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# HRLAW

**European Human Rights Law for Universities of Ukraine and Moldova / HRLAW**

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National Law University

## Plan for Sustainability



***Aim:*** This document is designed to structure the development process of the sustainability and financial plan at each partner organization. It should be used as a base for planning of the future development of the activities after the end of the period of eligibility of HRLAW project

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# 1. Introduction

## ***Purpose of this Plan***

This document is a blueprint for how HRLAW partnership will work to ensure the long-term sustainability of the positive effects for the university citizens and society partners.

Sustainability for each organization will depend from specific internal and external environment. That's why it's really important to have a plan for sustainable life of the HRLAW project.

There is no single formula or answer to the sustainability challenge. However, creating a written sustainability plan will provide a road map to guide you and your partners as you work on sustainability efforts. The process of creating a written sustainability plan can also strengthen HRLAW partners' buy-in and understanding of the efforts needed to keep HRLAW partners operating and improving. HRLAW consortia partners can use the plan to market its services / HRLAW-related projects to potential funders and other possible partners, and as a guide to support the ongoing management of the project.

A sustainability plan can help identify what resources are necessary to sustain your project, encourage the development of partnerships and support collaboration, and help define progress and the necessary action steps needed to ensure long-term success after the Erasmus+ HRLAW project ends.

## ***Defining "Sustainability"***

Sustainability is a measure of the partners country' organization (PCO) ability to fulfill its mission and serve its stakeholders over time. This document is designed for the PCOs, for which improved sustainability means broader sources of funding and an enhanced ability to deliver vital services to target groups.

There is a wealth of knowledge about the process of improving organizations' sustainability, built by the experiences of many people who have worked over many years to improve the sustainability of many different organizations. The main insight from this collective experience is that an organization's level of commitment to sustainability is the most important factor in its success. There must be full commitment to the process throughout the organization, from the board of directors through senior management and the entire staff. This is because sustainability is a process, not an end. An organization does not "become" sustainable and then rest on its success. Sustainability involves all the elements and functions of an organization, and every major decision made within the organization — from human resources to finances to service delivery — must be considered through the filter of sustainability.

The seven elements of sustainability are:

**VISION:** Clarity exists about fundamental issues such as what is being sustained, for how long, and at what level of activity; all partners in the initiative embrace the vision.

**RESULTS ORIENTATION:** The entire focus is on the success of the university and industry collaboration, as well as on the business activities of university citizens.

**STRATEGIC FINANCING ORIENTATION:** A long-term perspective is taken to financing activities, cultivating multiple diverse sources of revenue to maintain financing of the HRLAW at sufficient levels.

**BROAD BASED COMMUNITY SUPPORT:** Community members show solid support of the HRLAW and its activities through volunteerism, donations, cooperation and other forms of involvement.

**ABILITY TO ADAPT TO CHANGING CONDITIONS:** Flexibility is maintained to change strategies, services, systems etc. over time without losing sight of the end results sought.

**STRONG INTERNAL SYSTEMS:** Internal organizational functions – governance, finance, human resources, evaluation, and others – are reliable and effective.

**SUSTAINABILITY PLAN:** A written plan has been developed and agreed by the HRLAW members and university administration, and is used to guide actions to promote long-term sustainability.

## 2. Benefits map

Sustainability is based on benefits. That's why as the good practice the benefits map has been developed, where PCOs provide benefits for different groups involved. Those benefits should be provided here in accordance to each PCO specialization, region specifics, etc.

