**Project Title**: Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support)

**Project Number**:129595

**Implementing Partner**:UNDP (Direct implementation modality)

**Start Date:** 01.01.2021 **End Date:** 31.12.2023 **PAC Meeting date:** 15.12.2020

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| **Brief Description** |
| *The Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) Project builds on many years of UNDP Ukraine's experience in two tracks: administrative service reform and re-engineering and digitalisation of processes in public administration (including through participatory methods of citizen and expert engagement).*  *Ukraine has entered 2020 with what the Government hails as a new era for digitalised experiences of interacting with the state – the "Diia" complex of digital solutions under the auspices of "Your State in Your Smartphone" vision.*  *Within the DIA Support Project, UNDP will assist its government counterparts, first and foremost the Ministry of Digital Transformation (MDT) to select at least two complexes of services that representatives of vulnerable groups face in life situations to enable the delivery of digitalised or digitally-enhanced, mobile-based services. MDT, its system of chief digital transformation officers and sister agencies in the Government and Parliament will also gain an in-depth understanding of approaches to Human Rights Based Approach in crafting Public Services for citizen-clients, as experiences of Ombudsperson Offices in Europe will be brought and adapted to the Ukrainian environment.*  *The Project will also work proactively with citizen-clients to enhance their digital skills and buy-in for solutions offered through new technology.* |

**Contributing Outcome**: UNDAF OUTCOME: 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services

**Indicative Output(s) with gender marker**: Output 1.1. Regional and local authorities have scaled-up knowledge and skills to engage communities in planning, coordination, delivery and monitoring of public services provision – GEN2

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| **Total resources required:** | USD 4,489,338.00 (subject to changes in UN rate) | |
| **Total resources allocated:** |  | |
| **UNDP TRAC:** |  |
| **Donor:** | USD 4,489,338.00 |
| **Government:** |  |
| **In-Kind:** |  |
| **Unfunded:** |  | |

Agreed by (signatures):

|  |  |  |
| --- | --- | --- |
| Ministry of Foreign Affairs of Sweden | Ministry of Digital Transformation of Ukraine | UNDP Ukraine |
| Print Name: | Print Name: | Print Name: |
| Date: | Date: | Date: |

# Development Challenge

Ukraine's elections of 2019 have brought about a previously unseen power vertical and concentration of governance levers with one political force. Expectations from the President and his ruling party continue to be high and consistently include resolution of the conflict in the east of Ukraine, more resolute action against corruption, an increase in economic outputs and production, and an improved standard of living. While Ukraine's governance reform agenda has seen radical change between late 2013 and 2020, one premise has remained consistent. Previous and current administrations have been keen on offering digital (including mobile-based) solutions as the means to reduce direct contacts between citizens and authorities. One of the stable traits has also been the 'everyone sees everything' model of digital transparency and data disclosure, thus, reducing the overall level of corruption at all levels. The post-Maidan government took a significant step in this regard by launching the State Agency for Electronic Governance of Ukraine in the summer of 2014. Later, in 2019, the Agency morphed into the Ministry of Digital Transformation of Ukraine with a broader mandate. Cabinet of Ministers programs shaped by both Honcharuk and Shmyhal Governments have made particular emphasis on digital transformations. Notably, both programs have emphasised almost identical priorities for this subject matter area: development of high-speed internet infrastructure as the foundation, rapidly expanding the number and thematic scope of public services offered to citizen-clients, boosting digital skills across the nation and building Ukraine's digital economy.

In retrospect, over the last decade, Ukraine has made significant strides in digitalising the state and its functions. National legislation incorporated the open data notion in 2012 (with UNDP leadership and support). Ukraine's digital model for public procurement (ProZorro) has consistently been receiving world awards. The national interoperability system for state registries (Trembita) was successfully launched and certified for operation. In addition to digital identification through electronic signatures, Ukraine's mobile operators have offered the MobileID technology to their clients. Most recently, the Government-launched 'Diia’ mobile application has embodied the newest trends of digitalisation for citizens. Also, with the fluid situation of state-wide quarantine measures, ‘Diia’ will likely see increased demand as it launches more Public Services that allow citizens to deal with authorities while avoiding queues and human contact throughout the COVID-19 pandemic.

While the narrative that surrounds digitalisation and citizen services through mobile has been mostly positive, there are at least four foundational challenges. These challenges include *cybersecurity* and vulnerabilities that come with a more connected world, higher-level *policy ambiguity* in Ukraine related to centralised and decentralised models of service delivery, a weak domestic tradition of *business-process re-engineering*, and the emergence of *social divides, including gender technology gap,* stimulated by digital state innovations.

**Essential cybersecurity**. The latest developments, both in-country and abroad, offer cautionary tales for enthusiasts of ‘digital by default’ solutions. The 2017 infestations of ‘Petya.A’ and ‘NotPetya’ computer viruses are amongst the most severe hacker attacks in the world to this day[[1]](#footnote-2). Massive leakage of voter data due to a breach in a mobile phone voter registration app in Israel at the beginning of 2020 demonstrated that personal data is quite vulnerable and can become publicly available.[[2]](#footnote-3) On a much smaller scale, as recently as January 2020, Ukraine’s government job portal <https://career.gov.ua/> failed to provide security to data of candidates who applied to government vacancies and allowed this Personally Identifiable Information (PII) to be downloaded and shared freely for several hours[[3]](#footnote-4). Latest developments with the spread of PII through anonymous Telegram bots in May 2020 are another example.[[4]](#footnote-5) With time going by, and in a situation of continued armed conflict in eastern Ukraine, digital breaches and cyberwarfare will be more widespread, potentially increasingly debilitating consequences to the country’s governance. Moreover, the Internet and its mobile platforms have become an instrument used for online abuse and gender-based violence, often involving threats of sexual and physical violence, harassment, stalking, hate speech or other cybercrime targeting women, especially those of specific ethnic groups, sexual orientation, economic status, and with disabilities.

**Decentralisation versus central-level solutions**. A different dimension of the digitalisation challenge that is characteristic of Ukraine relates to the country’s size and complexity of providing unified solutions across the board. Ukraine’s regions have unequal access to high-quality telecommunications networks. Some regional authorities and local governments have, over the years, decided not to wait for the central Government to provide them with solutions (either software or hardware) and proceeded to build their custom-made digital systems for service delivery. A case in point is the Poltava region medical information system (MIS) “Kashtan” that was developed back in 2008 and became a prototype for many of today’s MIS’s currently connected to the eHealth System Central Database ran by the National Health Service of Ukraine (NHSU). At the same time, the patchwork of Ukrainian regional digital solutions fails to cover the entire country even more or less evenly. Mobile phone network coverage is growing but not yet at the rate to ensure problem-free access to Public Services, even if they are available and ready for use in other communities. The ‘self-made’ digital solutions at the local level are, most of the time, incompatible with one another. The versatility of programming languages used (some of them already obsolete) makes maintenance and security of such systems burdensome. One reason that allows this situation to perpetuate is a policy clash between Ukraine’s continued trend for decentralisation and the centripetal force of digitalised standardisation. It also becomes increasingly evident that centralisation of the 300+ state registers with MDT is infeasible, and some middle-ground model will have to appear to deliver on the government commitments to citizen-clients and businesses.

**Business-processes re-configured.** A different, but an inherently policy-linked issue is that Ukraine has not yet entirely accepted the notion of service business-process re-engineering. Thus, often, digital transformation policies are limited only to digitisation and seen as a process to *fully replicate the existing paper-based bureaucratic routine* through a digitised document-flow and substitution of handwritten signatures with digital ones. In other cases, policymakers try to simplify the procedures or even try to remove services that are non-essential or burdensome. Increasingly, the ‘regulatory guillotine’ principle in offering digital citizen-oriented services should become the rule, before considering the ways to render a service online. Different needs of all citizens – women, men, girls, and boys from various groups, especially the most disadvantaged and vulnerable – should be at the core of service delivery, recognising the social inequalities impacting women’s and men’s lives. This trend is still in its nascent form while picking up speed.

Another somewhat related issue is that one of service duplication or close kinship. In a glaring example of SME closure, a private entrepreneur up until recently could declare one’s private enterprise closed online. A registrar of the Ministry of Justice would mark the private enterprise “terminated”. At the same time, the second required step would be for the person to show up *in-person* at the tax office that (s)he is registered with (according to the stamp in their passport that marks territorial registration). There, the entrepreneur would have to submit similar paper-based forms to the tax inspector, only to find out some pending fees or fines were due to close the enterprise.

**New divides emerge.** Lastly, it is now a globally-recognised vision that digitalisation of citizen services seems an equalising force only at the surface. Digitalisation without proper attention to filling the digital divides (linked to sex, age, skills, and economic status – amongst others) is breeding new inequalities while eliminating old ones, especially in middle-income countries. Even a seemingly simple situation with a mobile app for smartphones should beg additional questions, such as “Do the citizen-clients have a smartphone as opposed to a mobile phone with keys?”, “Is the app compatible with older (and cheaper) smartphone versions or are we programming for the latest (and more expensive) models?”, “Do the citizen-clients have the skills to operate the app menus and are they able to access it if they have visual or hearing disabilities?”, “Do women and men, girls and boys have different experiences in access to and usage of digital tools and how it affects their lives?” and finally “Are we not disenfranchising the poorest and most vulnerable by channelling everyone to mobile-based applications?”. One approach that has not thoroughly stricken root in Ukrainian policy-making, including for citizen service digitalisation, at both policy-design and policy-implementation stages is the human rights lens – the Human Rights Based Approach and gender mainstreaming in the digital realm.

These **four challenges** combined are essential to the new governance cycle that began in Ukraine with the completion of the double-election cycle at the end of summer 2019. Throughout his election campaign, the President-to-be announced his ambitious agenda of “Your State in Your Smartphone.” Following this trend, the Programme of the Cabinet of Ministers of Ukraine has come to contain at least two relevant goals that relate to the growth of digital citizen services and the ability of the citizens to enjoy these. Goal 14.1 prioritises digitisation of all public services for Ukrainians. Goal 14.3 states that over 6 million citizens ought to be covered by the state digital skills programme.

Furthermore, the digitalisation of services is an essential pillar for other ministries, including the Ministry of Social Policy, the Ministry of Health, the Ministry for Reintegration of Temporarily Occupied Territories, Ministry of Veterans’ Affairs and others. The current Government programme emphasises digitalisation and development of “over the mobile phone” technology as a powerful tool for delivering higher-quality public services based on principles of non-discrimination, equal rights, and less corruption. Furthermore, in the disruptive situation surrounding the COVID-19 pandemic globally, one of Ukraine’s policy approaches will shift towards more digitalisation (and fewer person-to-person contacts) where possible.[[5]](#footnote-6)

Globally, digitalisation of citizen-oriented services and development of mobile-based solutions in an inclusive and integrated manner addressing the new emerging inequalities to leave no one behind is within the purview of several SDGs. As the development of mobile-based Public Services works to improve governance and reduce corruption, it contributes to building effective, accountable, and inclusive institutions that respond to the different needs of women and men from various groups and, when implemented in the judiciary sector, works to improve access to justice for everyone leaving no one behind. The SDG 9 “Industry, Innovation, and Infrastructure” foresees increasing access to information and communications technology as a subset goal, which in the Ukrainian context translates into widening access to digitalised and mobile-based Public Services outside of major cities and in areas that are least benefiting from modern telecom technology (including at least 3G mobile internet). Yet another aspect is mirrored in SDG 4 on Quality Education, whereby lifelong learning opportunities for all need to become a reality. In the Ukrainian context of ‘Your State in Your Smartphone,’ this essentially means development and massive rollout of accessible and appealing awareness-raising and citizen education tools that would help bridge the digital skills gaps between generations and women and men from different social groups. Finally, as data below will demonstrate, digitalisation in certain aspects may have an impact on SDG 5 of Gender Equality, which aims to achieve gender equality and empower all women and girls, as, unfortunately, the gender equality situation receives little attention in the ambitious national reform agenda of Ukraine nowadays.

As such, Ukraine’s current socio-economic context may prompt a better focus for the solutions that UNDP can bring about and help link the assistance to groups that face multiple discrimination. Thus, for instance, IDP women who are already of pension age or are approaching it are impacted by numerous disadvantageous factors. With over 1.4 million registered IDPs,[[6]](#footnote-7) about 2/3 are elderly; 2/3 of them are women, and 1 in 10 is a child. Rural women are another particularly vulnerable group: 48% do not have access to local medical services, 36% do not participate in decision-making in their communities, and 67% cannot access the Internet from home.[[7]](#footnote-8) Generally, the groups who tend to be left behind include (to varying degrees): women and men living below the poverty line, elderly populations, women and men with disabilities, rural women, youth living in the conflict-affected areas, ethnic minorities, particularly Roma, and IDPs. Proper digital solutions for such vulnerable groups are likely going to be different from the ones designed for middle-income city professionals – the current trend favoured by the new government team up until now.

# Strategy

The intended Outcome of the **UNDP DIA Support Project** is *that women and men, especially those who belong to vulnerable groups, have improved quality access to digital administrative and social services.*

The Outcome rests on three Outputs outlined in more detail in the next sections and is rooted in relevant assumptions and theories of change.

* **Output 1: Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles;**

UNDP assumes that a more inclusive and gender-responsive approach to the design and implementation of the digitalisation policy is needed to meet the expectations of women and men-clients from different groups. This approach embodies the ‘nothing for us without us’ principle. It foresees extensive target group consultations at all stages of the policy cycle, including the design of the ‘look and feel’ of an electronic service or the way that the user story in “Diia” feels. A shift in the current Government’s paradigm may be possible if proper advocacy efforts are in place, and if HRBA and gender mainstreaming principles become part of the everyday practices of approaching the process of digitisation. Furthermore, in the policy dimension, Ukraine ought to make a strategic determination about the direction that its citizen service digitalisation policy is going to take[[8]](#footnote-9). Thus, the state has to decide how it will strike a balance between centrally-provided services through IT architectures handled by Ministries and their subsidiary State-Owned Enterprises versus regionally-bound solutions owned by oblasts, municipalities or even amalgamated territorial communities.

Therefore, a theory of change for this project’s pillar (“Norm-Shaping”) could be as follows: ***if*** the government institutions are approached with effective advocacy and usable tools to incorporate HRBA and gender mainstreaming principles into the standard operational procedures for digitalisation of public services, ***then*** Ukraine will see a higher quality of electronic and mobile-based citizen-oriented services that respond to the different needs of women and men from various groups ***because*** the government institutions will internalise new approaches to digitalisation *not* as externally-imposed processes but as means to get better credit and popularity with the citizen-clients leaving no one behind.

* **Output 2 – Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner;**

UNDP realises that no amount of theoretical knowledge or policy advocacy is going to match the practical experience of developing an innovative but scalable solution designed through a different process than usual. It is, therefore, essential that both the Government counterparts and electronic service client groups can co-create several solutions and can see them go live. For such solutions to be effective, embedded cybersecurity protections must be incorporated from day one, and all Ukrainian regulations on required software testing and security certification ought to be observed and well-documented.

A theory of change for this pillar (“Acting”) could rest on the following premise: ***if*** the authorities see that the principles laid out in the HRBA and gender mainstreaming approach to digitalisation are practically implementable (exemplified in one or two new digital services rather than theoretical constructs) and generate positive feedback and approval from the citizen-client groups, ***then*** the authorities will be more likely to continue applying this approach while working on other services ***because*** they will see that the proposed principles generate positive results and popularity.

* **Output 3 – Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs.**

UNDP recognises that the process of service digitalisation for vulnerable groups / disadvantaged populations will be more complicated than for urban, tech-savvy audiences. One crucial aspect is the necessity to close knowledge, trust and skill gaps with the target citizen groups to get them to modify behaviours and begin the use of the new services through channels previously unknown to them. This aspect includes both knowledge of information technology (not necessarily smartphone- or PC-based) and enough trust to these channels so that the digitally-transformed services are used without apprehension by women and men from different groups.

Throughout the flow of the project, it will be critical to work not only with the supply side of the digital services (for instance, improved state policies and implementation thereof, embodied as concrete digitalised service packages around life situations). The demand side of the process includes three essential aspects so that the system can function correctly. Firstly, there is the willingness of the citizen-clients to resort to digital or mobile-based services as opposed to more familiar paper-based means – starting with awareness of the alternative. Secondly, the citizen-clients ought to have the skills to navigate through the prescribed user experience successfully and to be able to utilise available FAQ[[9]](#footnote-10) and ‘help’ mechanisms that support the services (for instance, ability to launch a query into a Facebook support chat on a mobile device may be a challenge in itself for many). Thirdly, the state has to offer this high-quality user-assistance service in a way that is convenient and helpful for women and men, and through their preferred communications channel.

If extrapolated to a theory of change statement, this project pillar (“Confidence-Building”) could look like this: ***if*** the demand-side of the process (citizen-customers) is approached with targeted communication, feels inclusivity, and knows that it will be supported in efforts to use the new digitally-transformed and mobile-based systems, ***then*** women and men will use new services more and with higher levels of satisfaction, ***because*** they will feel more confident in their skills, throughout interactions with the authorities, and will enjoy the support (hotline or in-person) that is given to them to use the new services.

In the current environment that is both fluid and susceptible to shocks (public-health-related, economic, and governance), the project will continuously re-evaluate the validity of its theories of change and adapt them to new emerging risks and circumstances.

# Results and Partnerships

***Expected Results***

UNDP will structure its work through three Outputs initiative with a cross-cutting communications element that underlies all other interventions.

