

NADZEYA ZHUKAVA

Senior Consultant

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Nationality: Belgian

KEY QUALIFICATIONS

- ✓ **Monitoring, Evaluation, Accountability and Learning:** 19 ex-ante and ex-post M&E assignments, including global, multi-project and multi-country evaluations carried out to date (max. budget of a single evaluated project: EUR 15 million); ad hoc advice in development and management of internal MEAL / M&E systems.
- ✓ **Project & Grant Management and Capacity Building** – project management advice, assessments of grant proposals, project/risk management capacity assessments, trainings/mentoring on strategic planning; stakeholder relationship management; project design; M&E; reporting.
- ✓ **Strategic Fundraising Advice / Fundraising & Proposal Writing Capacity Building / Quality Control of project proposals & tender offers** for intergovernmental organisations, NGOs and private companies.
- ✓ **Targeted policy & context analysis and project formulation**, including sector and baseline studies, background reports, needs assessments, project identification and formulation.
- ✓ **Thematic specialisation:** human rights; gender equality & women's rights; migration (labour/irregular/forced), asylum & fight against trafficking in human beings; rule of law; civil society and local governance; other aspects of democracy building.
- ✓ **Wide geographical experience:** *Eastern Europe and Central Asia* (field and desk experience in Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, Russia, Ukraine, Belarus, Moldova, Armenia, Georgia, Azerbaijan, desk work on Turkmenistan); *Sub-Saharan Africa:* Djibouti, Ethiopia, Malawi, Senegal, South Africa, Tanzania; desk work on 15 other African countries as well as on *Asia* (India, Pakistan, Bangladesh, South-East Asia).

EDUCATION / TRAININGS (most relevant)

- MA in European Studies, College of Europe, Natolin, Poland; 1998-1999.
- BA in Public Administration and Management, European Humanities University, Minsk, Belarus and Institute of Political Sciences, Strasbourg, France; 1993-1998.
- Digital security, IPHR, 2022.
- Gender Mainstreaming (Gender Equality-Advanced Course), HREA, 2021.
- Monitoring & Evaluation in NGO Sector, HREA; 2016.
- Project Management, OSCE ODIHR, Warsaw, 2002.
- European Union Law, Policies and Institutions, Institute of Political Sciences of Lyon, France, 1997.

LANGUAGES

English / Russian / French / Polish fluent
Ukrainian advanced passive knowledge

Belarusian native
German intermediate

PROFESSIONAL EXPERIENCE (detailed)

ZhukConsult, Aachen, Germany
Senior Consultant / Owner / Director

10/2016 – present

Key assignments / contracts are presented below

External evaluation and monitoring of donor-funded projects:

- **Norwegian Helsinki Committee (NHC), Oslo, Norway;** Evaluation of the *NHC framework agreement for 2022-2024* funded by the Ministry of Foreign Affairs of Norway, incl. midterm evaluation of the programme in support of civil society in 11 countries of Eastern Europe, Russia and Central Asia (2023 - completed) as well as continuous assessment of NHC's results framework (2023-ongoing). Role: team leader.
- **International Partnership for Human Rights (IPHR), Brussels;** Final Evaluation of the EU-funded project '*Enhancing Cooperation and Dialogue between Civil Society and Government in the Area of Human Rights and Fundamental Freedoms in Tajikistan*' (2021). Role: senior evaluator (sole role).
- **European Commission (EC) DG INTPA** (former DEVCO) and **DG NEAR;** *Evaluation of the EU's External Action Support in the area of Migration 2008-2018* (2020); case studies on Moldova (*14 projects on migration, asylum and trafficking in human beings*); and the Eastern Partnership Panel on Migration, Mobility and Integrated Border Management. Role: senior evaluator.
- **Norwegian Helsinki Committee (NHC), Oslo;** Final evaluation of the Norwegian Foreign Ministry-funded programme '*Support to civil society in Eurasia*' (2020). Role: team leader.
- **EC DG INTPA** Result-Oriented Monitoring (ROM) of the following EU-funded projects:
 - '*Protecting children affected by migration in Southeast, South, and Central Asia*' implemented by UNICEF; significant focus on *trafficking in human beings* (2020);
 - '*Reinforcement of Professional Mobility in Western Africa*' implemented by Pôle Emploi, France (2018);
 - '*Pilot action on voluntary return and sustainable, community-based integration of migrants in South Africa, Malawi and Mozambique*' implemented by IOM (2019);
 - '*Technical Assistance for Migration and International Protection*' implemented by the Ministry of Interior of Turkey (2019);
 - *Tanzania's component* of three multi-country projects on *improving indigenous people's access to justice and social inclusion* (2019) implemented by ILO and IWGIA.
- **IPHR, Brussels;** Mid-term evaluation of the EU-funded project '*A Solidarity Initiative on Behalf of Human Rights Defenders in the Former Soviet Union*' (2018). Role: team leader.
- **IPHR, Brussels;** Final evaluation of the EU-funded project '*Coordinated civil society action to monitor the implementation of human rights obligations in Tajikistan*' (2019). Role: senior evaluator (sole role).
- **International Commission of Jurists (ICJ), Geneva;** *Mid-term evaluation of the EU-funded project 'Human Rights Law Training and Exchange to Improve National Justice Systems in Central Asia'* (2017). Role: team leader.