### Benefits map

No	Group	Benefits
<b>Individual Level</b>		
1.	Student	<ul style="list-style-type: none"> <li>- Increased number of solving conflict situations between teaching/admin staff and students;</li> <li>- Estimated by number of solved student cases and enquires, decreased number of conflict situations, statistics on plagiarism in student MA/MSc projects and PhD thesis.</li>   <li>- Professional, language and personal skills of programme graduates allow them successfully extend their career;</li> <li>- Estimated by number of top rate graduates from each PCU, number of graduates employed within their direct specialty during the first year after graduating, statistics from key law employers.</li> </ul>
2.	IDPs from occupied territories in UA and MD who are seeking for legal advice from local authorities	<ul style="list-style-type: none"> <li>- Key problems of IDPs which cannot be solved earlier, availability of well trained staff at local authorities who serve the IDPs requests, new ways to fix the generated problems;</li>   <li>- Estimated by List of new services, number of IDPs satisfied with provided legal services from local authorities, integrated statistics on IDPs.</li> </ul>
3.	University lecturers	<ul style="list-style-type: none"> <li>- Developed study programmes successfully integrated into study process of PCUs on constant basis;</li> <li>- Estimated by number of attendees of the new study program, number of positive feedbacks from students and teaching staff, official documents on course accreditation;</li>   <li>- New teaching methodologies and learning tools introduced into study process of PCUs;</li> <li>- Estimated by faculty and departmental reports, statistics on usage of new learning tools, availability of related literature with up-to-date practical cases.</li> </ul>

<b>Global Level</b>		
4.	University	<ul style="list-style-type: none"> <li>- Improved academic quality of HR studies in Ukraine and Moldova;</li> <li>- Estimated by Number of academic departments and their graduates; list of interviewed academic staff and graduates; statistic of usage of new curriculum and attendance for the new courses;</li> <li>- Increasing the university's level and status;</li> <li>- Development of an international knowledge transfer operation within PCU;</li> <li>- Strengthening of the international relations of the PCU;</li> <li>- Creation of international image of PCU;</li> <li>- Finding new financial sources;</li> <li>- Implementation of new courses at target departments</li> </ul>
6.	Region	<ul style="list-style-type: none"> <li>- Links between national legal authorities, NGOs and university systems in Ukraine and Moldova are be spanned</li> <li>- New job positions proposed by law sector for newcomers, joint publications, reports and joint events, approved state and regional laws which support different types of cooperation, systematized feedbacks from different actors.</li> </ul>
7.	Society	<ul style="list-style-type: none"> <li>- Links between national legal authorities, NGOs and university systems in UA and MD are be spanned;</li> <li>- New job positions proposed by law sector for newcomers, joint publications, reports and joint events, approved state and regional laws which support different types of cooperation, systematized feedbacks from different actors;</li> <li>- Estimated by number of law institutions benefited from the cooperation, reports and statistics on their employment results, number of successfully employed graduates per year, amount of budget assigned for cooperative initiatives.</li> </ul>

### 3. Vision and Desired Results

The two most fundamental elements of sustainability are Vision and a Results Orientation. Clarity is needed on key questions such as, exactly what are we trying to sustain? For what purpose – what do we seek to accomplish for university community and industry partners in the long run? This section of the plan addresses these fundamental questions.

#### ***Vision***

The vision statement and any other important descriptors of the vision for the GREENCI results sustainability is presented in this section

**Vision** of HRLAW project - to enable involved universities to face the challenges of dealing with Human Rights policies in accordance with EU and international standards through capacity and institutional building measures. To reach the described mission new case-oriented master and doctoral degree programme on Human Rights for Ukrainian and Moldovan universities will be introduced, offices of Student Student Ombudsman in all 7 partner universities will be established and Code of Academic Integrity will be started.

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Vision of HRLAW in PCU implemented by establishing Office of Student Ombudsman (OSO) – the primary mission of the OSO is to defend and promote the rights and legitimate interests of students of the PCU, within the university scope, through independent and confidential actions.

Examples of the Sustainability Vision

- “To be the one of the most important and indispensable university unit in order to supporting a broad scope of university citizens activities, during the whole life cycle. We actively seek to meet the changing technological, social, economic and environmental conditions, as part of the global effort to reduce their impact on the university”;
  - “To be the preferred (strategic business) partner for public and private sector entities within the technologically and innovatively sector, considered for its powerful and engaging sales performance development concepts that create opportunities for growth, both for the partners and for the organisation we are serving”.
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#### ***Desired Results & Strategies for Achieving Results***

*(Determine What You Want to Sustain)*

The results or outcomes to be achieved for HRLAW should be described here. Write out the results your HRLAW project member is trying to achieve after the life of the grant. Identify which activities will lead to desired results after the life of the grant. Other key questions to be addressed here are, for how long are we planning to sustain the strategies? At what level of activity or service? And what are the most important challenges which you expect during realization of those activities?