* **Output 1 – Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles;**

UNDP will work at three levels:

* with core decision-making bodies for designing the digitalisation policy (the Ministry of Digital Transformation (MDT) and its namesake Parliamentary Committee as well as the system of Chief Digital Transformation Officers (CDTOs));
* through the National Agency for Civil Service (NACS) and its subsidiary institution, Ukrainian School of Governance (USG) with a focus on dedicated Ministries (such as Ministry of Social Policy, Ministry of Health, Ministry of Veterans’ Affairs, Temporarily Occupied Territories and IDPs);
* agencies that implement the re-designed digital and mobile-based services (State-Owned Enterprise (SOE) ‘Diia,’ ‘Natsionalni Informatsiyni Systemy,’ (NAIS) and other entities that do development of software for the state) and the Centres for Administrative Service Provision (CASPs) that deliver the digitally-enhanced services to citizen-clients on a daily basis.

UNDP will develop capacities of the MDT, the Parliamentary Committee and the CDTO network on strategic planning, participatory policy-cycle, HRBA and gender mainstreaming for public policy, and policy impact analysis, thereby strengthening their capacity to generate a more inclusive policy that guides digitalisation of public services (design of online and mobile-based services). This will be ensured through a comprehensive training programme that will include designing the training materials tailored to the needs of the partner institutions, experience exchange, and capacity development training to ensure participatory decisions on the re-engineering of the business-processes behind Public Services.

To make sure that international cooperation and assistance efforts in the area of digital transformation are well-coordinated, UNDP will work to help MDT steer the so-called “third tier” of the new, Government-wide system for development partner (donor) coordination under the Prime-Minister’s Office. UNDP will work with the Ministry to make sure that the relevant Sectoral Working Group functions well, ensures a proper level of information exchange and duplication overlap. UNDP will work with the Ministry to develop the thematic common results framework and set up mechanisms for regular tracking and progress update.

With NACS and USG, UNDP will work to enhance capacities of the civil servants of the selected Ministries (such as Ministry of Social Policy, Ministry of Health, Ministry of Veterans’ Affairs, Temporarily Occupied Territories and IDPs) in implementing the digital transformation strategy by transforming their services into online formats. For this, the interactive online courses will be designed and tested in Year 1 and then launched widely in Year 2 to reach maximum coverage of civil servants.

At a different level, UNDP will work with the state-owned enterprises dealing with the implementation of the re-designed services (such as “Diia” and “NAIS”). This work will focus on enhancing the technical design of the citizen-oriented services through UI / UX[[10]](#footnote-11) approaches and other practical elements of creating useable and enjoyable digital experiences for women and men of different ages, and with disabilities (such as visual or hearing impairments, for instance), etc. UNDP will mobilise its network of policy design hubs globally (with the potential first choice being the PulseLab Jakarta) to exchange practical experience of citizen-oriented UI / UX design.

Besides, in coordination with U-LEAD and other relevant actors, the project will work with the staff of CASPs (so-called ‘Diia’ Centres) that need to understand both the basics of digitalised service provision and customer service management built in a gender-responsive way.

In all of the activities under Output 1, UNDP will cooperate with the Office of the Ombudsperson of Ukraine and will involve representatives of National Human Rights Institutions of the Nordic countries for exchanging experiences on incorporating HRBA and gender mainstreaming into digitalised service delivery as well as personal data protection and other sensitive areas linked to digital solutions in governance.

Finally, the project will remain open to assisting its Government partners with ad-hoc / fast-response requests for digitalisation policy measures that may emerge as linked to the current COVID-19 epidemic or other social and humanitarian needs. UNDP will make sure that such assistance, while delivered promptly and flexibly, never loses focus of human rights considerations, and is respectful to views and beliefs of the policy-impacted population clusters.

* **Output 2 – Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner;**

UNDP will deliver at least two large-scale packages of re-engineered and digitalised services with a focus on women and men with multiple vulnerabilities. Priority will be given to producing mobile-based services that would fit into the “Diia” application. Throughout the project inception phase, UNDP will work with Ukraine’s state bodies to determine which service packages targeted at groups with multiple vulnerabilities would be most on demand. Examples of such service packages could be linked to re-location from temporarily occupied territories (registration as IDP, registration to receive pension on Government-Controlled Areas) or obtainment of a status of a combatant as a result of the ongoing armed conflict in the east. Given the latest data on the vulnerability of older population groups to the COVID-19 virus, and, therefore, greater need for social distancing, the project may receive a request to concentrate on reducing risks for the elderly through digital transformations.

After reaching an agreement with the government (MDT and line Ministries and agencies), UNDP will communicate to other technical assistance projects that could have developed elements of the intended service package before (to avoid double-funding). Also, UNDP will make sure that the service packages cover the majority if not all aspects of a given life situation. This means that digitalisation of one package would involve working with multiple government agencies that are part of a solution for life situations faced by vulnerable groups.

Under this Output, UNDP will work closely with MDT, line Ministries and state agencies to map out existing paper-based or partially digitalised service business-processes. UNDP will then re-design the client journey maps and make suggestions on optimizing the existing processes. The next step would involve working with women and men-customers to determine the desired parameters of the service, including the service form-factor (mobile, PC, ‘interactive stand’ akin to the ones used by Ukrainian banks or financial companies) and other parameters. While priority will, as said, be given to the “Diia”-based mobile experience, there could be a need for additional interfaces for special considerations, given the vulnerable groups as clients.

After this, UNDP will design Terms of Reference for software and procure software development services. UNDP will make sure that the vendors develop all required documentation for the software, as per Ukrainian regulations, and that the software passes through required official testing. The software will also be tested with the representatives of citizen client groups to include women’s and men’s feedback ‘on the go’ and make corrections before releasing the service into full-scale production mode.

Importantly, to ensure full national ownership, UNDP will commit to funding the software development works, certify the software under Ukraine’s requirements for “Technical Information Protection” (TZI) or – if relevant – “Cryptographic Information Protection” (KZI) and will assist MDT in developing the documents (so-called TOR) for KSZI or for procurement of services for certification of the system under ISO 27001 (as envisaged by the draft law 2043 that is awaiting President’s signature).

Thereupon, the Public Service for Special Communications and Information Protection (SSSCIP) will consider the developed software, communications channels and hardware for issuing the KSZI Certificate before the system may go live. Alternatively, the procedure for certification under ISO 27001 will be used – if relevant regulations allow. UNDP ***will not be responsible for the KSZI certificate/certificate for adherence to ISO 27001 standards per se*** and will deliver only TZI / KZI certification as part of its assistance package, expecting that MDT follows through with KSZI or other certification

Also, UNDP will seek to develop features aimed at increasing the usability and accessibility of these services by women and men from different groups that would be pluggable into other ‘Diia-based’ services (state digital services platform), no matter their thematic focus. Such tools could include software to improve the experience for citizens with special needs or disabilities who would like to receive the services online, through their mobile devices or at service points (digital stands).

As under Output 1, UNDP will be ready to work closely with its Government counterparts to support activities aimed at responding to the current COVID-19 epidemic in Ukraine. As necessary, such activities may include hackathons, fast-response design of small-scale digital solutions, targeted support for equipment needs to run the designed solutions and other interventions.

* **Output 3 – Ukrainian women and men know more about the digital and mobile-based services available to them and use these services more to meet their needs.**

UNDP will work on several interrelated activities under this Output, including public awareness, training, citizen-consultations, and assistance, equally engaging women and men from different groups, with the creation of citizen-support mechanisms as administered by Ukrainian state agencies. Where possible and relevant, UNDP will root the activities in current Ukraine’s commitments and pledges made under global initiatives and partnerships, as relevant to the Project. Apart from rooting all of the narratives of human empowerment in the Sustainable Development Goals, UNDP will utilise entry points offered by other international platforms, such as the Biarritz Partnership for Gender Equality (in its wide spectrum of commitments, including accessibility and barrier-free life).

In terms of traditional public outreach, UNDP will design first drafts of communications campaigns based on the unified style and communications guide (strategy) already developed for ‘Diia’ but aligned, content-wise, with the needs, preferences, and challenges of women and men from the specific target groups. Upon the design of the draft campaigns, the proposed approaches will be widely tested with women and men from the defined target groups and only then sent to production. The campaigns will concentrate not only on the immediate fact that a specific service package is launched, but instead follow a more comprehensive model where the audience is first and foremost “warmed up” to the upcoming change, then change is communicated. Also, UNDP will make sure that alternations that are the result of user feedback are communicated as well – to re-emphasise the effectiveness of feedback loops. The campaigns will vary in the channels of communications and the materials that will be used to reach the audiences of different age, sex, ethnicity, area of living, with disabilities, etc. An essential component of the campaigns will be a dedicated and iterative learning system of communications effectiveness-measurement. Unlike a usual approach, where at best the number of brochures printed or Facebook users targeted is reported, UNDP will deploy a system for measuring the effectiveness of behaviour change communications at the outcome level.[[11]](#footnote-12)

In parallel to more traditional communications campaigns, UNDP will initiate a communications tour, inspired by the model proposed by CenterUA through their “ZminyTy” trip through over 70 small and medium-sized localities of Ukraine – deliberately avoiding the oblast centres and going off the beaten track to places that are never visited for policy dialogue or interaction with the central-level Government.[[12]](#footnote-13) A communications interaction like this is called to bring human interactions to the grassroots where information from the central level is frequently mistrusted or disregarded as ‘capital-city innovations.’ The tour will come online as soon as the risk of regional travel and large-scale gatherings (currently prohibited) subsides.

UNDP will use every meeting with women and men from local communities to gather feedback, test hypotheses, and get qualitative data that otherwise would be impossible to collect. In organizing such meetings, UNDP will follow its established methodology of ‘itch workshops’ done previously by UNDP Armenia and then replicated throughout the region[[13]](#footnote-14). Information gathered through these informal consultations will then be summarised and shaped into one material for review by MDT, CDTOs and the namesake Parliamentary Committee as undistorted community voices. Such discussions will be assisted by UNDP’s network of regional hubs that are well-anchored in their communities and have the trust of the local population.

UNDP will also closely work with MDT to upscale its current work on educating women and men from different groups on the basics of ICT use, including for access to digital services[[14]](#footnote-15). In 2019, UNDP Accelerator Lab started its partnership with MDT and has already provided human-centred insight into the content of MDT’s digital literacy courses for the elderly[[15]](#footnote-16), and has helped to shape the approach to online education. UNDP will suggest to either supplant the existing learning resource with additional materials or, instead, concentrate on developing a mechanism for educating citizen-clients about digital services through non-digital engagements. For instance, UNDP intends to jointly build upon the MDT’s partnership with the Association of Libraries of Ukraine and its network of libraries that had previously received equipment and training for becoming digital community hubs with support of Bill and Melinda Gates Foundation.

Throughout the design stage of awareness-raising courses, UNDP will contribute expertise of its Accelerator Lab to make sure that solutions designed are well-grounded in a mixture of theory and practice (praxis). More specifically, the Accelerator Lab will focus on:

* Exploration – to make sure that the outreach solutions are in line with the latest trends and innovative solutions are kept on the radar;
* Sensemaking – to make sure that project activities stay relevant, and that any distortions in understanding are eliminated;
* Solutions mapping – to be on the lookout for ideas that may improve the digitalisation process;
* Experimentation – to practically test possible solutions;
* Collective intelligence – to empower end-users to get their voices heard and encourage constant feedback loops;
* Gender mainstreaming – to assess the different implications for women and men of any planned action, including legislation and programmes, in all areas and levels.

In all activities that envisage awareness-raising or training at the sub-national level, the project will work with local partners of the U-LEAD project, including dissemination of relevant training materials through one-stop-shop centres for administrative services.

Finally, to improve citizen satisfaction rates and further increase trust in digitalised Public Services, UNDP will work with MDT and SCMU to create efficient feedback loops for those who have questions about or need help for accessing digital services (‘Дієвий зв’язок’). Partners will work together on the establishment of a high-quality government hotline for citizens based on the existing equipment and capacities of the Government Contact Centre ([https://ukc.gov.ua](https://ukc.gov.ua/)). UNDP will also work to develop a manual for central and local-level bodies that may receive questions on electronic services (potentially, in digital form – to have the ability to change information quickly, as the sphere lends itself to rapid transformations).

In the ongoing situation of pandemic response, UNDP will remain flexible in its thinking on reaching out to target audiences, as ‘traditional’ channels may see a radical decline in the months to come, depending on the overall COVID-19 policy measures.

***UNDP’s Competitive Advantage***

As the implementer of this project, UNDP brings value-added and competitive advantages that will help ensure successful project implementation.

Nationally, UNDP has the power of combined experience in administrative service provision and reform over the last decade, coupled with work in digital transformations. UNDP was amongst the first international partners in 2014 that helped set up and build internal capacities of the State Agency for eGovernance – the parent institution for the Ministry of Digital Transformation. Cooperation with MDT has continued on a very positive note, and UNDP is seen as a trustworthy and reliable partner in helping the Ministry deliver on its institutional commitments. In addition to designing policy change for better and more efficient administrative service provision in conditions of decentralisation, UNDP was behind the Law on Open Data (dedicated amendments to the Law on Access to Public Information). In both areas – of service provision and digitalisation – UNDP’s activities are rooted in the Human Rights Based Approach which enriches reforms with essential human-centred considerations and allows the voices of beneficiaries / rights-holders to be heard in the policy design cycle.

Internationally, UNDP has been at the cutting edge of merging development work with the latest thinking on digital transformations and has been amongst the lead UN agencies to utilise new solutions and unconventional approaches to help lead partner-country governments towards better performance for their citizens. UNDP’s “Future Forward” Digital Strategy[[16]](#footnote-17) makes an emphasis on the agency’s unique approach to implementing digital solutions, ensuring that *“our efforts in utilizing digital technologies are anchored in the values and obligations defined by the Charter of the UN and the Universal Declaration of Human Rights”* – thus, vetting the applied solutions as internationally-acknowledged human rights good practice. Moreover, due to strengthened knowledge-sharing and system of experience exchange in-between country offices and within regional bureaus, UNDP implementing digital projects in any of its global operations has a wealth of experience and expertise of the global community of practitioners – not only of the country office or project team directly involved.

***Resources Required to Achieve the Expected Results***

The project will rely on several types of resources required to achieve the desired results. ***Human resources*** will be provided both as a dedicated project implementation team and external experts, as well as through dedicated time of specialists from government counterparts who will contribute to the project implementation process. While hardly quantifiable or measurable, ***political will*** and resulting ***administrative resource*** are required to make sure that the re-engineered services are underpinned by enacted policy documents and regulations, that proposed reforms are not shifted to the back burner or are stifled by middle-management within state bodies. As a subset of this, the project will rely on the resources embodied by ***cooperation and information exchange*** between development partners working on digitalisation, and on cooperative links between various government stakeholders – as UNDP-supported digitalisation efforts will likely envisage re-engineering of services that span multiple agencies. The project will also operate on extensive use of ***knowledge resources,*** and good practices/lessons learned that could be adapted to the Ukrainian environment. ***Financial resources*** that are required for successful project implementation will come from the project budget, funds of other donor-supported projects that work on digital transformation, state budget funds and, potentially, public-private partnership arrangements initiated by MDT or Ukrainian Government writ large.

All due negotiations and effort will be applied to make sure that premises for the operational activity of the DIA Support Project be provided in the same building/venue as the core partner, MDT or in closest proximity to it at no or minimal cost to UNDP. If this is impossible, UNDP will seek other adequate premises for the technical assistance team to operate in which may have an impact on the administrative costs of the project implementation.

In such a case, an office space will be rented following applicable UN security standards enabling project beneficiaries to regularly and easily attend meetings, activities, and training at the project offices. Care will be taken to ensure value for money of the rented space, which will include office space as well as meeting/training room for up to 15 persons. The meeting rooms at the UN House to be provided on a pro bono basis.

Local office costs will include: a) office rental costs, including utilities, cleaning, ITC support, IT infrastructure upgrade, reception, connectivity charges (internet, phone calls), minor office supplies; b) office supplies (stationery); c) other services required in the local offices (small repairs, equipment installation, etc.).

Sets of the office computer workstations (laptop, monitor, docking station, keyboard and mouse), 1 MFU machine and office furniture will be purchased within UNDP guidelines to accommodate core team members.

Other resources may include the provision of small value grants (see the relevant Annex for more details); publications; software development; evaluation; translation and interpretation; travel and subsistence costs for staff and other persons directly assigned to the operations of the project; experience sharing visits; conference services; capacity building events (information, training events); visibility actions (including visibility items, media sensitisation, printing, design, audio-visual, website, etc.); costs of security etc.

***Partnerships***

Throughout project implementation, UNDP will deploy its extensive network of partnerships at three levels: national, grassroots, and regional (global).

At the national level, UNDP will work with four categories of partners: government institutions and state-owned enterprises, international technical assistance projects that have a similar scope, non-governmental organisations grouped into associations or otherwise having a thematic interest in digitisation and provision of citizen-oriented services, and telecommunications businesses (most likely, the leading national mobile operators). MDT will be the key partner institution. In addition, the project will cooperate with the line ministries (and their CDTOs), as well as with the Parliamentary Committee for Digital Transformation, and the Office of the Ombudsperson. A dedicated partnership will also be maintained with the Prime-Minister’s Office with regards to the novel 3-tier donor coordination mechanism and, more narrowly, on the topic of international assistance for digitalisation of services. On issues that relate to data security and personal data protection, the project will interface with the Public Service for Special Communications and Information Protection or its heir-institution and licensed contractors, as SSSCIP is currently undergoing reform.

