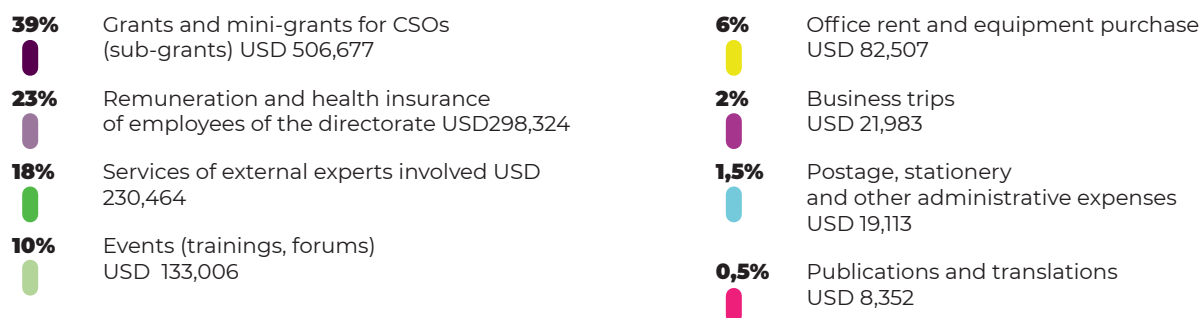
0,7% "Strengthening the Capacity of the Government of Ukraine and Civil Society Organizations to Cooperate Effectively" funded by the OSCE Project Co-ordinator in Ukraine for the amount of USD8,894

0,6% "Local solutions to global problems" funded by the Academy for the Development of Philanthropy in Poland for the amount of USD7,916

0,4% "Strengthening the capacity of national partner CSOs" funded by "Kvinna till Kvinna" for the amount of USD4,684

ALLOCATION OF EXPENDITURES IN 2019 BY ITEM

**TOTAL
EXPENDITURES
USD 1 300 427**



THANK YOU FOR INSPIRING COOPERATION IN 2019!



BACK TO THE FUTURE

ISAR

Founded in 1983, the Initiative for Social Action and Renewal in Eurasia (ISAR) is a nongovernmental organization that operates as an international association of NGOs. Our nine members—located in Baku, Azerbaijan; Minsk, Belarus; Almaty and Atyrau, Kazakhstan; Moscow, Novosibirsk and Vladivostok, Russia; Kiev, Ukraine; and Washington, DC—work together to build civil society, protect the environment and support local citizen initiatives. We share common values, including a belief in transparency, cooperation and mutual respect. These values guide ISAR members as we choose appropriate strategies to address the needs of the diverse communities we serve. ISAR is funded by public and private sources.

ISAR's mission is to strengthen the ability of citizens and social change organizations in Eurasia and their colleagues in the US to influence decision-making, advance social justice and promote environmentally sound stewardship of the earth and its resources.

In order to achieve this mission, ISAR brings to bear the resources and experiences of the global community to

- support citizen initiatives;
- acquire and disperse financial support for local grassroots projects;
- gather, publish and broadly disseminate information;
- provide consultation and technical assistance;
- offer training and educational programs, including organizational development and environmental education;
- initiate and support cooperation among NGOs;
- foster dialogue and constructive interaction among citizens, NGOs, business and government;
- research and analyze policies and issues relevant to NGOs;
- represent the interests of NGOs on the local, regional, national and international level.



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