Project management / Strategic Organisational Development / Capacity Building:

- **International Development Law Organization (IDLO), International IDEA, International Partnership for Human Rights, Helsinki Foundation for Human Rights (HFHR), International Foundation for Electoral Systems (IFES), HealthRight International** (2018-present): *fundraising capacity assessments and strategic fundraising advice* in relation to EU funding; trainings on EU proposal development; *organisational assessments* and targeted advice on *organisational development, internal MEAL/M&E frameworks/systems, strategic planning, project management*.
- **IPHR, Brussels:** *comprehensive staff capacity building* on fundraising, proposal development, project management and M&E; *stakeholder management advisor* in an EU-funded project on criminal justice reform in Kyrgyzstan (2022); trainings and development of training modules / manuals on *strategic planning, fundraising and project design* for grassroots NGOs and civic activists from Central Asia (2022-current).
- **Norwegian Helsinki Committee, Oslo;** *NHC Vision Talks 2021* – external facilitation of organisation's strategy revision process and development of the new strategy for 2022-2024 (2021).
- **Eastern Partnership Civil Society Forum, Brussels;** *Call for Proposals for Re-granting 2018*. Selection Committee member and proposal evaluator in the Working Group on Democracy, Human Rights & Good Governance.

Research and analysis:

- **European External Action Service;** *Human Rights Policy Project - Studies of partner country progress in implementing seven core human rights conventions* (2021). Updated (and substantially rewrote, given fundamental changes in local contexts) reports on implementation of UN human rights conventions by Armenia & Kyrgyzstan (ICCPR, ICESCR, CEDAW, CRC, CERD, CAT, Genocide Convention). Role: senior human rights analyst.

Expert Assessment of grant (project) proposals for the donor (EU Delegations and the European Commission):

- **EU Delegation to Togo;** *2022 Call for Proposals (CfPs) under the CSO Thematic Programme*. Focus on freedom of assembly and association, gender equality and women's rights. Max. amount of each EU grant: *EUR 950,000*.
- **European Commission, Service for Foreign Policy Instruments (FPI);** *2019 CfPs "Support to civil society actors in preventing radicalisation in South Asia"*. Max. amount of each EU grant: *EUR 550,000*.
- **EU Delegation to the Russian Federation;** *2019 CfPs under the EU CSO Thematic Programme*. Focus on gender equality and empowerment of women; protection of minorities, victims of domestic violence, persons with disabilities, indigenous people and children. Max. amount of each EU grant: *EUR 700,000*.
- **European Commission DG INTPA (DEVCO);** *2017 EIDHR Global CfPs*. Focus on human rights defenders; children's rights; socio-economic rights; enforced disappearances. Max. amount of each EU grant: *EUR 1 Million*.
- **European Commission DG INTPA (DEVCO);** *2016 EIDHR Global CfPs*. Focus on women's human rights defenders; fight against gender-based violence and caste-based discrimination. Max. amount of each EU grant: *EUR 1 Million*.

International Consulting Expertise / East West Consulting, Brussels**2009-2016****Project Manager**

Prepared tender proposals and managed awarded EU-funded human rights, rule of law and CSO support projects in francophone and anglophone Africa, Eastern Europe and Asia. Additionally, provided ad hoc expert input as below:

- **EU Delegation to Belarus;** *Evaluation of EU Assistance to Belarus in 2005-2013 and Sector Study in the field of Migration, Anti-Trafficking and Asylum:* took part in evaluation of 15 EU-funded projects in the field of migration, anti-trafficking and asylum, implemented by UNHCR, UNICEF, IOM, ICMPD, ECRE and Belarusian government agencies; personally responsible for a comprehensive sector study, including analysis of relevant legislation and statistical data.
- **EU Delegation to Djibouti and IGAD;** *Result-oriented monitoring of the Regional Political Integration and Human Security Support Programme,* jointly implemented by African regional intergovernmental organisations.
- **European Consultants Organisation (ECO3),** EU-funded Programme *"Increasing Non-State Actors' Implementation and Development Expertise in Nigeria"*: assessed project proposals for small and large grants received from Nigerian CSOs. Focus on socio-economic rights, migration, gender equality and women's rights.

Freelance Consultant in International Affairs, London, UK**2007-2009**

Key assignments:

- **Ministry of Foreign Affairs of France;** prepared a *policy paper on Kazakhstan* related to the state of internal politics, power circles, general business climate and human rights situation.
- **Consortium of universities / private clients;** prepared a *research paper "Current status of Chinese migration into the Russia's Far East Region"*.

OSCE Office for Democratic Institutions and Human Rights, Warsaw, Poland**2000-2006****Freedom of Movement/ Migration Officer**

Monitored the respect by OSCE participating States of their international human rights obligations in the field of migration & freedom of movement as well as fight against trafficking in human beings, including managing or assisting in management of technical assistance projects implemented in the OSCE 'target' region. Organised and attended migration-related events; maintained regular contacts with OSCE participating States' government officials, NGOs and other stakeholders. Carried out numerous short-term field expert missions to the target region for needs assessment, advocacy and project management purposes.

OSCE ODIHR project experience in various roles (selected examples):

Technical Assistance to Demilitarisation of the Border Service of Azerbaijan co-funded by the German government; *Freedom to choose one's residence - Assistance to reform of the Soviet-era propiska system (Belarus and Ukraine)* co-funded by the EU; *Kazakhstan as the destination country for labour migrants* co-funded by CIDA; *Human Rights and Anti Trafficking Training for Border Guards in Kyrgyzstan* co-funded by the US government; *Training course on Migration, Asylum and Human Rights for the Russia's Law Institutes of the Ministry of the Interior* co-funded by CIDA; *Introduction of UN Guiding Principles on Internal Displacement in Armenia, Azerbaijan and Georgia* co-funded by US government.

Belarusian Helsinki Committee, Minsk, Belarus**1996-1998****Head of Public Observation Unit**

Established the Observation Unit; recruited volunteers to serve as human rights observers during public demonstrations and as public defenders during court hearings. Trained and supervised the work of around 100 volunteers from all over the country. Prepared or contributed to analytical reports, organised public events on human rights issues.