Cooperation with each of the national-level partners will serve its purpose as part of the theory of change implementation. National-level partners are expected to deliver the required policy-solutions that would enable implementation of new digitalised processes and launch them into action. The partners are also expected to contribute with their expertise, administrative and coordination resources, and political will to enable the project to advance and deliver on expected results.

At the grassroots level, the project will rely on UNDP’s image of a trusted partner in local (municipal and community-based) governance and as an institution that works with the civil society through its network of regional CSO Hubs that cover 15 localities and have immediate reach to at least 35 thousand Ukrainian women and men at a distance of under 20 minutes. Where applicable, and on themes of human rights, gender equality and HRBA, UNDP will tap into its existing network of SDG coordinators and Ombudsperson’s regional representatives programmatically present in each oblast of Ukraine.

Finally, at the global level, UNDP will rely on the in-house expertise that it contains in other regional offices (including, most notably, from the Serbian UNDP project ‘Serbia at your fingertips – Digital transformation for development’). UNDP will also reach out to the network Accelerator Labs to tap into cutting edge learnings in the digital transformation domain. UNDP will also serve its role of the SDG integrator and cooperate with line agencies and entities of the UN family, including most notably, OHCHR.

The DIA Support Project will closely coordinate its activities, as appropriate, with the EU-funded U-LEAD Project, new eGovernance Support project, EU4PAR Project, USAID-supported TAPAS project, new Cybersecurity Support project, SDC-supported eGAP project and other initiatives linked to digitalisation. DIA Support will also coordinate its interventions internally with UNDP-implemented projects and programmes. Brief descriptions of current eService-related initiatives are presented as Annex 1 to this Concept Note.

Ukraine has an increasing number of programs and international technical assistance projects that work in the areas of service digitalisation and IT assistance for public administration reform at different levels. While the Ministry for Digital Transformation is likely *the only* state entity that has a close-to-comprehensive list of such initiatives, UNDP is currently aware of the following donor-supported engagements with a sizeable, dedicated digitalisation component.

* **EU Support to Governance and Digital Economy in Ukraine / EU Delegation** (last stage of pre-launch design)

The main objective of the project is to “improve the efficiency and security of public service delivery and their access to citizens and business.” The project aims to reach this objective by ensuring that (1) key public registries are interconnected and allow for automated exchange of information, (2) key stakeholders have the necessary capacities to steer and coordinate the eGovernance policy effectively, (3) the civil and private sectors are well-informed about opportunities and risks of eGovernance and digital economy, (4) key stakeholders have the necessary capacities to design and implement integrated eServices, (5) key stakeholders have the necessary capacities to ensure cybersecurity and adequate data protection. The project’s leading implementer is the Government of Spain, which will be assisted by the Estonian eGovernance Academy. The original intent was for the project to start in March 2020, but the plans have been pushed back due to the COVID-19 pandemic. The overall budget of the project is EUR 25 million.

* **EU Support to Comprehensive Reform of Public Administration in Ukraine” (EU4PAR) -** [**http://www.eu4par.eu/project/**](http://www.eu4par.eu/project/)

While the previous project is still at the start-up phase, the EU Delegation has been supporting targeted eServices and digitalisation initiatives through its ongoing EU4PAR project. As a sub-set of the project’s objectives, EU4PAR works on adopting and implementing a consistent and coherent *policy framework* for public service modernisation and *enhancing online public services delivery*.

* **USAID / UK aid Transparency and Accountability in Public Administration and Services (TAPAS) -** [**http://tapas.org.ua/en/**](http://tapas.org.ua/en/)

The USAID / UK aid Transparency and Accountability in Public Administration and Services / TAPAS Project is implemented by the Eurasia Foundation. The initiative supports Ukrainian citizens and the Government of Ukraine in reducing or eliminating corruption in essential public administration functions and services. It works to build the trust of Ukrainians in their government based on demonstrated transparency, accountability and improved electronic services. The project’s philosophy is that visible and successful reforms in public administration and services will help eliminate corruption in the critical areas of eProcurement, Open Data, and eServices. The project’s third component is tailored to creating eServices for citizens and businesses (see, for instance: e-driver.hsc.gov.ua/accounts/login). The project is approaching its last year of implementation (2021) but is likely to be extended for another year (until 2022). The overall budget for the project is USD 24.5 million.

* **SDC E-Governance for Accountability and Participation (eGAP) Phase 2 -** [**https://egap.in.ua/en/**](https://egap.in.ua/en/)

The project, supported through the Swiss Agency for Development and Cooperation, has just entered its second phase and is implemented by the East Europe Foundation (a former subsidiary of Eurasia Foundation) in partnership with Innovabridge – a Swiss foundation. eGAP has three main components that are designed to reach three outcomes: (1) new eGovernance tools improve the efficiency and transparency of government agencies and administrative services, (2) eDemocracy tools and ePlatforms increase the involvement of citizens in the decision-making process, (3) new government policies on eGovernance and eDemocracy have been developed taking into account the needs of the regions. eGAP has established itself as a rapid-response mechanism that has made itself available on very short notice to the Ukrainian authorities to “save” elements of IT architecture, which no other initiative was able willing to address (for instance, last-minute changes to the eMalyatko service package) or where speed is the highest demand. The overall budget for the second phase of the project is USD 5+ million. The second phase lasts until 2023.

* **USAID Support to Anti-Corruption Champion Institutions in Ukraine (SACCI) -** [**https://www.facebook.com/ChargeAgainstCorruption**](https://www.facebook.com/ChargeAgainstCorruption)

While the project is not, strictly speaking, aimed at electronic services, the last six months of implementation have demonstrated that the initiative is able and willing to steer towards supporting the Ministry for Digital Transformation in designing eServices that would have an anti-corruption effect. The project is currently shaping its cooperation with MDT and had previously invested in supporting the Ministry with communicating the “Diia” platform and app, alongside eGAP. Being implemented by a US-based contractor, Management Systems International (MSI), SACCI will take the direction that USAID steers the project towards – potentially, including fast digitalisation / anti-corruption services response to the COVID-19 pandemic. The overall budget for the project is USD 18 million to be delivered by mid-2022.

* **USAID Cybersecurity Support Project for Ukraine and other US Federal Funding**

The project is in its initial stages of operation, and it is too early to speak of its initial wins or losses. The project will deal extensively with the process of reforming state entities in Ukraine that shape policy and implement regulations on cybersecurity, including cybersecurity for crucial infrastructure. To quote official sources, “As a demonstration of its continued commitment to supporting cybersecurity, the United States announced an additional $8 million from the Department of State in cybersecurity assistance on top of the $10 million pledged in 2017. Part of this funding will support the U.S. Agency for International Development’s *new cybersecurity project*, which plans to invest up to $38 million over four years to build Ukraine’s cybersecurity capabilities through support for legal and regulatory reform, cyber workforce development, and private sector engagement.”[[17]](#footnote-18)

* **EIB’s Ukraine Public sector digital transformation programme loan**

While not an international technical assistance project per se, the intended loan to the Ukrainian Government would be aimed at supporting the digital transformation of the Ukrainian economy. This, as its concept note states, is entirely in line with the objectives of the EU-Ukraine Association Agreement in terms of good governance and the rule of law, positive contribution to the environment and climate change, encourage the rights-based approach, support the inclusion of persons with disability and contributes to gender equality. At this stage, reconnaissance works are carried out for the intended loan, and MDT and Secretariat of the Cabinet of Ministers have ownership of the process and in-depth knowledge of the intended funding facility. Please note that the recruitment for the reconnaissance stage started in February 2020, which means that the study in question (that would underpin the loan) is almost certainly on hold at this point due to the COVID-19 quarantine measures.

* **US Government Ukraine Veteran Reintegration Program**

The small-scale initiative implemented by the International Research and Exchanges Board (IREX) aims, amongst other priorities to support the Ministry of Veterans Affairs in developing of a veteran eRegistry, strengthening cooperation and information sharing between the ministry and NGO partners, and organizing campaigns to inform veterans about available resources (including digital ones).

* **DG EAST (**[**https://www.facebook.com/DemocraticGovernanceEast/**](https://www.facebook.com/DemocraticGovernanceEast/)**) and UCBI by USAID**

Both programs have been offering support to the conflict-affected areas of the East of Ukraine, working mostly on local solutions that would alleviate problems for the conflict-affected populations. One of the areas that UCBI and later on DG East worked on was digitalisation and optimisation of business-processes at Centres for Administrative Service Provision (CASP) with the issue of registration / de-registration (“propiska”) being the core focus. Analysis of CASP-rendered services and biggest pain-points was done for Luhansk oblast, automation of the registration business processes was preceded by business process re-engineering, and, currently, citizens have an opportunity to get their registration changed in several minutes, yet only when they apply in-person to a targeted CASP. The solution is based on a “Renome-Smart” (<https://renome-smart.com>) piece of software. Upon development, the code was transferred to the company for further commercial replication (the project did not have the mandate or goals to expand the approbated solution to the rest of Ukraine). CASPs in Lysychansk, Severodontsk and Rubizhne have all the required institutional memory and KSZI certification for operating the new, digitally-enhanced business-process.

***Risks and Assumptions: An Overview***

Detailed descriptions of the risks are listed in the risk-log, while general considerations on the risks and underlying assumptions are presented below. The core risks for the current project may be roughly broken down into three categories: technological/technical, political, and institutional.

Technological/technical considerations include a high possibility for citizen data to be compromised due to an external hacking attack (malicious) or unintentional (including administrative) malfunction. In such a case, the public image of the Ukrainian government counterparts and international partners contributing to the development of relevant tools will be blemished. A corollary risk, even if the breach or major malfunction happens outside of this project, is that trust to electronic services with citizens is gravely undermined.

On the technical side of software creation, one of the recurrent risks observable in many IT-related initiatives lies in vendor lock – a situation with limited or no competition for the development of software solutions, as a particular company possesses unique knowledge or has previously developed products that need to be linked with subsequent solutions. Vendor lock situations result in poorer quality development, inability to get competitive prices and other flaws of a de-facto monopoly situation.

Political risks, apart from omnipresent volatility, election cycles, include a strong link of the current digitalisation agenda to the personality of the President and his electoral promises of 2019. Major governance transitions, while unlikely to wipe out all progress made to date, may significantly delay project implementation or derail aspects of digital transformations. Support at the top-level of governance may shift due to various circumstances, and the speed of transformations may also fall.

Image risks may stem from accusations of improper handling of funds, collusion with IT vendors or, possibly, corruption on the side of MDT or its subsidiaries (notably, SOE Diia), whereby state budget funding is wasted or laundered, while donors are required to fill in funding gaps.

Finally, in terms of institutional risks, stakeholders supporting the digitalisation agenda, including international technical assistance projects, may fail to cooperate well. This, in turn, could lead to uncoordinated efforts, competition instead of cooperation and synergy, and patchwork solutions instead of comprehensive approaches.

Assumptions that underly the project include the following:

* Digitalisation and transformation of citizen-oriented services remain amongst the top priorities for the current political elites. This will result in continued support of the President and his Office, allocation of sufficient funds and absence of significant regulatory barriers on the path towards citizen-oriented digital service delivery;
* Ukraine can implement the reform of its data-protection, cybersecurity and personal data handling in line with principles of GDPR, and make sure that the system for certification of such protection (including anticipated changes for ISO 27001 implementation) delivers on expectations of real system security rather than remaining a paper tiger;
* No large-scale breaches of data in systems that serve citizens happen throughout the life of the project, thus making sure that citizens maintain their faith in digital services and do not feel apprehensive while using them;
* Ukraine’s international partners and their technical assistance projects refrain from the fragmented, zero-sum-game competition in assisting MDT with implementing its ambitious digital service roadmap. Instead, a neutral-positive working relationship persists amongst the donors that support digital solutions, including information-sharing, collective standard-setting and a unified voice in negotiating with Ukraine’s government counterparts;

***HRBA, Gender Equality and Ukraine’s international commitments***

The DIIA Support Project is built in line with UNDP Gender Equality Strategy 2018-2021[[18]](#footnote-19) and has gender considerations at its core. More specifically, it is designed to contribute to the Strategy’s **Outcome 2**: *Accelerate structural transformations for sustainable development* in its **item d**. “*Supporting Governments to use digital technology and big data to expand women’s access to public registration and identification cards that would improve their benefits from public services, including credit, health care and market information*”. As already noted, the project intends to target, primarily, those groups in the Ukrainian society today that face multi-level discrimination or are vulnerable in many ways. Some of such groups that are seen as a prime candidate for consideration are rural women or women-IDPs, especially those who are approaching pension age or are struggling to support their incomes in their new places of settlement. The risk of neglecting gender equality considerations and, specifically, having adverse effects on women with vulnerabilities, is noted explicitly in the project’s risk matrix to make sure that the project team continuously monitors project activities and external developments in this regard, and is stimulated to keep track of the risk log. Moreover, all data gathered under the auspices of the project, including data through public consultations, calls to the support hotlines, usage of services developed, as well as statistics and qualitative data obtained through dedicated monitoring and evaluation exercises will be, to the degree possible, sex-disaggregated to inform further policy change or project course alternations.

The Human Rights Based Approach (HRBA), in the broader sense, is the cornerstone for the project and its raison d'etre. The HRBA framework is an essential part of the Project’s theory of change in that only through the HRBA lens can potentially harmful externalities of the current trend for digitalisation of Public Services be spotted, and corrective action may be taken. HRBA positions the core project partner, the Ministry of Digital Transformation (MDT), not as a trend-setter, innovator or explorer of ways to serve citizen-clients more conveniently. Instead, MDT is seen as a ***duty-bearer institution*** for its ***rights-holder citizen clients***, accountable and answerable for its actions or omissions in designing services in certain ways, enabling some citizen-groups while, potentially, making it harder for others to enjoy the rights, embedded in the previous logic of public service delivery. HRBA considerations are also built into the core of the project by linking the service re-engineering process to experiences of “human rights and digitisation” as faced by the National Human Rights Institutions (NHRIs) of Ukraine and of the Nordic countries or other NHRIs that have had ample experience in the domain. HRBA is sewn into each of the Project – by ingraining human rights considerations into the policy design and capacity-building under Output 1, consulting citizen-clients through a dedicated regional process or by working with help-lines under Output 3 and, of course, building the digitalized / mobile-based services under Output 2. HRBA considerations will also become a section mandated under the Project’s mid-term evaluation and final evaluation.

Finally, UNDP intends to capitalise on initiatives that Ukraine has already joined and committed to – akin to the 2011 accession to the Open Government Partnership that catalysed the development of electronic governance in Ukraine. One of the latest initiatives that Ukraine officially joined and which is implemented domestically, is the Biarritz Partnership for Gender Equality. Within the framework of the DIA Support Project’s Inception Phase, funded through UNDP core funds, preliminary cooperation modalities have been discussed with the Office of the First Lady and “Bez Baryeriv” CSO that is part of the network of institutions working on the implementation of the Biarritz Partnership agenda in Ukraine. The Ukrainian take on partnership principles and goals is a wide one. As such, the country will work on developing barrier-free public spaces which are accessible and friendly towards families with children and people with disabilities, preventing domestic violence, minimizing the gender pay gaps and creating opportunities for men to partake in child-rearing more. Throughout the Inception Phase of the Project, UNDP has reached a preliminary agreement on participating in awareness-raising events, popularisation of ideas of gender-sensitive and accessible IT and services and transformation of policies to reflect those priorities. UNDP also committed to discuss and MDT to operationalise the findings from a study on accessibility and universal design of electronic citizen-oriented systems and services that is awaiting publication in early 2021. The study was designed under the Inception Phase to better inform core project interventions.

***Stakeholder Engagement***

In addition to project stakeholders already noted in the “Partnerships” section, UNDP will follow the “nothing for us without us” principle when designing digitally transformed services for the defined target groups. Intended direct beneficiaries of the project will encompass those citizen groups (most likely vulnerable or disadvantaged population groups that experience multiple discrimination) that need services which are re-engineered under this project. As the exact service cluster to be re-designed is discussed with MDT, a comprehensive portrait of the target group representatives, the issues they face, and the pain-points that need addressing. One of the three project’s components is built explicitly around voices of these stakeholders (including at the local level) on the way that services are re-engineered.

***South-South and Triangular Cooperation (SSC/TrC)***

The project design was informed by comparative practice from the region, particularly Serbia[[19]](#footnote-20), Bosnia and Herzegovina[[20]](#footnote-21), Moldova[[21]](#footnote-22) and other post-Soviet states. These experiences, as well as earlier lessons-learned from the Moldovan practice of electronic governance transformations, will be valuable in mitigating risks that may occur throughout project implementation. UNDP Ukraine has built this project in part based on its deep-running experience with the National Agency for eGovernance of Ukraine that was created with UN support in 2014 and has continuously been in touch with the team of the newly-formed MDT to make sure that project design complies with the overall strategic direction chosen by the Government of Ukraine.

***Knowledge***

Multiple knowledge products will be produced within the project, including studies, reports, training materials, best practice documents, technical documentation, and software code descriptions. Reports and studies will be shared with partners and key stakeholders within the Government and discussed with partners outside of Government. Dissemination of the training materials and best practice documents will be organised within the capacity-building project activities. Technical documentation will be available to all who need to perform specialised tasks through a central web-based document repository. Main knowledge products will also be shared through the UNDP online platforms (web, open.undp.org and others). New mechanisms for knowledge collection, storage and sharing, as underpinned by the UNDP “Future Forward” Digital Strategy will be deployed to make sure that experiences received in Ukraine are meaningfully adapted and used worldwide as global knowledge and lessons learned are taken into account in the Ukrainian context.