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When thinking about which, if any, of your present PCO activities you want to sustain, consider which ones should be sustained. It is important to first assess the success of current activities supported by grant. Is there a clear benefit to continuing the effort over a longer time period? What if the grant activities have not been effective? A training program with lower than anticipated placement rates, for example, may not be worth sustaining. A lesson learned from the project may be that it should not be sustained or replicated. What outcomes do you want to achieve in the future, and what activities are key to achieving them?

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№	Desired Result	Activities	Challenges	Time
1.	<b>Mission</b>			
	To become a strong university unit which solve the student problems and ensure their academic rights	<ul style="list-style-type: none"> <li>- Review student grievances which have not been resolved by the department or faculty;</li> <li>- Promote the rights and legitimate interests of students of the PCU;</li> <li>- Review and processing of students' complaints related to the actions or omissions of the university staff or services;</li> <li>- Making suggestions to university administration on issues relating to teaching or social work;</li> <li>- Piloting of the Code of Academic Integrity: <ul style="list-style-type: none"> <li>• Set minimum standards for academic student conduct</li> <li>• Define the rights of students charged with an academic disciplinary violation</li> <li>• List the procedures for resolving academic disciplinary matters</li> <li>• Provide guidance for academic disciplinary sanctions against cheating, fabrication, Assisting in or contributing to academic dishonesty, plagiarism.</li> </ul> </li> </ul>	<p>Low demand for OSO services from the side of university students due to lack of awareness;</p> <p>Difficulty in the implementation of services;</p> <p>Low level of communication with deans' offices and existing university units dealing with student rights (university student association).</p>	Continuously
	To have additional funds for supporting early stages of new projects for student exchanges	<ul style="list-style-type: none"> <li>- Conducting of workshops and trainings on writing grant proposals for student exchanges.</li> <li>- Consulting on writing grant proposals for European programs (Erasmus+, DAAD, Swedish Institute) for student exchanges, summer schools;</li> </ul>	<p>Low language skills;</p> <p>Insufficient elaboration of requirements for Grant application due to limited experience of OSO staff members.</p>	Continuously
2.	<b>Human resources</b>			
	To have regular core team (for example - 3 persons)	<p>Trainings for HRLAW OSO regular team.</p> <p>Preparing of trainings for additional staff.</p>	<p>Low level of interest of university staff,</p> <p>Workload from regular academic tasks</p>	Continuously
3.	<b>Sustainable development</b>			
	To increase awareness about HRLAW OSO offices	<ul style="list-style-type: none"> <li>- Massive information campaign though local university events, presentations, direct</li> </ul>	<p>Low communication skills of involved staff.</p> <p>Inconsistent informational politics.</p>	Continuously

		<p>communication with student body, deans' offices, student supervisors etc</p> <ul style="list-style-type: none"><li>- Build strong relationships with external student bodies universities, Ukrainian universities and associations.</li></ul>		
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## 4. Community Relationships

This portion of the plan addresses two essential elements of sustainability, the need to build and sustain broad-based community support and the importance of cultivating key champions both as leaders within the organization and as visible outside advocates.

### ***Building Community Support***

Strategies for building and sustaining broad-based community support should be described here. This can include inserting, or referencing, a public communications plan. All activities from dissemination plan connected to community building should be provided here.

Identify here up to five most important activities according to building community support:

- 1) Presentations at the Scientific Council, Faculty Councils;
- 2) Update of information about HRLAW activities at the official websites of PCOs;
- 3) Meetings and consultations with staff, students, representatives of public bodies, businesses and the city administration;
- 4) Leaflets and other printing products;
- 5) Promotion at social nets and networking;

### ***Strategic Partnerships***

With few exceptions, creating positive results for the community depends on the coordinated efforts of multiple organizations. Strategic partnerships, including ongoing collaborations, are therefore important to consider in a sustainability plan for HRLAW project.

This section should list the strategic partnerships that are important to achieving and sustaining the desired results, and then describe strategies to build and sustain strong strategic partnerships.

The strategic partners of HRLAW are to be identified. Identify to which area (strategic/operational/occasional or partners/financiers/customers/administrative guidance actors) they belong and place the notes in the respective rows of the table.