***Sustainability and Scaling Up***

The project objectives are based on the existing national legislative and strategic documents, such as the recently adopted and to-be-approved Cabinet of Ministers of Ukraine Program[[22]](#footnote-23), Concept for eGovernance Development in Ukraine[[23]](#footnote-24), Concept for Digital Economy and Society of Ukraine for 2018-2020 and its Action Plan[[24]](#footnote-25), the Law on Electronic Trust Services[[25]](#footnote-26), the MDT Action Plan for 2020[[26]](#footnote-27) and others. Such an approach ensures inherent ownership over the project’s interventions and targets the core needs of the authorities, contributing much to sustainability as appropriate.

The project’s design includes interventions that have a built-in sustainability element:

* A series of regulatory changes, reviews of strategic documents and other high-level policy-elements and alignment thereto will be supported throughout the project, making sure that gains made remain well-grounded beyond the project’s lifecycle;
* Technical solutions will be carefully designed with interoperability considerations in mind, which inherently extends the lifetime of a technical solution and limited maintenance needs based on capacities of the national partners. All considerations on selecting the proper coding frameworks and languages, as well as purchase of off-the-shelf software solutions will be carefully discussed with national authorities and other development partners to make sure all elements of complex solutions work seamlessly. Potential for building on the existing platforms and solutions by adding functionality will be explored at all times before resolving to create something anew;
* Any experiences and models found to be potentially useful for the Ukrainian context will be carefully studied for potential transposition and adaptation to the national context.

In addition, sustainability will be ensured through a dedicated capacity-building component, both aimed at the capacities of MDT and the namesake Parliamentary Committee to coordinate and lead the implementation of Government’s ICT policies, and capacities of other institutions to implement digital solutions, provide e-services and ensure information security.

A significant part of the project is aimed at supporting the Government in gathering user feedback, adapting on the go and making sure that solutions proposed are well “bought into” by the target audiences and, consequently, are used more widely and with higher levels of client satisfaction.

Finally, product software codes will be made available, where possible, through open-source code sharing platforms. This will enable both code verification by the open-source community and replication/modification of code for further use.

# Project Management

***Cost Efficiency and Effectiveness***

One of the project’s main objectives is to decrease the time and costs for citizens and businesses associated with interfacing with the public administration. This aspect will be closely monitored throughout project implementation. Successful implementation of the project will also lead to streamlined processes of providing government services and, consequently, to significant savings of time and public funds. It is expected that administrative burdens will be reduced as the integrated services and one-stop-shop mechanisms (enabled, in part, due to data exchange between institutions) will eliminate the risk of mistakes associated with manual filling of the paper-based forms and submission of incomplete, invalid or outdated documentation by citizen-clients. Finally, the project will be proactively working with other development partner initiatives to build on already existing platforms, modify existing software solutions where possible, and advocate for proactive and transparent development assistance planning and coordination – to make sure that synergies emerging from well-sequenced activities are used to their fullest.

***Project Management***

The project will be delivered by UNDP Ukraine, which has extensive experience in democratic development. The project will benefit from the institutional structure of the UNDP office as well as UNDP financial, operations, and procurement systems. The project shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

The project will be implemented under the auspices of the UNDP Ukraine Democratic Governance portfolio, and UNDP will make sure that the project benefits from coordination and experience exchange with other DG initiatives on human rights, Parliamentary reform, civil society and youth work and expertise in transparency and integrity.

The project will work closely with the UNDP Istanbul Regional Hub, which can mobilise expert support in various areas, and with which the project has already enjoyed a fruitful collaboration in the areas of sustainable development goals and gender mainstreaming approaches.

Project staff will be based in Kyiv.

# Results Framework

| **Intended Outcome, as stated in the UNDAF/Country Programme Results and Resource Framework:**  *UNDAF OUTCOME: 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services* | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Context indicators as relevant to the project** (beyond the direct influence of the project but used to track the broader context in which the project operates):   * “Government effectiveness” indicator (defined in the Worldwide Governance Indicators methodology as “perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies”). Baseline: percentile rank – 38,46 [2018]. Target [2023]: ≥ 50. * “Fundamental Rights” indicator, metrics 4.1 - Equal treatment and absence of discrimination and 4.6 - Freedom from arbitrary interference with privacy is effectively guaranteed. Baselines: 0,67 points (from 0 to 1 scale) [2020] for metric 4.1; 0,43 points (from 0 to 1 scale) [2020] for metric 4.6. Targets [2023]: 0,75 points for metric 4.1; 0,6 points for metric 4,6. * Rank as per the UN E-Government Survey 2022. Baseline: Ranking amongst all countries assessed: 82nd [2018]. Target [2022]: ≥ 65th. | | | | | | | | | |
| **Output indicators, as stated in the Country Programme Results and Resources Framework, including baseline and targets:**   * Number of people with scaled-up access to administrative services with UNDP support (baseline: women 12496, men 13621 [2017], Target [2022]: women – 26500, men 23,500 | | | | | | | | | |
| **Applicable Output(s) from the UNDP Strategic Plan:** 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions | | | | | | | | | |
| **Project title and Atlas Project Number:**  *Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support)* | | | | | | | | | |
| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | TARGETS (by frequency of data collection) | | | | DATA COLLECTION METHODS & RISKS |
| **Value** | **Year** | **2021** | **2022** | **2023** | FINAL |
| **Output 1**  *Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles* | ***1.1*** *Number of policy documents developed with UNDP assistance that strengthen HRBA approaches to design and delivery of citizen-oriented digital services (including complex services around life situations)* | *Project records* | *0* | *2020* | *2* | *4* | *6* | *6* | *The data will be collected by the relevant project staff. A usual risk with such metrics is that achievement of the indicator lies beyond full control of UNDP and depends on many factors that hinge on cooperativeness of state bodies and political considerations* |
| ***1.2*** *The level of government employee (including officers at Centres for Administrative Service Provision) awareness of HRBA / inclusivity approaches to the delivery of digital services* | *Project-administered questionnaires and validation interviews annually* | *TBD* | *2020* | *>15%* | *>25%* | *>40%* | *>40%* | *The data will be collected through a brief survey administered with support from MDT and other government partners (for instance, the National Agency for Civil Service / Ukrainian School of Governance). An inherent risk in such measurements is that every iteration of the analysis will have a different sample (different respondents and various sample sizes, as you cannot make it mandatory). As such, the data received will point out a specific trend, rather than a mathematically precise situation. Finally, the self-selection bias of the respondents has to be taken into account (those who feel more confident, are more likely to respond).* |
| ***1.3*** *Number of government officials who have undergone UNDP-designed capacity-building courses, events and trainings on design and implementation of citizen-oriented services in line with HRBA and gender mainstreaming principles* | *Project records* | *0* | *2020* | *300* | *800* | *+1800* | *1800* | *The indicator will be tracked through project records of training events, certificate courses, online educational / training events, etc. While a very straightforward metric, the risk of multiple counts of the same individuals persists – as some persons will partake in various events and thus there is a risk of counting their presence each time. At the same time, the collection of a personalised list of names of individuals who have gone through training could be too burdensome for data-management purposes and risky in terms of personal data protection.* |
| **Output 2**  *Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner* | ***2.1*** *Number**of software packages that, when deployed by MDT enable vulnerable citizen-groups to enjoy digital service provision in a given life situation* | *Project records, official documents on transferring the software code to MDT* | *0* | *2020* | *0* | *0* | *2* | *2* | *While easy to track, it is essential to emphasise that for UNDP purposes, certification of the software package developed (TZI, KZI) will be sufficient to mark the target as achieved. At the same time, according to Ukrainian legislation, only existence of a certificate for the whole IT system (KSZI – including software, hardware, information transmission channels, and other components) would allow the digital service to count as “completed”.* |
| ***2.2*** *Share of users who receive the service package in question through digital means as opposed to the traditional paper-based way* | *Project-supported surveys and studies, official records and logs* | *0* | *2020* | *-* | *-* | *>15%* | *>15%* | *Data to track this indicator will need to include both official records of ministries/agencies and centres for administrative service provision and UNDP-supported studies/interviews/client feedback loops.* |
| **Output 3**  *Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs* | ***3.1*** *Share of users who are satisfied by the way that the offered digitalised service package is functioning* | *Project-supported surveys and studies, official records and logs* | *0* | *2020* | *-* | *-* | *>70%* | *>70%* | *While the wording of the question in the relevant measurement tools will likely vary, the idea is to capture the share of those who are “fully satisfied”, “satisfied” and “rather satisfied than not”. Data to track this indicator will need to include both official records of ministries/agencies and centres for administrative service provision and UNDP-supported studies/interviews/client feedback loops.* |
| ***3.2*** *Share of citizens who, having benefitted from the UNDP-designed awareness-raising materials, report an increase in their digital skills due to this support* | *Project-supported surveys and studies* | *0* | *2020* | *>80%* | *>80%* | *>80%* | *>80%* | *Data will be gathered through omnibus surveys or dedicated full-scale national-level representative surveys. UNDP will consider the feasibility of transposing the methodology of the most extensive longitudinal study on anti-corruption (10 000 respondents done biannually) to the theme of digital skills and digital services, pending availability of funds for such a regular exercise.* |

# Monitoring And Evaluation

Following UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

**Monitoring and Evaluation Plan**

|  |  |  |  |
| --- | --- | --- | --- |
| **Monitoring Activity** | **Purpose** | **Frequency** | **Expected Action** |
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. | Semi-annually, or in the frequency required for each indicator. | Slower than expected progress will be addressed by project management. |
| **Monitor and Manage Risk** | Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes tracking measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted per UNDP’s audit policy to manage financial risk. | Quarterly | Risks are identified by project management, and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. |
| **Learn** | Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. | Semi-annually and incorporated into regular reports | Relevant lessons are captured by the project team and used to inform management decisions. |
| **Project Quality Assurance** | The quality of the project will be assessed against UNDP’s quality standards and procedures to identify project strengths and weaknesses and to inform management decision making to improve the project. | Design and Appraisal QA (at the project kick off) Implementation QA (bi-annually);  Closure QA (at operational closure of the project) | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance. |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections. |
| **Project Reports (semi-annual and annual)** | The annual progress reports will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined yearly targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually submitted during one month after the reporting period, and at the end of the project (final report six months after the end of project operations). | Performance data, risks, challenges, lessons learned, and quality will be discussed by the project board and used to make course corrections. |
| **Project Review (Project Board)** | The Project Board will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of-project review to capture lessons learned, discuss opportunities for scaling up and socialise project results and lessons learned with relevant audiences. | At least annually | The project board should discuss any quality concerns or slower than expected progress and agree on management actions to address the issues identified. |
| **Final Project Evaluation** | The independently conducted final project evaluation exercise will be designed and agreed upon with Sida by the end of January 2023. The evaluation will be carried out throughout May – July 2023 and presented in August-September 2023. The final report will summarise results achieved, lessons learned, successes of the project as well as areas where achievements were not as expected. Amongst other issues, the final evaluation will help assess progress made on UNDP Ukraine’s Strategic Plan Output 2.2.1 *“Use of digital technologies and big data enabled for improved public services and other government functions”* and UNDAF OUTCOME: 1. *“By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services”*. While with such a short timeframe, one cannot expect impact-level change, the evaluation may help Sida assess its contribution in the “digitalisation for good governance” area even beyond the strict boundaries of the DIIA Support Project (as an omnibus evaluation exercise, potentially including the achievements of U-Lead). Costs for the omnibus section of the evaluation, if deemed necessary, will come from additional Sida funds. | Once as per the designated timeframe | Results of the final evaluation are to be considered by both UNDP and Sida and, potentially, larger-scale lessons learned could be shared with other development partners. |

In line with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following activities:

* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* The **Semi-Annual (SAPR)** and **Annual Progress Report (APR)** shall be prepared by the Project Manager and shared with the Project Board. The SAPR and APR shall follow the report format agreed by Sida.

On a more general note, the SAPR and APR will include:

* an assessment of the development of the national framework during the past year;
* progress as compared to the defined (original and revised) targets for the reporting period, including brief explanations of problems encountered and how these have been handled;
* progress to date compared to output targets for the entire programme period;
* reporting on expenditure as compared to budgets;
* reporting on the linkage between output and expenditure;
* risk assessment;

The SAPR shall be submitted within 30 days following the end of the 6-month implementation period, i.e. by 31 July of each programmatic year, covering the period between 1 January and 30 June.The APR shall be submitted by 30 January of each programmatic year starting 2022, covering the period between 1 January and until 31 December of the previous year.

The APR will be accompanied by a draft Annual Work Plan (AWP) for the next year.

* Based on the submission of the progress reports, **Project Board** meetings shall be conducted soon after to assess the performance of the project.
* The Final Report is submitted six months after the project closure.
* The Project Manager shall submit a draft Annual Work Plan (AWP) for the following year along with the APR for further approval by the Project Board.
* Quality assurance module will also be conducted by UNDP to track the progress of project’s strategic importance to the context, relevance, social and environmental standards, management and monitoring, efficiency, effectiveness, sustainability and national ownership.
* A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.
* The project will undergo a **Sida-led** **mid-term review in late 2021 or early 2022**. The ToR for the mid-term review will be agreed between the Sida and UNDP by the fall of 2021.

# Multi-Year Work Plan

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **PLANNED ACTIVITIES** | **PLANNED BUDGET BY YEAR** | | | **RESP.**  **PARTY** | **PLANNED BUDGET** | | |
| 2021 | 2022 | 2023 | Source | Budget Description | Amount (USD) |
| **Output 1:** Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles  Gender marker: GEN-2 | **Activity 1.1**: Design and conduct capacity-building events on strategic planning, participatory policy-cycle, HRBA and gender mainstreaming for public policy, and policy impact analysis | 65 218 USD | 65 218 USD | 32 609 USD | UNDP | Sida | 71200 International Consultants - USD 18 000 71300 Local Consultants - USD 40 000 71600 Travel - USD 10 000 74200 Printing, Design, Translations - USD 10 000 75700 Trainings and Conferences - USD 50 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 163 046 USD |
| **Activity 1.2**: Design and implement a learning program for civil servants with NACS (interactive online courses) | 24 009 USD | 60 023 USD | 36 014 USD | UNDP | Sida | 71300 Local Consultants - USD 25 000 71600 Travel - USD 5 000 74200 Printing, Design, Translations - USD 25 000 75700 Trainings and Conferences USD 30 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 120 046 USD |
| **Activity 1.3**:Design and administer a coursefor the staff of Centres for Administrative Service Provision / ‘Diia’ Centres | 38 761 USD | 77 523 USD | 38 761 USD | UNDP | Sida | 71300 Local Consultants - USD 20 000 75700 Trainings and Conferences - USD 55 000 71600 Travel - USD 10 000 72600 Grants - USD 35 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 155 046 USD |
| **Activity 1.4**: Improve technical design of the citizen-oriented services through UI / UX approaches | 36 014 USD | 60 023 USD | 24 009 USD | UNDP | Sida | 71300 Local Consultants - USD 15 000 71600 Travel - USD 15 000 75700 Trainings and Conferences - USD 55 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 120 046 USD |
| **Activity 1.5**: Mainstream HRBA into design of digitalized services and policy-design | 72 027 USD | 36 014 USD | 12 005 USD | UNDP | Sida | 71200 International Consultants - USD 7 000 71300 Local Consultants - USD 3 000 71600 Travel - USD 20 000 74200 Printing, Design, Translations - USD 10 000 75700 Trainings and Conferences - USD 45 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 120 046 USD |
| **Activity 1.6**: Support policy and regulation development and service re-engineering | 22 766 USD | 22 766 USD | 19 514 USD | UNDP | Sida | 71200 International Consultants - USD 10 000 71300 Local Consultants - USD 10 000 75700 Trainings and Conferences - USD 10 000 71400 Contractual services – Individ (staff costs) (DPS, PMEA) - USD 35 045,73 | 65 046 USD |
| **Activity 1.7**: Ensure effective project management | 59 970 USD | 59 970 USD | 59 970 USD | UNDP | Sida | 72400 Mobile Telephone Charges - USD 1 200 74500 Miscellaneous Expenses & Stationery - USD 7 000 73100 Rent & Utilities - USD 50 000 73400 Vehicle Maintenance Service - USD 3 000 72800 Comp. Equipment/Software - USD 7 000 74200 Printing, Design, Translations - USD 20 000 71400 Contractual services – Individ (staff costs) (PM, PA, D) - USD 91 710,92 | 179 911 USD |
| M&E | 5 000 USD | 5 000 USD | - USD |  |  | 72100 Contractual Services Companies | 10 000 USD |
| Direct Project Cost (3%) | 9 713 USD | 11 596 USD | 6 686 USD |  |  | Direct Project Cost (3%) | 27 996 USD |
| General Management services (8%) | 26 678 USD | 31 851 USD | 18 365 USD |  |  | General Management services (8%) | 76 894 USD |
| **Sub-Total for Output 1** | **360 158 USD** | **429 984 USD** | **247 934 USD** |  |  |  | **1 038 075 USD** |
| **Output 2:** Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner  Gender marker: GEN-1 | **Activity 2.1**:Design terms of reference, run necessary procurement and ensure development of software code | 428 307 USD | 856 614 USD | 142 769 USD | UNDP | Sida | 71300 Local Consultants - USD 90 000 72100 Contractual Services Companies - USD 1 190 000 72800 Comp. Equipment/Software - USD 90 000 71400 Contractual services – Individ (staff costs) (SITS, UIUX) - USD 57 689,33 | 1 427 689 USD |
| **Activity 2.2**: Run user consultations to test parameters of the services in prototype mode and amend as necessary | 23 307 USD | 38 845 USD | 15 538 USD | UNDP | Sida | 75700 Trainings and Conferences - USD 20 000 71400 Contractual services – Individ (SITS, UIUX) - USD 57 689,33 | 77 689 USD |
| **Activity 2.3**: Certify the software systems developed under Ukrainian regulations and in line with international cybersecurity practices | 29 307 USD | 48 845 USD | 19 538 USD | UNDP | Sida | 71300 Local Consultants - USD 5 000 72100 Contractual Services Companies - USD 35 000 71400 Contractual services – Individ (SITS, UIUX) - USD 57 689,33 | 97 689 USD |
| **Activity 2.4**: Assist government counterparts through the fast-response facility and scale-up previously developed prototypes | 45 896 USD | 45 896 USD | 45 896 USD | UNDP | Sida | 72800 Comp. Equipment/Software - USD 50 000 74500 Miscellaneous Expenses - USD 5 000 72300 Materials and Goods - USD 10 000 72220 Equipment and Furniture - USD 15 000 71400 Contractual services – Individ (SITS, UIUX) - USD 57 689,33 | 137 689 USD |
| **Activity 2.5**: Ensure effective project management | 66 637 USD | 66 637 USD | 66 637 USD | UNDP | Sida | 72400 Mobile Telephone Charges - USD 1 200  72800 Comp. Equipment/Software - USD 7 000  73400 Vehicle Maintenance Service - USD 5 000  73100 Rent & Utilities - USD 50 000  74500 Miscellaneous Expenses - 5 000  74200 Audio Visual & Printing Production Costs - USD 40 000 (website for 3 years, promo materials, and visibility - physical and digital / SMM)  71400 Contractual services – Individ (staff costs) (PM, PA, D) - USD 91 710,92 | 199 911 USD |
| M&E | 5 000 USD | 5 000 USD | 20 000 USD | UNDP | Sida | 72100 Contractual Services Companies | 30 000 USD |
| Direct Project Cost (3%) | 17 954 USD | 31 855 USD | 9 311 USD |  |  | Direct Project Cost (3%) | 59 120 USD |
| General Mgmt Serv (8%) | 49 313 USD | 87 495 USD | 25 575 USD |  |  | General Management services (8%) | 162 383 USD |
| **Sub-Total for Output 2** | **665 720 USD** | **1 181 187 USD** | **345 265 USD** |  |  |  | **2 192 171 USD** |
| **Output 3:** Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs Gender marker: GEN-2 | **Activity 3.1**: Design and run a nationwide communications and awareness-raising tour | 110 584 USD | 82 938 USD | 82 938 USD | UNDP | Sida | 72600 Grants - USD 130 000 71300 Local Consultants - USD 40 000 74200 Printing, Design, Translations - USD 20 000 71600 Travel - USD 10 000 71400 Contractual services – Individ (DLS. CLOA, PRCA) - USD 76 460,63 | 276 461 USD |
| **Activity 3.2**: Communicate with citizen-clients through waves of communications campaigns | 128 261 USD | 128 261 USD | 109 938 USD | UNDP | Sida | 74200 Audio Visual & Printing Production Costs - USD 290 000 71400 Contractual services – Individ (DLS. CLOA, PRCA) - USD 76 460,63 | 366 461 USD |
| **Activity 3.3**: Design materials for citizen-clients to acquire better knowledge and skills for using the services (including with U-Lead) | 46 938 USD | 78 230 USD | 31 292 USD | UNDP | Sida | 74200 Printing, Design, Translations - USD 60 000 74200 Audio Visual & Printing Production Costs - USD 10 000 71600 Travel - USD 5 000 75700 Trainings and Conferences - USD 5 000 71400 Contractual services – Individ (DLS. CLOA, PRCA) - USD 76 460,63 | 156 461 USD |
| **Activity 3.4**: Support establishment of effective feedback loops for citizen-clients | 46 938 USD | 78 230 USD | 31 292 USD | UNDP | Sida | 72220 Equipment and Furniture - USD 40 000 72800 Comp. Equipment/Software - USD 20 000 72600 Grants - USD 20 000 71400 Contractual services – Individ (DLS. CLOA, PRCA) - USD 76 460,63 | 156 461 USD |
| **Activity 3.5**: Ensure effective project management | 52 009 USD | 52 009 USD | 52 009 USD | UNDP |  | 72400 Mobile Telephone Charges - USD 1 200 72800 Comp. Equipment/Software - USD 7 000 73400 Vehicle Maintenance Service - USD 3 000 73100 Rent & Utilities - USD 50 000 74500 Miscellaneous Expenses - USD 3 115 71400 Contractual services – Individ (staff costs) (PM, PA, D) - USD 91 710,92 | 156 027 USD |
| M&E | 5 000 USD | 5 000 USD | 10 000 USD | UNDP | Sida | 72100 Contractual Services Companies - USD 20 000 | 20 000 USD |
| Direct Project Cost (3%) | 11 692 USD | 12 740 USD | 9 524 USD |  |  | Direct Project Cost (3%) | 33 956 USD |
| General Mgmt Serv (8%) | 32 114 USD | 34 993 USD | 26 159 USD |  |  | General Management services (8%) | 93 266 USD |
| **Sub-Total for Output 3** | **433 536 USD** | **472 402 USD** | **353 153 USD** |  |  |  | **1 259 091 USD** |
| **Direct Pr-t Cost (3%)** |  |  |  |  |  |  |  | **121 072 USD** |
| **General Mgmt Serv** |  |  |  |  |  |  |  | **332 544 USD** |
| **GRAND TOTAL** |  |  |  |  |  |  |  | **4 489 338 USD** |

# Governance and Management Arrangements

**Project Manager**

**Project Board**

**UNDP Ukraine**

**Swedish Ministry of Foreign Affairs / Embassy of Sweden / Sida**

**Project Oversight and Assurance**

UNDP Ukraine Democratic Governance Team Leader, Programme Analyst, Financial Programme Analyst

**Project Organisation Structure**

**Digitalisation Policy Specialist**

**SpoeSpe**

**Senior IT Specialist**

**Ministry for Digital Transformation +** invited government stakeholders

**UNDP Ukraine Operations Centre** on financial, procurement, administration, and human resources issues

**Digital Literacy Specialist**

**Policy Associate / M&E**

**Project Associate**

**Community Liaison and Outreach Associate**

**PR / Communications Associate**

**UI / UX IT Associate**

**Driver (50%)**

The management of the project will be carried out by the UNDP technical assistance team in Kyiv within the overall framework of the United Nations Partnership Framework 2018–2022 in a Direct Implementation Modality. UNDP shall be responsible for the management of the project, primarily concerning the responsibility for the achievement of the outputs and the stated Outcome. Similarly, UNDP will be accountable to the Project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP through a competitive and transparent selection process.

The project stakeholder circle will consist of the following entities: Ministry for Digital Transformation (primary), Ministry of Social Policy, Ministry of Health, Ministry of Internal Affairs, Ministry of Justice, Ministry for Veterans’ Affairs and Temporarily Occupied Territories, Secretariat of the Cabinet of Ministers, Parliamentary Committee for Digital Transformation, Office of the Ombudsperson, National Agency for Civil Service and its Ukrainian School of Governance, as well as other government partners.

The project will receive overall guidance and strategic direction from the Project Board (PB). The Board is the group responsible for making consensus-based management decisions for the project when guidance is required by the Project Manager, including the recommendation for approval of project revisions. The Project Board will consist of representatives of national stakeholders, UNDP Ukraine and Sida, and will be chaired by UNDP. Other stakeholders will have an opportunity to partake in Board meetings as agreed between Board members. An indicative TOR for the Board is presented as Annex to this Project Document.

**Project Oversight and Assurance**. The Project Oversight and Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Specialist (Team Leader) holds the Project Oversight role, and the Programme Analyst is responsible for Quality Assurance.

**Project Implementation.** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for the day-to-day management and decision-making for the project. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The technical assistance team will consist of the following staff:

* **Project Manager SB5** (full-time managerial capacity to liaise, coordinate and supervise all three components of the project, serve as the one-stop-shop entry point for all Government counterparts, ensure quality-control for the project’s deliverables);
* **Digitalisation Policy Specialist for Output 1 SB4** (public policy design, strategic policy impact assessment, high-level advocacy);
* **Policy and M&E Associate for Output 1 and M&E** **SB3** (public policy design, strategic policy impact assessment, research of international best practices for digitalisation policy, design of draft training agendas and other capacity-building interventions. Monitoring, evaluation and reporting for the whole project);
* **Senior IT Specialist for Output 2** **SB4** (IT architecture, high-level IT policy, national and international standards and good practices, supervision of software and hardware vendors, IT systems audit);
* **UI / UX IT Associate for Output 2 SB3** (working with direct software users, adapting user stories to IT interfaces, ensuring an enjoyable experience of software use, web-design);
* **Digital Literacy Specialist for Output 3 SB4** (adult learning design, advocacy);
* **Community Liaison and Outreach Associate for Output 3** **SB3** (design of community consultations formats and their implementation /regional outreach/, adult learning design, curricula, development of materials);
* **PR / Communications Associate for Output 3** **SB3** (strategic and tactical communications for the project and supervision of vendors, web and social media advertising);
* **Project Associate** **SB3** (financial management of the project and proper accounting);
* **Driver** **SB2** (half-time).

All professionals in the technical assistance team shall have the capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders. UNDP Ukraine will provide organisational, HR, procurement and other related assistance.

All due negotiations and effort will be applied to make sure that premises for the operational activity of the *DIA Support Project* be provided in the same building/venue as the core partner, MDT or in closest proximity to it. If this proves to be impossible, UNDP will seek other adequate premises for the technical assistance team to operate in which may have an impact on the administrative costs of the project implementation.

Indicative TORs for the project team members are presented in the annexes to the project document.

**Financial management.** Financial management of the project will be conducted under the UNDP Financial Regulation and Rules (FRR).

# Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ukraine and UNDP, signed on 18 June 1993. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the necessary guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

# Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
   1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
      2. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security and the full implementation of the security plan.
   2. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
   3. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
   4. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
   5. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)UNDP Policy on Fraud and other Corrupt Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
   6. If an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants’, subcontractors’ and sub-recipients’) premises, for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
   7. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly notify UNDP’s Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

* 1. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been misused, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party’s, subcontractor’s or sub-recipient’s obligations under this Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

* 1. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
  2. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the competent national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
  3. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

# ANNEXES

**Annex 1. Social and Environmental Screening Template**

**Project Information**

|  |  |
| --- | --- |
| ***Project Information*** |  |
| Project Title | Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) |
| Project Number | XXXXXXXXXXXXXXXX |
| Location | Ukraine |

**Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

|  |
| --- |
| **QUESTION 1: How Does the Project Integrate the Overarching Principles to Strengthen Social and Environmental Sustainability?** |
| ***Briefly describe in the space below how the Project mainstreams the human-rights based approach*** |
| One of the core premises for this report is the incorporation of the Human-Rights Based Approach (HRBA) into the current Ukrainian government policy thinking behind digitalisation of citizen-services, especially the ones that are designed around life-situations involving vulnerable populations. The project is built around the principles of HRBA and dedicates its first component to building capacities of state institutions to design and revise policies in line with HRBA principles. For that, the Office of the Ombudsperson of Ukraine is involved as a partner and connections are made to the Ombudsperson representatives from Sweden. |
| ***Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment*** |
| While the project is not explicitly designed to target gender equality, selection of target groups for the digitalized services will include gender considerations. A sub-section of the target groups for the project will likely include vulnerable women who could experience multiple forms of discrimination (either women-IDPs or elderly low-income women). The project will also collect sex-disaggregated data where possible and, thus, improve the M&E capacities of state partners to track the impact of digitalisation on gender-related social aspects.  Gender marker: GEN 2. |
| ***Briefly describe in the space below how the Project mainstreams environmental sustainability*** |
| The project aims at decreasing the paper-based workload of Ukraine’s administrative services and introduce digital alternatives to printed forms and paper-based certificates, or at eliminating unnecessary services. While, in this sense, the project has a direct impact on reducing paper waste (that rarely gets recycled in Ukraine), it could have unintended consequences in terms of nudging need for digital devices for the obtainment of services, thus generating demand for consumer electronic devices. The latter concern will be addressed through a targeted element of the awareness-raising campaign on digital services and the promotion of more extended use of electronic devices and responsible consumerism. |

**Part B. Identifying and Managing Social and Environmental Risks**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **QUESTION 2: What are the Potential Social and Environmental Risks?** | **QUESTION 3: What is the level of significance of the potential social and environmental risks?**  *Note: Respond to Questions 4 and 5 below before proceeding to Question 6* | | | | **QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?** |
| ***Risk Description*** | ***Impact and Probability (1-5)*** | ***Significance***  ***(Low, Moderate, High)*** | ***Comments*** | | ***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required, note that the assessment should consider all potential impacts and risks.*** |
| No Risks identified as per SESP Attachment 1 |  |  |  | |  |
|  | **QUESTION 4: What is the overall Project risk categorisation?** | | | | |
| **Select one (see** [**SESP**](http://www.undp.org/content/undp/en/home/librarypage/operations1/undp-social-and-environmental-screening-procedure.html) **for guidance)** | | | | **Comments** |
| ***Low Risk*** | | | **n** | Low impact and probability |
| ***Moderate Risk*** | | | **☐** |  |
| ***High Risk*** | | | **☐** |  |
|  | **QUESTION 5: Based on the identified risks and risk categorisation, what requirements of the SES are relevant?** | | | |  |
| Check all that apply | | | | **Comments** |
| ***Principle 1: Human Rights*** | | | **☐** |  |
| ***Principle 2: Gender Equality and Women’s Empowerment*** | | | **☐** |  |
| ***1. Biodiversity Conservation and Natural Resource Management*** | | | **☐** |  |
| ***2. Climate Change Mitigation and Adaptation*** | | | **☐** |  |
| ***3. Community Health, Safety and Working Conditions*** | | | **☐** |  |
| ***4. Cultural Heritage*** | | | **☐** |  |
| ***5. Displacement and Resettlement*** | | | **☐** |  |
| ***6. Indigenous Peoples*** | | | **☐** |  |
| ***7. Pollution Prevention and Resource Efficiency*** | | | **☐** |  |

**Final Sign Off**

|  |  |  |
| --- | --- | --- |
| ***Signature*** | ***Date*** | ***Description*** |
| QA Assessor |  | UNDP staff member responsible for the Project, typically a UNDP Programme Officer. The final signature confirms they have “checked” to ensure that the SESP is adequately conducted. |
| QA Approver |  | UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD)**,** Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. The final signature confirms they have “cleared” the SESP before submittal to the PAC. |
| PAC Chair |  | UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. The final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC. |

### SESP Attachment 1. Social and Environmental Risk Screening Checklist

|  |  |
| --- | --- |
| **Checklist Potential Social and Environmental Risks** |  |
| **Principles 1: Human Rights** | **Answer  (Yes/No)** |
| 1. Could the Project lead to adverse impacts on the enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalised groups? | **No** |
| 2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalised or excluded individuals or groups? | **No** |
| 3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalised individuals or groups? | **No** |
| 4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalised groups, from fully participating in decisions that may affect them? | **No** |
| 5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project? | **No** |
| 6. Is there a risk that rights-holders do not have the capacity to claim their rights? | **No** |
| 7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process? | **No** |
| 8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals? | **No** |
| **Principle 2: Gender Equality and Women’s Empowerment** |  |
| 1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls? | **No** |
| 2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits? | **No** |
| 3. Have women’s groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment? | **No** |
| 4. Would the Project potentially limit women’s ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? | **No** |
| **Principle 3: Environmental Sustainability:** Screeningquestions regarding environmental risks are encompassed by the specific Standard-related questions below |  |
|  |  |
| **Standard 1: Biodiversity Conservation and Sustainable** [**Natural**](#SustNatResManGlossary) **Resource Management** |  |
| 1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? | **No** |
| 1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognised as such by authoritative sources and/or indigenous peoples or local communities? | **No** |
| 1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? | **No** |
| 1.4 Would Project activities pose risks to endangered species? | **No** |
| 1.5 Would the Project pose a risk of introducing invasive alien species? | **No** |
| 1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation? | **No** |
| 1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species? | **No** |
| 1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? | **No** |
| 1.9 Does the Project involve utilisation of genetic resources? (e.g. collection and/or harvesting, commercial development) | **No** |
| 1.10 Would the Project generate potential adverse transboundary or global environmental concerns? | **No** |
| 1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? | **No** |
| **Standard 2: Climate Change Mitigation and Adaptation** |  |
| 2.1 Will the proposed Project result in significantgreenhouse gas emissions or may exacerbate climate change? | **No** |
| 2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change? | **No** |
| 2.3 Is the proposed Project likely to directly or indirectly increase social and environmental [vulnerability to climate change](#CCVulnerabilityGlossary) now or in the future (also known as maladaptive practices)? | **No** |
| **Standard 3: Community Health, Safety and Working Conditions** |  |
| 3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities? | **No** |
| 3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)? | **No** |
| 3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)? | **No** |
| 3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure) | **No** |
| 3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? | **No** |
| 3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)? | **No** |
| 3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning? | **No** |
| 3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)? | **No** |
| 3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)? | **No** |
| **Standard 4: Cultural Heritage** |  |
| 4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? | **No** |
| 4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? | **No** |
| **Standard 5: Displacement and Resettlement** |  |
| 5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement? | **No** |
| 5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)? | **No** |
| 5.3 Is there a risk that the Project would lead to forced evictions? | **No** |
| 5.4 Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources? | **No** |
| **Standard 6: Indigenous Peoples** |  |
| 6.1 Are indigenous peoples present in the Project area (including Project area of influence)? | **No** |
| 6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples? | **No** |
| 6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognised as indigenous peoples by the country in question)? | **No** |
| 6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned? | **No** |
| 6.5 Does the proposed Project involve the utilisation and/or commercial development of natural resources on lands and territories claimed by indigenous peoples? | **No** |
| 6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? | **No** |
| 6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them? | **No** |
| 6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples? | **No** |
| 6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialisation or use of their traditional knowledge and practices? | **No** |
| **Standard 7: Pollution Prevention and Resource Efficiency** |  |
| 7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or [transboundary impacts](#TransboundaryImpactsGlossary)? | **No** |
| 7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)? | **No** |
| 7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose the use of chemicals or materials subject to international bans or phase-outs? | **No** |
| 7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health? | **No** |
| 7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water? | **No** |