<b>Partners</b>	<b>Strategic</b>	<b>Operational</b>	<b>Occasional</b>
Partners & Associates	-	State Employment Service of Ukraine, Public and private employer, Ukrainian Student Association	Business Life, International and Ukrainian Universities
Financiers	Ministry of Education and Science of Ukraine	EU	Unions Associations
Internal Administrative, Guidance actors	Scientific Council, university Rectorate	Council of Young Scientists and Researchers	-

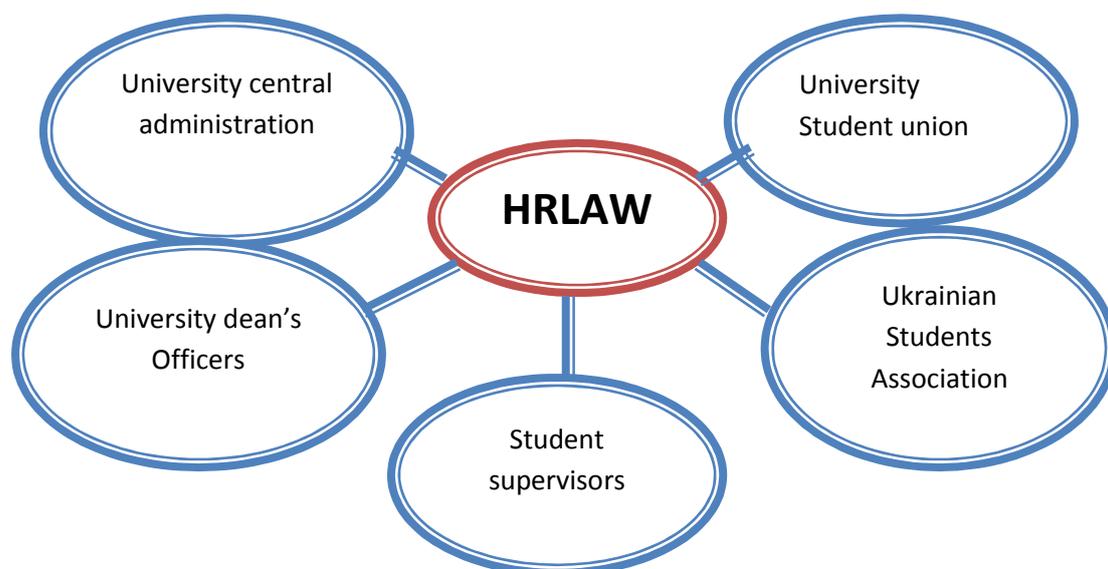
## 5. Internal Capacity Building

In order to be fully effective, the PCO must have strong internal (university level) systems to ensure that the necessary fiscal, personnel, evaluation and other internal capabilities are in place and functioning well. Closely related to strong internal systems is the importance of continually adapting to changing conditions so that emerging opportunities are seized and problems are proactively avoided where possible. This section of the plan defines priorities and strategies for how these two essential elements of sustainability will be addressed.

### **Internal Strengths and Capacity Building Priorities**

A summary of internal strengths and capacity building priorities for the PCO should be placed here, drawn from the PCO structure should be placed here. In this section the list of the key partner of the PCO should be described.

An example of scheme of interaction between university units and HRLAW project results is provided in order to show the importance of relationships and priority of interactions.



### **Strategies for Capacity Building**

Strategies for addressing the current internal capacity building priorities and ongoing future capacity building needs should be explained here.

For each university unit which has weak relationship with HRLAW but is important for future activities, provide activities which could increase significance of HRLAW for them.