**Annex 2. Risk Analysis**.

|  |  |  |
| --- | --- | --- |
| **Project Title:** | **Award ID:** | **Date:** |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact &**  **Probability** | **Countermeasures / Mgmt response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| 1 | Ukraine’s critical IT infrastructure faces a large-scale attack or leak, and citizen data becomes compromised due to malicious acts of a foreign state or private entity or through a lack of oversight | 02.06.2020 | Safety and Security (Crime) | **Effect:** In a case like this, citizen trust towards state-designed and government-operated systems (including systems for service provision) will be undermined, and outflow of citizen-clients will happen. The entity obtaining the data as a result of the hack/attack/leak may also receive valuable citizen data which could further on lead to massive fraud, extortion and other negative consequences.  **Likelihood:** 2  **Impact:** 4  **Risk level:** Moderate | While UNDP cannot be responsible for all state-developed IT solutions, it will make sure that the products that the project funds are sound, certified according to Ukrainian rules and regulations (KSZI), meet international standards for security, and will communicate this in case of crisis. UNDP will also work with the international donor community that assists MDT and other government players with digitizing services and handling citizen data to keep the issue of cybersecurity and due protections always at the forefront of negotiations. The Project will also develop a crisis communications plan immediately after the Project launch and will conduct brainstorming sessions at least once every six months to be ready to a large media-crisis. | Project manager |  |  |  |
| 2 | The need for speed trumps quality and user satisfaction. In an attempt to demonstrate quick and resolute reform, raw digital products hit the market, causing broad dissatisfaction of citizen-clients. | 02.06.2020 | Strategic (Public opinion and media) | **Effect:** Faced with substandard quality code (interface bugs, freezing, malfunctions, lost or inexistent data), users will generate a wave of negativism both in person-to-person and online communications. Media is likely to pick up on this sooner than later, and the image of both government partners and international donors will suffer. Citizen trust to electronic services will be dampened or undermined.  **Likelihood:** 3  **Impact:** 3  **Risk level:** Moderate | UNDP can be responsible exclusively for the products that it supports and, in this case, will use its leverage to prevent the early release of products that have not yet passed through user-testing. The project is designed in a way to be responsive to the needs of the government but, at the same time, having safeguards that prevent “release rushes” that are inevitable in a very transient political climate – to demonstrate reforms and keep up political ratings in a situation of a global economic and post-COVID crisis. | Project manager |  |  |  |
| 3 | Due to political reasons, the idea of ‘Your State in Your Smartphone’ stops receiving political support from the President, thus depriving MDT of symbolic leverage and clout for reform with other Ministries and agencies | 02.06.2020 | Political (Political will) | **Effect:** Without political backing from the top officials, the idea of transferring all services to the citizens’ smartphones will not stop its implementation altogether. It will be harder to negotiate with state partners and reach agreement on ways to cooperate, and decisions will take longer time to get adopted. At the same time, the drive towards more digital solutions as part of state administration and provision of citizen services at a distance will remain. Progress, in this case, will be harder to achieve and more vested interests/agency turf stakes will have to be considered.  **Likelihood:** 1  **Impact:** 3  **Risk level:** Low | UNDP cannot have a direct impact on the political priority-setting by the highest officials in the state. At the same time, public events to demonstrate real success (where deserved) and ability to present platforms for officials to speak in favour of digitalisation at the international events of the highest calibre (for instance, international high-level forums or summits) could be leveraged to keep the interest alive. | Project manager |  |  |  |
| 4 | In their search for fast solutions and quick wins, the donor community becomes more fragmented and uncooperative in its midst. Bigger projects design their solutions without any regards for compatibility and make others follow their technological preferences. | 02.06.2020 | Operational (Synergy potential) | **Effect:** Donor conflicts and lack of cooperation or even proper coordination (even in situations of development partner rivalry) are a serious detriment to a well-managed reform process. In a case where no single donor can fund the whole complex of digital service for citizens (worth dozens of millions of dollars), there is need for development partners to find common ground and at least share information, if not collaborate on delivering a common result. In case the risk materialises, the reform process will not stop, but it will result in implementation delays, waste of funding (for making incompatible solutions work together) and tensions between partners who should be committed to one goal.  **Likelihood:** 3  **Impact:** 2  **Risk level:** Low | UNDP will do its share of proper coordination and will participate in all relevant donor coordination mechanisms – especially the “third tier” coordination as envisaged by the new donor coordination mechanism promoted by the Office of the Prime Minister these days. In situations of acute conflicts, UNDP will use its symbolic power as a neutral, independent and trusted partner to resolve the issue through the leadership of the donor-government Embassy – where appropriate. | Project manager |  |  |  |
| 5 | The project is faced with a situation of vendor lock that was launched into action by previous projects/initiatives | 02.06.2020 | Regulatory (Deviation from UNDP internal rules and regulations) | **Effect:** Situations of vendor lock are common in the Ukrainian setting and are usually a result of previous software development projects and investments of donor or state funds. Effects include cost overruns, maintenance troubles, suboptimal knowledge transfer regarding software developed.  **Likelihood:** 4  **Impact:** 3  **Risk level:** Moderate | UNDP will work with MDT and other development partners to break possible monopolies of vendors who have already started working on electronic services. Where possible, open-source solutions will be used or adapted, and efforts will be made to avoid selection of rare programming languages or IT development frameworks. | Project manager |  |  |  |
| 6 | Perfunctory and superficial acceptance of the new, HRBA-based paradigm of electronic service design and delivery by MDT, where HRBA is seen as a new “trend and craze” rather than a legitimate and desirable development lens | 02.06.2020 | Political (Government commitment) | **Effect:** While the implementation of the “hard” components of the project (i.e. software design procurement or design of awareness-raising campaigns that promote government digitalisation) continue, elements that require HRBA to be put to practice (including through regulations or addressing grievances) are downplayed. Consistent direct push from UNDP to change this mindset may prove counterproductive and worsen the partnership relations with the primary beneficiary.  **Likelihood:** 3  **Impact:** 3  **Risk level:** Moderate | UNDP will approach this issue as offering MDT to be amongst the world leader-institutions in on-boarding and consistently applying the human rights considerations for digitalisation. | Project manager |  |  |  |
| 7 | Despite efforts to incorporate human rights considerations and prevent any form of discrimination as well as extensive user consultations, the released service is found to be putting a particular group at a disadvantage | 02.06.2020 | Strategic (Public opinion and media) | **Effect:** In this case, specific stakeholder and citizen-client groups may point out that the new electronic or mobile services are not inclusive enough (for instance, due to infeasibility to change the code of Diia, the ability of use for people with visual impairments is non-existent) and, potentially, launch a campaign or a media wave that would criticize UNDP and its national partners.  **Likelihood:** 1  **Impact:** 3  **Risk level:** Low | As the first step, UNDP and MDT will carefully review the allegations made and will follow one of the possible solutions: a) adding the requested functionality, b) adding an external instrument or UX path so that the service may still be obtained (for instance, assisted service at Diia centres), c) designing a response plan that would foresee steps to make the service accessible in the future. Cooperation with the Office of the Ombudsperson will be used extensively in such dialogue with stakeholder groups. | Project manager |  |  |  |
| 8 | The limited competitiveness of the software development market for state IT development and vendor lock lead to possible corruption risks and cost overruns | 02.06.2020 | Operational | **Effect:** The project may have to deal with a situation of limited competition and potential incentives for corrupt actions by a vendor in case of vendor lock (i.e. only one company understanding how the larger system works and, thus, becoming a monopolist on building add-ons for the system). UNDP may then be accused of colluding with MDT to hire a certain company or even of laundering money allocated for software development.  **Likelihood:** 2  **Impact:** 2  **Risk level:** Low | Throughout the Inception Phase of the project, funded through UNDP core funding, a review of the software vendor market was *already conducted,* and risks with the most frequent winners of government contracts for IT development were outlined. An analytical piece containing regulations on proper IT design is also under preparation. UNDP will work proactively with all potential bidders to avoid vendor lock, potential accusations of corruption and cost overruns. UNDP has also envisaged funds for subject-area independent consultants to accompany this process from the point of view of quality and reliability of vendors and quality control over the works done. Finally, the process of IT development will include the work of a Quality Assurance Group that will include officials of MDT, as well as representatives of other donor projects and independent subject matter experts to “accept” milestones for every IT product development stage. | Project manager |  |  |  |
| 9 | Accusations from the civil society that MDT / SOE Diia are corrupt, as they receive significant funding from the budget, launder this money, and instead use donor funding to cover IT development | 02.06.2020 | Strategic (Public opinion and media) | **Effect:** Such accusations are already circulating in sectoral communities of civic experts, oftentimes conflated with a careless attitude of SOE Diia towards cybersecurity.  **Likelihood:** 3  **Impact:** 1  **Risk level:** Low | UNDP will communicate the story of its product clearly and openly, with noting actual numbers or funding allocations where possible and highlighting the open and competitive procedures and rigorous quality assurance approaches. As necessary, communications may be shared and coordinated with the MDT press office to ensure a common position. | Project manager |  |  |  |

**Annex 3. DIA Support Project board TOR**

***Background***

Ukraine’s governance reform agenda has seen radical change between late 2013 and 2020. Yet, one premise has remained consistent. Previous and current administrations have been keen on offering digital (including mobile-based) solutions as the means to reduce direct contacts between citizens and authorities. One of the stable traits has also been the ‘everyone sees everything’ model of digital transparency and data disclosure, thus, reducing the overall level of corruption at all levels. The post-Maidan government took a significant step in this regard by launching the State Agency for Electronic Governance of Ukraine in the summer of 2014. Later, in 2019, the Agency morphed into the Ministry of Digital Transformation of Ukraine with a broader mandate.

Over the last decade, Ukraine has made significant strides in digitalizing the state and its functions. National legislation incorporated the open data notion in 2012 (with UNDP leadership and support). Ukraine’s digital model for public procurement (ProZorro) has consistently been receiving world awards. The national interoperability system for state registries (Trembita) was successfully launched and certified for operation. In addition to digital identification through electronic signatures, Ukraine’s mobile operators have launched the MobileID technology. Most recently, the Government-launched ‘Diia’ mobile application has embodied the newest trends of digitalisation for citizens. If progressing as planned, in the coming months, ‘Diia’ will expand rapidly to include not only means of identification (passport, driver’s license, or student ID) but also access to Public Services online.

The Project, initiated with support from the Government of Sweden and UNDP and in partnership with the Ministry for Digital Transformation (MDT), aims at supporting the Government of Ukraine at large, and specifically MDT, so that women and men, especially those who belong to vulnerable groups, have improved quality access to digital administrative and social services as offered through a “life situation” model. The Project’s Board serves as a strategic guidance and quality assurance body for all partners involved to make sure that identified goals are met, and inevitable challenges that arise in the course of the project are addressed through collaborative efforts.

**Composition**

Representatives from the following organisations shall comprise the Project Board:

* One delegated high-level representative of the Ministry of Digital Transformation (voting);
* One representative of the Embassy of Sweden (voting);
* One senior representative of UNDP Ukraine (voting);
* Secretary of the Board – the DIA Project Manager (non-voting)

Representatives of other government partners, civil society, academia or business-circles may be invited to Board meetings as non-voting participants, presenters or observers. A special place will be reserved for representatives of the EU Delegation in Ukraine and sister-project representatives (for instance, U-Lead) who will be invited for Board deliberations.

**Functions of the project board**

1. Offer overall policy and technical guidance and direction towards the implementation of the project, ensuring it remains within any specified constraints;
2. Provide input into work plans, budgets and implementation schedules to guide the achievement of project objectives;
3. Approve project implementation schedule, annual work plan (AWP) and indicative project budget at the commencement of each project year within its remit;
4. Provide guidance and agree on possible countermeasures/management actions to address specific project risks;
5. Address project issues as raised by the Project Manager;
6. Agree on Project Manager tolerances as required, an provide ad-hoc direction and advice for situations when tolerances are exceeded;
7. Review and endorse changes in project work plans, budgets and schedules as necessary;
8. Monitor project implementation and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
9. Arbitrate, where essential, and decide on any alterations to the programme;
10. Endorse an overall project evaluation and monitoring function for the duration of the project through a mechanism agreeable to all Project Board parties;
11. Review and approve Project Annual, Semi-Annual or ad hoc reports;
12. Provide necessary oversight to ensure the sustainability of the Project.
13. Review the themes and amounts of grant funding under the Project.
14. Review the list of the Grant Selection Committee members under the Project.

**Meetings**

The Project Board will meet at least twice a year, at a time and place convenient to all members but, as a rule, after the SAPR and APR become available for consideration and approval. Representatives from all three institutions that have the voting right have to be present for the Board Meeting to be considered as having the quorum. The Project Board decisions should be made per standards that shall ensure the best value to money, fairness, integrity, transparency and effective international competition.

**Chairperson and Secretary**

The Project Board shall have no Chair as the decisions will be adopted by consensus of three voting members. The Secretary to the Board, while not having voting rights, will serve as moderator and time-keeper for the Board Meeting discussions. (S)he will make sure that there is an accurate record of discussions and decisions of each meeting is prepared and forwarded to all members and that there is an adequate follow-up on the undertakings of the members of the Project Board. The Project Manager shall serve as the Board’s Secretary.

**Communication**

Documentation presented for review at any meeting of the Project Board will, as far as possible, be distributed one week before the meeting. The preparation of the records of all official meetings of the Project Board will be the responsibility of the secretary. These records must be forwarded to Project Board members no later than two weeks after its conclusion.

**Duration**

The Project Board will exist for the duration of the project.

**Funding for the Project Board activities**

Project resources will be used to support the participation of country representatives and other members as required.

**Meeting location**

Meetings of the Project Board will be held at locations agreeable to all members.

**Annex 4. Indicative TORs project key personnel**

**POSITION TITLE: PROJECT MANAGER**

Post Level: SB 5

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Responsible for building the capacity of and ties with state bodies/partners (MDT, NACS, USG, relevant Parliamentary Committee et al.) at the national and regional levels; Establish and maintain a dialogue with government officials, both local and national, NGOs, partners, donors and communities to provide knowledge and understanding, ensuring an accurate interpretation of the project’s mission.
* Maintain close liaison with national project partners, ensuring maximum participation and promoting ownership of national authorities in the implementation of the project.
* Provide guidance and expert inputs into all components, ultimate in-project clearinghouse for technical assistance products, achieving the overall project outputs.
* Provide substantive input to the project activities and outputs and ensure timely implementation of the Project’s activities, including reporting on progress vis-à-vis planned activities and expected outputs.
* Set up and manage the project office, including staff facilities and services, per the project work plan.
* Ensure timely preparation of project work plan, procurement and staffing plans, and other related documents for timely commencement of the project activities.
* Develop a detailed project implementation plan, coordinate and supervise the work of project experts and consultants, including the preparation of the terms of reference for consultants, national experts and subcontractors recruited under the project, planning of project activities and budget expenditures, activity scheduling, and reporting.
* Act as a principal representative of the project during Board Meetings, evaluations and in discussions and, hence, be responsible for preparation of review and evaluation reports such as the Annual Project Report (APR) for the consideration of the UNDP and the Project Board.
* Assume direct responsibility for managing the project budget, ensuring that:
  + project funds are made available when needed, and are appropriately disbursed;
  + accounting records and supporting documents are kept;
  + required financial reports are prepared;
  + financial operations are transparent and financial procedures/regulations are applied; and
  + the project is ready to stand up to audit at any time.
* Ensure compliance of project’s business processes with UNDP Ukraine Standard Operating Procedures.
* Monitor project inventory, attendance records, and the filling system. Assure correct personnel management and procurement of goods/services.
* Coordinate Project’s objectives and activities with other development partners.
* Report regularly to and keep the UNDP CO up-to-date on project progress and problems, if any.
* Participate in public relations and media activities. Assure project website update. Coordinate the distribution of the project related information.
* Ensure that the Atlas Project Management module is updated regularly.
* Ensure compliance with UNDP project management policies and procedures.
* Serve as a focal point for donor coordination and help MDT steer the thematic group under the so-called “third tier” of the new, Government-wide system for development partner (donor) coordination under the Prime-Minister’s Office.
* Perform other duties as requested.

**Measurable outputs of the work assignment**:

* Full and appropriate implementation of the project per the AWP;
* Partnerships with project stakeholders developed and maintained;
* Project reports produced in time and of high quality;
* Project overall results, experiences and lessons learned captured and disseminated at the national and regional levels;
* Quality monitoring and closure activities completed.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports promptly;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* Master’s in Public Policy / Public Administration, Business Administration or other relevant social sciences field;
* At least a 5-year experience in managing projects / internal project teams in international organisations or CSOs;
* At least a 3-year experience with administrative services reform, digitalisation of Public Services, design, launch and maintenance of software solutions for the citizen-clients or related areas;
* Familiarity with UNDP project management procedures and experience with ATLAS and UNDP project management tool would be considered an asset;
* Fluency in English and Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POSITION TITLE: DIGITALISATION POLICY SPECIALIST**

Post Level: SB 4

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Responsible for taking the lead in the Project’s Output 1 – “Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles” and in all situations where there is need for policy analysis, design of government-oriented training and implementation of innovative policy-design models;
* Take the lead on developing capacities of the MDT and the Parliamentary Committee on strategic planning, participatory policy-cycle, HRBA and gender mainstreaming for public policy, and policy impact analysis, thereby strengthening their capacity to generate a more inclusive policy that guides digitalisation of Public Services (design of online and mobile-based services);
* Provide inputs to and manage external consultants working on de-composition and re-engineering of the policies that underly the provision of administrative services as grouped around life situations. Ensure quality assessment of the products produced with the project support;
* Serve as the focal point for the project’s human rights, inclusive and non-discriminatory approach – not only in terms of policy design.
* Perform other duties as necessary.

**Measurable outputs of the work assignment:**

* Policies that regulate rendition of services are reviewed and re-engineered with HRBA principles in mind;
* Tools for building capacities of the MDT and the Parliamentary Committee on strategic planning, participatory policy-cycle, HRBA and gender mainstreaming for public policy, and policy impact analysis and other themes are in place and implemented;
* Capacities of the civil servants of the selected Ministries (such as Ministry of Social Policy, Ministry of Health, Ministry of Veterans’ Affairs, Temporarily Occupied Territories and IDPs) in implementing the digital transformation strategy by transforming their services into online formats are enhanced;
* Good international practices on UI / UX[[27]](#footnote-28) approaches and other practical elements of creating useable and enjoyable digital experiences for women and men of different ages, and with disabilities (such as visual or hearing impairments, for instance) are adapted to the Ukrainian context and deployed;
* Concept notes, advisory notes, memos, meeting debriefs, topical briefs, and activity plans produced;

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving; excellent interpersonal and communication skills;
* integrity by modelling the UN’s values and ethical standards;
* Strong organisational and time management skills;
* Ability to work in a team;
* Ability to work under continuous pressure and meet deadlines;
* An energetic and optimistic approach to all emerging challenges.

**Minimum qualifications and experience**

* Master’s degree or equivalent in public administration, law, international relations, political science or related field;
* Demonstrated knowledge of legal and institutional frameworks for digital policy for citizen services in Ukraine and the CIS region;
* A minimum of 3 years work experience in the field of public policy design, review and production of relevant regulatory documents, preferably for the area of service digitalisation;
* Experience in elaborating strategic documents and papers and conducting social research, design of high-level adult-education events (seminars, workshops, courses);
* Previous experience with a multilateral or international technical assistance or development organisations would be an asset;
* Fluency in English and Ukrainian (both spoken and written);
* Strong computer skills are mandatory.

**POSITION TITLE: POLICY AND M&E ASSOCIATE**

Post Level: SB 3

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Under general supervision of the Digitalisation Policy Specialist, conduct policy analysis, including but not limited to: search and systematisation of existing regulations, compilation of their elements into a regulatory pipeline / business-process map, conduct interviews with policy implementation practitioners to determine whether the policy elements function as intended;
* Under general supervision of the Project Manager, be the focal point for compiling the Annual Project Report and on-demand pieces related to thematic progress of the project;
* Elaborate necessary documentation (concept notes, briefs, fundraising considerations) to operationalise and steer programmatic initiatives and activities;
* Conduct research, make analysis, process statistical data, draft conclusions and recommendations pertinent to the establishment of regulations on digitalisation of administrative services, which spell out mandates and operational procedures for the duty-bearers;
* Support the process of developing knowledge products, by the codification of experiences and lessons learnt at the national and international levels in the domain of digital solutions for citizen services;
* Assist preparation of Annual Work Plans through the result-based approach with indicators and targets at output and activity level;
* Develop and propose a suitable method for data collection which includes but is not limited to surveys, focus groups and qualitative methods aimed at ensuring the participation and representation of project target groups;
* Support data collection activities at the field level, identify the needs for data collection and develop ToRs when outsourcing of such services is necessary;
* Support data entry and processing system calculating performance indicators, identification of implementation patterns, setbacks and successful practices;
* Support the continuous monitoring, review and evaluation of project activities and make field visits to conduct qualitative and quantitative checks to obtain feedback;
* Prepare periodic M&E reports capturing qualitative and quantitative aspects, according to the annual work plans and log frame of the Project;
* Perform other duties as requested.

**Measurable outputs of the work assignment**:

* Drafts of policy documents, maps, plans and recommendations;
* Draft Annual Project Report and thematic reports furnished on time and of high quality;
* Project M&E systems established and maintained regularly to make sure that data is robust, well-stored and analysed for performance.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports promptly;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* Bachelor’s degree in the field of Public Policy, Economics, Management, Business Administration or related field;
* Excellent command of office software, such as word processors, spreadsheets, databases and ability to use statistical programs (i.e., SPSS, Excel, Access);
* Minimum 2 (two) years of professional experience in implementation and/or monitoring of development projects designed with results-based approach;
* Demonstrable experience with policy documents of all levels (laws, subsidiary regulations, orders and decrees), including analysis of business-processes as prescribed by these documents;
* Demonstrable experience in data collection through qualitative and quantitative methods. Experience with database development and applications is an asset;
* Fluency in English and Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POSITION TITLE: SENIOR IT SPECIALIST**

Post Level: SB 4

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Responsible for taking the lead in the Project’s Output 2 – “Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner” and in all situations where there is need for IT systems design, analysis of cybersecurity issues or certification of systems according to Ukraine’s standards;
* Under general supervision of the Project Manager and in close cooperation with the core Project beneficiaries, design terms of reference and procurement documentation for the purchase of services/works that are required to digitalise citizen-oriented services for vulnerable groups;
* Draft terms of reference/scopes of work for Project consultants who may be involved in technical writing, development of documentation for the following types of certification: cryptographic protection (KZI), technical information protection (TZI), complex systems for information protection (KSZI), ISO 27001-type assessments and certifications. Conduct quality control of the works performed;
* Lead teams on testing and quality assurance of software, hardware, cryptographic and other solutions that are intended for procurement and deployment by the project;
* Regularly interface with MDT and Diia SOE to make sure that the Project is in synchrony with the latest developments – including decisions on technical solutions that are deployed, to make sure that the Project’s outputs are compatible;
* Supervise teams of external experts hired by the project to do elements of Project work as related to software development, certification, hardware procurement and configuration and underwrite the reports, memos and policy papers as produced by the Project;
* Liaise with government bodies, as necessary for the implementation of Project purposes, for instance in cases where the Project’s solutions are linking to other state bodies’ databases and rosters. Make sure that all necessary technical memoranda/data exchange protocols are in place to ensure effective work of the Project-designed services;
* Prepare periodic reports capturing progress made and summarise highly-technical information into digestible formats for report purposes;
* Perform other duties as requested.

**Measurable outputs of the work assignment**:

* Technical documentation for software, hardware, cryptographic solutions, terms of reference for consultants, reports with findings and recommendations produced on time and of high quality;
* Adoption of essential technical memoranda/data exchange protocols that enable data-processing for digitalised services under the project;
* Certification of the Project-developed / procured systems in line with Ukrainian standards.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* Advanced university degree in IT, MIS, Business Process, and or Business Development or related field;
* Minimum 7 years of professional experience in the areas relevant to IT, MIS, Business Process and or Business Development, preferably as associated with the development of IT solutions for or in cooperation with Ukraine’s state bodies. Experience with the certification of state systems is considered a significant asset;
* Demonstrated track record with business process automation in any sector (preference is given to state bodies, but business-related experience is acceptable as an equally-valuable substitute);
* Demonstrated understanding of Ukraine’s IT development market as working with state entities and of certification requirements vis-à-vis state-owned and state-operated systems dealing with sensitive personal data;
* Fluency in English and Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POSITION TITLE: UI / UX IT ASSOCIATE**

Post Level: SB 3

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Under general supervision of the Senior IT Expert, work with Ukraine’s authorities and Diia SOE to make sure that the services designed under the auspices of the Project are usable by and appealing to the target audiences;
* Work closely with the Digitalisation Policy Specialist and Policy Associate to build business-processes for vulnerable citizen-client groups to maximise satisfaction and ease while, at the same time, not compromising data security, as underlying solutions to be developed under the Project’s Output 2 – “Government institutions have at least two client-centred digital service packages built around life situations designed in a participatory and gender-responsive manner”;
* Collaborate with other UNDP projects and international technical assistance initiatives to incorporate good practices and lessons learned on the design of citizen-oriented software;
* Assist with designing terms of reference and procurement documentation for the purchase of services and works that are required to digitalise citizen-oriented services for vulnerable groups;
* Participate in work of teams on testing and quality assurance of software, hardware, cryptographic and other solutions that are intended for procurement and deployment by the project;
* Work closely with the Project’s Output 3 team “Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs” throughout public consultations, tours and citizen-engagement events to align project’s software development and broader digitalisation work with citizen tastes, expectations and preferences;
* Lead the Project’s social innovations stream, liaise with the IT civil society, organise hackathons, innovation events, virtual and physical activities for the Project in close cooperation with the PR / Communications Associate and UNDP Ukraine Innovation Lab;
* Prepare periodic reports capturing progress made and summarise highly technical information into digestible formats for report purposes;
* Perform other duties as requested.

**Measurable outputs of the work assignment**:

* Technical documentation for software, hardware, cryptographic solutions, terms of reference for consultants, reports with findings and recommendations produced on time and of high quality;
* Adoption of essential technical memoranda and/or data exchange protocols that enable data-processing for digitalised services under the project;
* Business-processes are re-engineered with the user in mind and adopted as the foundation for the services to be designed by the Project;
* Social innovation events, virtual and physical activities related to the IT component of the Project are conducted with a high standard;

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* University degree in IT, MIS, Business Process, and or Business Development or related field;
* Minimum 3 years of professional experience in the areas relevant to IT, MIS, Business Process and or Business Development related to issues of UI/UX;
* Demonstrated track record with state agencies is an asset, but business-related experience is acceptable as an equally valuable substitute;
* Demonstrated understanding of Ukraine’s IT development market as working with state entities and of most current trends in software design (UI/UX) with the user in mind in the Ukrainian / Eastern European context;
* Working-level English and fluent Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POST TITLE: DIGITAL LITERACY SPECIALIST**

Post Level: SB 4

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Responsible for taking the lead in the Project’s Output 3 – “Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs” and contributes as necessary to Output 1 – “Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-oriented services in line with HRBA and gender mainstreaming principles”;
* Responsible for those areas of Project implementation where capacity-development, adult learning (especially as designed for vulnerable group citizen-clients) and awareness-raising events are envisaged;
* Lead the team on quality assessment of the products delivered with project support in the aspect of learning, training, didactics;
* Design terms of reference for and supervise experts, consultant teams and commercial vendor-companies that work to elicit citizen needs, wants, pains and preferences, design, implement and measure the effectiveness of communications campaigns, and establish feedback loops with citizen-clients;
* Elaborate necessary documentation (concept notes, briefs, fundraising considerations) to operationalise and steer programmatic initiatives and activities;
* Provide inputs to the development of learning/training materials, programmes and tools as envisaged by the project. Serve as a focal point for international good practice exchange on citizen education (especially with a focus towards digital skills);
* Support existing partnerships with national counterparts and NGOs;
* Perform other duties as necessary.

**Measurable outputs of the work assignment:**

* Quality products under the Project’s Output 3 developed, including but not limited to awareness-raising campaigns, training courses, manuals and reports.
* Substantial support to the project activities related to rights-holders’ capacity development provided (including on issues of digital literacy);
* All assignments performed in a quality and timely manner.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* Master’s degree or equivalent in social sciences, public administration, law, international relations, political science or related field;
* A minimum of 5 years of professional work experience in building capacities of national stakeholders (government and non-governmental);
* Minimum 3 years’ experience of management of a team – preferable as part of international technical assistance projects;
* Fluency in English and Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POST TITLE: COMMUNITY LIAISON AND OUTREACH ASSOCIATE**

Post Level: SB 3

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Serve as the constant link of the project to the citizen-client audiences (not only specific vulnerable groups but also a broad spectrum of citizens using digital services or willing to use them without an opportunity to do so yet);
* Travel around the country gauging the experiences and manage ongoing field consultations with citizen-clients and work with the UI / UX IT Associate and Digitalisation Policy Specialist to incorporate citizen voices into policy and digital solutions designed to implement the policy;
* Manage grants to civil society organisations that help conduct citizen consultations or employ tools to track satisfaction with digital services. Supervise all aspects of grant activities to make sure that they are in line with the Project’s goals;
* Liaise with the Office of the Ombudsperson in Ukraine and international entities, seeking to apply good practices of HRBA into state processes of service digitalisation. Cooperate closely with the Digitalisation Policy Specialist and Policy and M&E Associate on these matters.
* Work with state authorities and established feedback loop mechanisms (FAQ and help-centres and hotlines) to make sure that the citizen voices are heard; in parallel – work with the PR / Communications Associate to convey to the citizen-clients that their voices are listened to and incorporated;
* Support organisation of the capacity-building activities and awareness-raising initiatives (trainings, workshops, etc.) as necessary;
* Contribute to terms of reference for and supervision of experts, consultant teams and commercial vendor-companies that work to elicit citizen needs, wants, pains and preferences;
* Elaborate necessary documentation (concept notes, briefs, fundraising considerations) to operationalize and steer programmatic initiatives and activities;
* Provide inputs to the development of learning/training materials, programmes and tools as envisaged by the project;
* Support existing partnerships with national counterparts and NGOs;
* Perform other duties as necessary.

**Measurable outputs of the work assignment:**

* Results of continuous citizen consultations shaped as reports, memos, recommendations or other products;
* All assignments performed in a quality and timely manner.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Technical Skills;
* Knowledge of required procedures;
* Communication and listening skills;
* Partnering and networking.

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* Master’s degree or equivalent in social sciences, public administration, law, international relations, political science or related field;
* A minimum of 5 years of professional work experience in maintaining relations with citizen-groups that receive Public Services;
* Working-level English and fluent Ukrainian (both spoken and written);
* Excellent usage of computers and office software packages.

**POST TITLE: PR / COMMUNICATIONS ASSOCIATE**

Post Level: SB 3

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Shape project’s communication strategy in cooperation with relevant MDT stakeholders and the Government of Sweden;
* Provide support to advocacy efforts and campaigns by organizing roundtable discussions, press conferences, and other public events and providing inputs to briefing materials and press releases;
* Lead the Project’s public relations activities in cooperation with businesses, CSO and government sector to minimise the environmental impact of the project (initiate and conduct campaigns to minimize electronic waste);
* Design terms of reference for and supervise work of consultants and commercial companies designing awareness-raising products. Design and, in cooperation with the Policy and M&E Associate measure effectiveness of strategic communications efforts;
* Make sure that all Project communications adhere to the corporate communications guidelines and printing norms and are coherent with the Diia branding;
* Track and monitor print and social media and report relevant information to senior staff to inform strategy development.
* Identify storylines and achievements within the office for online and printed publications;
* Collect information, prepare press releases, articles, key messages and other advocacy materials;
* Assist in translation, adaptation, or rewriting of information received for the local context. Engage in project travel to report on the work of the Project from the field;
* Coordinate the publication of materials for final approvals; maintain relationships with printers/ publishers;
* Maintain library/ database of reference materials, photos and digital assets;
* Coordinate the dissemination of advocacy materials to appropriate stakeholders;
* Identify stories, and provide inputs to the development of content for the office/project website and social media channels;
* Administer social media channels and prepare creative contents for online dissemination;
* Update the website and social media channels, ensure consistency in branding;
* Research, compile and produce reports on web statistics regularly and electronic surveys, as required;
* Maintain files, databases, and systems relevant to the project digital presence.
* Serve as the Project’s spokesperson, as necessary;
* Maintain and update a database of the relevant press in the country;
* Respond to requests for information and arrange interviews, as delegated;
* Design talking points and process Project’s materials for different audiences.
* Contribute to the identification of best practices and lessons learned;
* Familiarise and share corporate and advocacy campaign assets for consistency and effective roll-out;
* Organise training and workshops on communication practices and feedbacks of lessons learnt;
* Edit the Annual Project Report and other thematic reports before release
* Perform other duties as necessary.