No	University units	Activities for increasing significance of HRLAW deliverables	Goals
1	University central administration	- Introduce and disseminate new MA/MSc projects with relevant objectives tasks; - Interviews with successful young graduates; quality of updated teaching plans.	Improving of academic quality of Human Rights studies.
2	University dean's Officers	Continuous training of OSO staff members on actual problems and challenges in communication between faculty administration	Establishing sustainable mechanism for resolving conflict situations

		<p>and students;          Analysis of statistics of students' complaints related to the actions or omissions of the university staff or services;          Suggestions to university administration on issues relating to teaching or social work.</p>	<p>between university administration and student body.</p>
3	Student supervisors	<ul style="list-style-type: none"> <li>- Analysis of statistics of students' complaints related to the actions or omissions of the university staff or services;</li> <li>- Suggestions to faculty and departmental administration on issues relating to teaching or social work;</li> <li>- Guidance on conflict resolution and problem solving with students.</li> </ul>	<p>Establishing sustainable mechanism for resolving conflict situations between faculty and departmental administration and student body.</p>
4	University Student union	<ul style="list-style-type: none"> <li>- Setting minimum standards for academic student conduct;</li> <li>- Defining the rights of students charged with an academic disciplinary violation;</li> <li>- List the procedures for resolving academic disciplinary matters;</li> <li>- Providing guidance for academic disciplinary sanctions against cheating, fabrication, Assisting in or contributing to academic dishonesty, plagiarism.</li> </ul>	<p>Ensuring student rights at the university level by development and piloting of the Code of Academic Integrity.</p>
5	Ukrainian Students Association	<ul style="list-style-type: none"> <li>- Continues cooperation and exchange of best practices and cases with assigned staff members of Ukrainian student association.</li> </ul>	<p>To build strong and positive university image for external student bodies on national level .</p>

## 6. Strategic Financing

This portion of the plan defines how the PCO will ensure that it has sufficient financial resources in the years to come to achieve its goals. Financial strategies are defined for how costs will be managed as well as how revenue sources will be expanded and diversified over time.

This section should provide the strategy for the self-financing of the PCOs during one year after Erasmus+ HRLAW Project will be finished.

### **Resource Requirements**

This section should summarize the resources (services capacity, support resources, communication systems, etc.) that are needed to carry out the strategies described throughout all of the preceding sections of the plan.

This part is one of the most important in sustainability plan, here you should describe and evaluate all costs according to sustainable operation of HRLAW units. It should include cost of human resources, equipment, servicing of equipment and office, etc. If HRLAW unit has “free” resources (for example, provided by university) they also should be shown here.

#### Resource Requirements

<b>№</b>	<b>Resources</b>	<b>Annual costs</b>	<b>Description (if needed)</b>
<b>Staff</b>			
1.	Director / Student Ombudsman	2400 EUR	University staff dedication - 30%
2.	Manager	2200 EUR	University staff dedication - 30%
3.	Administrator	2200 EUR	University staff dedication - 30%
<b>Total staff costs</b>		<b>6800 EUR</b>	
<b>Equipment</b>			
1.	Consumables	150 EUR	Paper, stationery
<b>Total equipment costs</b>		<b>150 EUR</b>	
<b>Servicing</b>			
1.	Refueling of printers cartridges	20 EUR	Toner for HRLAW OSO services providing
<b>Total servicing costs</b>		<b>20 EUR</b>	
<b>Rent office</b>			
1.	Rent of office for OSO center	0 EUR	Provided by university
<b>Total office costs</b>		<b>0 EUR</b>	
<b>Total costs of HRLAW OSO operation</b>		<b>6970 EUR</b>	100% financed by university

## **Revenue Enhancement**

This section should contain a profile of future funding sources along with strategies for diversifying and sustaining future funding streams.

The identification of potential funding sources for sustaining of the HRLAW project is defined. This list should be updated regularly as unexpected events can happen at any time. Ask partners to suggest potential funding sources, especially those with whom they have first-hand experience.

Consider university, state, and local sources, including government and foundations, international funding.

Funds

<b>No</b>	<b>Level</b>	<b>Fund/Program name</b>	<b>Forecast of funds mobilization/resources</b>	<b>Deadline for application</b>
1.	University	-	Rent office, salaries for 3 staff members	-
2.	Local sources	Partner organization, national student bodies	400 EUR	-
3.	International	Horizon2020, Erasmus+,...	Relevant budget	Depending on the particular call for applications

## **HRLAW Funding maps**

As stated at the initial application, the component of financial sustainability includes the set of activities aimed on investigation of the funding potential available for Ukrainian and Moldavian offices (EU programmes, Swedish Institute Baltic Sea initiatives, DAAD etc.) – i.e. preparing of funding maps. Moldavian and Ukrainian project management staff will investigate the funding potential resulted in developing the funding maps to be submitted to the university decision makers and Steering Board for their consideration. KTH and TUT as the most experienced partners in fundraising options for different sectors will give their opinions and assist Ukrainian and Moldavian institutions in this process with their experiences. Funding maps will be reflected upon throughout the project lifecycle.

The MILESTONES for HRLAW funding maps are:

Funding maps and business plans which reflects the specific tasks and outputs of implementation of funding proposals; developed and submitted grant applications; positive decisions and feedbacks from funding agencies; signed contracts and agreements.

A three year (2016-2018) statistics on submitted external funding applications is provided at the table below:

<b>N</b>	<b>Funding agency</b>	<b>Project type</b>	<b>Project title</b>	<b>Status</b>
1	Swedish Institute Baltic Sea cooperation programme	Seed funding project	Implementing E-Governance in Baltic Sea Region for promoting Transparency and Preventing Corruption (2016-2017)	Contract signed, December 2016
2	Swedish Institute Baltic Sea cooperation programme	Seed funding project	Promoting Big Data in Baltic Sea Region for efficient Learning, Research	Contract signed, November 2017

			and Engineering (2017-2018)	
3	Swedish Institute Baltic Sea cooperation programme	Seed funding project	Building Green and Sustainable Computing as Innovation Driver for Baltic Countries	Submitted
4	Swedish Institute Baltic Sea cooperation programme	Seed funding project	Facilitating Internet of Things in Baltic Sea Region for Efficient R&D, Education and Networking	Submitted
5	EACEA	Erasmus+ KA2 CBHE	COMPETENCE BASED TEACHING IN UKRAINIAN HIGHER EDUCATION INSTITUTIONS	Submitted
6	EACEA	Erasmus+ KA2 CBHE	Development of education for environment	Submitted
7	EACEA	Erasmus+ KA2 CBHE	Implementing student-centered learning in BSc and MSc curriculum for STEM subjects	Submitted
8	EuropAid	Call reference: 155232 - European Instrument For Democracy and Human Rights (EIDHR): 2017 Global Call for Proposals Lot 4: Promoting and supporting the rights of persons with dis Call reference: 153923 - Support to Civil Society, Local Authorities and Human Rights in Ukraine Lot 1: Democratic reforms abilities	Business obligations to support people with disabilities: action plan for Eastern Partnership countries	Submitted
9	EuropAid		Digital Human Rights and Data Privacy Protection: Strategy for Ukraine	Submitted
10	Eastern Partnership Civil Society		Gender Equality	Submitted

	Forum		and Human Rights	
11	International Vysegrad Fund		Business intelligence and human rights: Ukrainian perspective and challenges	Contract signed
12	Danish Institute of Human Rights		Development of country report on rights of persons with disabilities	Contract signed

## 7. Turning Plans into Action

The preceding sections provide a comprehensive blueprint for sustaining positive community results. However, having a good plan is only the starting point; getting results requires that the plan be carried out diligently. This final section describes how HRLAW unit will implement the sustainability plan and make ongoing revisions to the sustainability plan as needed so that it remains a meaningful blueprint for years to come.

### **Implementation Plan**

This section provides a brief description of the implementation plan. Each PCO should make short term plan for implementation of the sustainability plan which could provide a first year sustainable operation of HRLAW OSO unit.

Activities for providing first and second year (after grant) sustainable operation.

No	Activity	Responsible person	Deadline
1.	Dissemination of information about HRLAW in the PCO and outside	Head of PCO / HRLAW OSO unit	Continuously
2.	Participation in the grant applications.	Head of PCO / HRLAW OSO unit	Continuously
3.	External training	Head of PCO / HRLAW OSO unit	June,2020
4.	Consultations with students, researchers, lawyers, etc.	Administrator& Business Manager	June,2020
5.	Promotion in social networks, participation in conferences and seminars.	Business Manager	June, 2020

### **Revising the Sustainability Plan**

It is important to be explicit about who has the responsibility to ensure that the plan is updated as needed; otherwise, there is a greater risk that the plan slowly becomes obsolete and stops being used.

How often the sustainability plan will be reviewed and updated: once a year.