**Measurable outputs of the work assignment:**

* Support the preparation of media strategies in line with corporate guidelines is provided;
* Effective channels for dissemination of all information products to relevant target audiences identified and distribution ensured;

**Performance Indicators for the evaluation of results:**

* Timely inputs to communication and advocacy materials
* Timely organisation of discussions, conferences, briefings and other events
* Timely provision of relevant background information
* Accurately edited and well-written contents
* Timely delivery of high-quality communication and advocacy materials
* Webpages are regularly maintained, updated and relevant

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* BA/BSc degree (or equivalent) in communications, journalism, public relations, social sciences, international relations, or a related field;
* Minimum five (5) years (with Bachelor degree) of relevant experience (in communications journalism, public relations or related field at the national or international level, including experience in media relations.)
* Experience in the usage of computers and office software packages (Word, Excel, etc.). Experience in handling of web-based management systems;
* Experience in online outreach and multimedia would be an asset;
* Experience with leveraging social media for communications;
* Outstanding oral and written communications and editing skills, with proven ability to meet tight deadlines.
* Demonstrated experience of managing communications contracts (wit production centres, PR firms) in terms of quality assurance;
* Understanding of strategic communications’ monitoring tools and frameworks;
* Fluency in oral and written English, Ukrainian and Russian languages.

**POST TITLE: PROJECT ASSOCIATE**

Post Level: SB 3

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

Full time

**Functions and responsibilities**

* Perform administrative support functions to facilitate the implementation of project activities, including personnel matters, attendance records, travel arrangements, facilitating missions, office maintenance, reception/registry, procurement, contracting, communications, inventory;
* Assure smooth operations of the project by following established operational rules and procedures, including preparation of the supporting documentation for contracts and payments;
* Contribute to the project annual and detailed implementation work plans and reports preparation in a timely and quality manner based on the requirements of the UNDP and project donors;
* Facilitate project recruitment and personnel management; Assure due selection process of project experts and consultants is in place through advertisements in mass media, participate in the selection process. Collect the documentation required for the recruitment and contract extension, promotion, separation and other related administrative actions;
* Participate in data collection, analysis and maintenance of projects related database and files; Keep accurate electronic and paper filing, information and records systems;
* Participate in project activities (meetings, roundtables, conferences, other public activities) preparation, implementation and follow up, take meeting minutes;
* Ensure that travel arrangements and authorisations, mission requests, passport and visa requests and extensions, flight bookings and all other matters related to travel of international and national project staff inside and outside Ukraine are correctly and timely authorised and processed;
* Keep accurate electronic and paper filing, correspondence register and filing, information and records systems;
* Keep updated project inventory records and assure that UNDP regulations on the equipment use, storage and proper maintenance are adhered to. Assure that the project equipment transfer/disposal is being done under UNDP rules;
* Assist with project documents and correspondence translation and interpretation as needed;
* Manage project stationery and office supplies, distribution of stationery supplies as required, purchase office equipment and furniture when needed;
* Handle project telephone enquiries and correspondence;
* Participate in the trainings for the operations/projects staff on administrative and financial procedures;
* Assure that due security measures are in place concerning the project office;
* Draft project-related correspondence, maintain a database of contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc.;
* Provide day-to-day financial management, and financial operations support to the project in accordance with UNDP rules and regulations and relevant Standard Operating Procedures (SOPs);
* Assist in preparation and monitoring of the Project and operational budgets and maintain necessary budgetary controls and records;
* Ensure accuracy verification of Delivery Reports;
* Control and monitor the finance and budget activities of the Project.
* Perform Accounting Reviewer and Accounts Payable Invoice Processor roles: record, review and post accounts payable and accounts receivables entries.
* Ensure that processed vouchers are matched and completed; transactions are correctly recorded and posted. Ensure timely corrective actions on unposted vouchers, including vouchers with check errors.
* Assist in preparation of donor reports.
* Keep vendor master data.
* Perform such other duties as may be assigned.

**Performance Indicators for the evaluation of results:**

* Quality of work;
* Relations with colleagues and the ability to be an effective team player;
* Technical Skills;
* Knowledge of required procedures;

**Skills and competencies expected of the individual:**

* Mature judgment combined with a proactive, energetic approach to problem-solving;
* The ability to manage project/programmes for results, including the ability to translate strategic aims into achievable annual work plans; and prepare project/programme reports in a timely manner;
* Excellent interpersonal and communication skills, including acceptance of responsibility to ensure that organisational objectives, policies and requirements are met; ability to manage external teams of consultants, ability to handle politically sensitive issues and contacts within government authorities and UNDP; sound judgment and maturity to foster a positive work environment;
* Strong organisational and time management skills;
* Capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders;
* Ability to work under continuous pressure and meet deadlines;
* Good analytical skills.

**Minimum qualifications and experience**

* BA /BSc degree in Business Administration, Bachelor of Commerce, Human Resources, Finance, Social Sciences, International Relations and any other related fields.
* Minimum three (3) years (with Bachelor’s degree) of relevant experience (in administration and/or programme support service or other related fields.)
* Experience in the usage of computers and office software packages (Word, Excel, etc.).
* Experience in handling of web-based management systems.
* Knowledge of working in ATLAS ERP will be an added advantage.
* Fluency in written Ukrainian, working level knowledge of English (writing and speaking).

**POST TITLE: DRIVER**

Post Level: SB 2

Duration of the service: 2020 - 2023

Duty Station: Kyiv, Ukraine

50%-time workload

**Functions and responsibilities**

* Timely and safe driving of project employees, consultants, project guests, project visitors, UNDP staff in the official Project vehicle at the authorisation from the project management;
* Performing tasks related to the daily maintenance of the vehicle;
* Maintaining daily vehicle logs (mileage, fuel consumption, travel routes) and submitting logs to the Project Associate on a timely basis;
* Ensuring that repair and maintenance services are done on project vehicles on time;
* Ensuring that all instructions regulating safe driving behaviour and Rules of the Road are in hand and strictly followed;
* Ensuring that the vehicle has valid insurance and first aid kit;
* Driving the project’s vehicle for delivery and collection of mails, documents, pouches, equipment and other administrative tasks as required under the Project;
* Assist in the organisation of and logistical preparation for field trips, visiting missions, etc.;
* Assist in reviewing records related to in-country missions and field trips;
* Support in registering incoming and outgoing documents and correspondence;
* Provide clerical support to Project activities;
* Assist in general maintenance of the office premises;
* Performing other duties as required.

**Performance Indicators for the evaluation of results:**

* Excellent driving skills;
* Relations with colleagues and the ability to be an effective team player;
* Initiative;
* Communication and listening skills.

**Skills and competencies expected of the individual:**

* Communication;
* Delivery;
* Technical proficiency in vehicle maintenance;
* Excellent knowledge of the Ukrainian Rules of the Road;
* Be proactive, energetic, committed;
* Good interpersonal skills and team spirit;
* Punctuality;
* Ability to drive in difficult/extreme situations.

**Minimum qualifications and experience**

* Secondary Education;
* Valid Ukrainian driving license (minimum category B, preferable - all);
* At least two years of professional driving experience;
* Fluent Ukrainian and Russian, English would be an asset.

**Annex 5. Low-Value Grants (LVG) under the Project**

Provision of grants under the Project follows the UNDP Operational Guide on Low-Value Grants (LVG). This Annex outlines the grant component of the initiative, describes types of activities that will be offered to CSO partners to apply for (general themes for calls for proposals), wider criteria that the grant proposals will be assessed against, arrangements for the Grant Selection Committee, and other relevant considerations.

***Purpose of the LVGs that will be awarded through the project***

The LGVs to be issued under the Project will be issued for the following purposes:

* Strengthening the institutional capacity of CSOs and CSO coalitions to conduct outreach, advocacy, citizen empowerment work, and education initiatives, especially for vulnerable groups and in remote locations as themed on issues of public service digitalisation and digital literacy;
* Promoting advocacy activities and networking between CSOs, the core Project partners from the Government side (MDT, line Parliamentary Committee, National Agency for Civil Service, line Ministries);
* Strengthening CSO voices in the process of identifying solutions to the service digitalisation development challenge (including guided experimentation and summary of good practices to be presented to state counterparts).

***Total amount of the project budget that will be allocated to LVGs***

The overall budget for LVGs under the auspices of the Project shall not exceed an equivalent of USD 260,000 and will be subdivided between several calls for proposals (CFPs). The CFPs will include the following broad themes and activities (sums indicate proposed ceiling expenses for one CFP which could generate several grantees receiving awards):

1. Conceptualisation, design, administration (in partnership with central and local government partners) of a training course for the staff of Centres for Administrative Service Provision / ‘Diia’ Centres or other state entities on use of digitalised public services and the human rights aspect of working with citizen-clients (up to USD 60,000);
2. Running consultations with citizen-client target groups to gather feedback on the service prototypes and offer proposals for amendment of such prototypes based on elicited citizen-client feedback (up to USD 20,000);
3. Conceptualizing, designing, implementing and reporting on the Ukraine-wide consultations, communications and awareness-raising tour for target vulnerable citizen-client groups (up to USD 160,000);
4. Supporting the establishment of effective feedback loops for citizen-clients using the UNDP-designed digitalised services in cooperation with the institution that will be responsible for running the FAQ / Help Line for using such services (potentially, the Government Call Centre) (up to 20 000)

Funding provided to each grant recipient cannot exceed $150,000 per grant. To receive multiple grants, the grant recipient must have produced the results agreed to in the prior grant agreement, and a new grant agreement must be approved by the Grant Selection Committee. The same entity could receive separate grants under different UNDP projects with a cumulative ceiling of $300,000 in the programme period.

The Project Board may review the themes and amounts of grant funding.

***Grant Selection Committee for the DIA Support Project***

The Grant Selection Committee will, thus, be the authorised body in charge of the review, selection and appraisal of submitted grant project proposals. The Grant Selection Committee shall have the following tasks:

* Approve final set of criteria that the grant proposals will be assessed against taking into account Eligibility criteria enlisted in this Annex.;
* Review and appraise grant project proposals;
* Recommend project proposals for funding or rejection of project proposals;

Grant Selection Committee members will be appointed during project LPAC meeting from UNDP staff, UNDP project staff, among leaders of credible CSOs, recognised experts in the subject area, government partners, UN agencies and academia. The Selection Committee may decide to request independent expert opinion during the LVG proposal appraisal process. Meetings of the Selection Committee will be held subject to the submission of the grant project proposals. The Selection Committee meetings will be organised and facilitated by the DIA Support Project staff.

The Project Board will review the list of Grant Selection Committee members.

***LVG eligibility criteria and evaluation matrix (criteria that the LVG proposals will be assessed against)***

The LVG proposals coming in for the Project’s consideration will be measured, first and foremost, against the admission criteria. To be considered for funding, the proposal must be submitted by an organisation that:

* has a status of a non-governmental public or charitable organisation or an association of CSOs officially registered in Ukraine;
* has a track record of active operation of at least five years;
* has a proven track record of cooperation with the international donor community, proper project implementation and reporting.

Upon completing the pre-screening process (done by the DIA Support Project team), the Selection Committee shall convene and assess those applications that meet the minimum criteria against the following evaluation matrix (Grant Selection Criteria):

|  |  |  |
| --- | --- | --- |
| **#** | **Criterion** | **Max pts** |
| 1 | Responsiveness of the LVG project proposal to the core theme of the CFP | 5 |
| 2 | Ability of the proposed LVG project team (staff and proposed consultants) to cope with the scope of works described in the project proposal | 20 |
| 3 | Quality of the proposed networks and instruments for result dissemination | 10 |
| 4 | Demonstrated experience with fostering dialogue between CSOs and state entities | 10 |
| 5 | Demonstrated experience in planning, organizing, and implementing large-scale advocacy and awareness-raising campaigns | 10 |
| 6 | Track record in core theme of the CFP | 20 |
| 7 | Demonstrated sustainability considerations of the project | 5 |
| 8 | Quality and realistic nature of the budget proposal | 20 |
|  | **Total maximum:** | **100 pts** |

***LVG eligible costs***

Eligible costs must:

* be necessary for carrying out the project activities;
* have been incurred by the applicant during the implementation period;
* comply with the principles of sound financial management, in particular, value for money and cost-effectiveness;
* be adequately recorded, identifiable and verifiable, and be backed by original supporting documents.

UNDP LVG costs may *only* be used to cover the following costs:

* staff salaries and expert fees;
* communication and information services;
* purchase of consultative services and contracts provided that these are essential to project goals and objectives;
* renting, catering, and other services envisaged by the project activities;
* printing and copying;
* utility services;
* consumables and supplies;
* travel costs (provided that travel complies with internal UNDP regulations);

Not more than 10% of the grant funds may be spent of equipment, provided a clear justification is offered as to its need to achieve project goals.

The following costs are ineligible:

* costs of project proposal preparation;
* academic research;
* debts;
* currency exchange losses.

***Process for soliciting and reviewing LVG proposals***

The CFPs will be advertised through the web sites of the following organisations:

* UNDP Ukraine: [www.undp.org.ua](http://www.undp.org.ua) and its Facebook page
* GURT Resource Centre: [www.gurt.org.ua](http://www.gurt.org.ua)
* Civic Space Portal: [www.civicua.org](http://www.civicua.org)
* as well as other relevant social networks and information portals.

Applications (project proposals) must be developed in Ukrainian according to templates that will be part of the CFP.

The application package shall consist of

1. The filled-out Application form (done on a computer as a Microsoft Word file);
2. Copy of Charter of the applicant organisation (PDF);
3. Copy of State registration certificate (PDF);
4. Banking details (PDF);
5. Resumes of proposed specialists for project implementation (Microsoft Word or PDF)
6. Other relevant supporting documentation including reference letters, report samples or others (Microsoft Word or PDF).

The document package shall be archived as \*.zip or \*.rar and not be password-protected; it shall not be larger than 10 Mb total. The package shall be sent to the designated e-mail with the letter title containing the name of the competition as stated in the CFP. Applications sent through means different from the one described above will not be considered.

The further steps in the LVG proposal assessment process will follow this sequence:

* The DIA Support Project team pre-screens LVG project proposals against the eligibility criteria to be admitted for the Selection Committee review and appraisal;
* The Selection Committee convenes and reviews all eligible LVG project proposals based on evaluation criteria and recommends those that have gained the biggest number of points for concluding the agreements;
* Based on the capacity assessment results of the short-listed CSOs, the DIA Support Project team submits the Selection Committee minutes (list of SCOs recommended for funding) for final approval by the UNDP Grant Steering Committee;
* UNDP concludes grant agreements with the CSOs.

1. 75% of machines that suffered from the attack were Ukrainian. Please see: <https://www.unian.ua/politics/2003496-opublikovano-kartu-poshirennya-virusu-petyaa-ukrajina-zaznala-naymasshtabnishoji-ataki.html> [↑](#footnote-ref-2)
2. Please see: <https://www.timesofisrael.com/in-vast-breach-likud-campaign-leaks-id-phones-addresses-of-all-israeli-adults/> [↑](#footnote-ref-3)
3. See, for instance: <https://www.cisomag.com/nsdc-acknowledges-data-leak-in-ukrainian-government-job-portal/> [↑](#footnote-ref-4)
4. See, for instance: <https://www.epravda.com.ua/publications/2020/05/13/660405/> [↑](#footnote-ref-5)
5. For instance, the Ministry for Digital Transformations reports that it provides online consultations to private entrepreneurs affected by the ongoing quarantine measures: <https://www.facebook.com/diia.gov.ua/posts/227639671973724> [↑](#footnote-ref-6)
6. Please see: <https://www.msp.gov.ua/timeline/Vnutrishno-peremishcheni-osobi.html> [↑](#footnote-ref-7)
7. Please see: <https://undocs.org/en/DP/DCP/UKR/3> [↑](#footnote-ref-8)
8. Some action in this direction is taken by the recent legislative developments regarding Centers for Administrative Service Provision (CNAPs): <https://tsnap.ulead.org.ua/wp-content/uploads/2020/01/Analiz-polityky-shhodo-TSNAP-RDA.pdf> [↑](#footnote-ref-9)
9. Frequently asked questions [↑](#footnote-ref-10)
10. Approaches to design of the user interface (design of how the elements of a service look like) and user experience (the “flow” of how the user goes through different screens and elements of a service window to obtain the desired result). [↑](#footnote-ref-11)
11. UNDP will adapt the system of indicators for measuring effectiveness of behavior change communications, taking the following system as a foundation: <http://documents.worldbank.org/curated/en/973841468149672588/pdf/902840WP0Box380C00toolkitwebjan2004.pdf> [↑](#footnote-ref-12)
12. Please see: <https://dostup.pravda.com.ua/news/publications/tsentr-ua-vyrushaie-u-vseukrainskyi-tur-zminyty-vzaiemodiia-zarady-zmin> [↑](#footnote-ref-13)
13. Please see: <https://civicinnovation.bloomfire.com/posts/2770350-social-innovation-camps-a-toolkit-for-troublemakers> and <http://web.archive.org/web/20121126041325/http://europeandcis.undp.org/blog/2011/11/04/social-innovation-camp-armenia-mardamej-got-an-itch/> [↑](#footnote-ref-14)
14. Please see: <https://osvita.diia.gov.ua> [↑](#footnote-ref-15)
15. Please see: <https://www.ua.undp.org/content/ukraine/en/home/blog/2020/bridging-the-digital-divide-in-ukraine--a-human-centric-approach.html> [↑](#footnote-ref-16)
16. Please see <https://digitalstrategy.undp.org/assets/UNDP-digital-strategy-2019.pdf> for details of the strategy. [↑](#footnote-ref-17)
17. Please see: <https://www.state.gov/the-united-states-and-ukraine-hold-third-cyber-dialogue/> [↑](#footnote-ref-18)
18. Please see: <https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html> [↑](#footnote-ref-19)
19. <https://www.rs.undp.org/content/serbia/en/home/projects/digital-transformation.html> [↑](#footnote-ref-20)
20. <https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/development-impact/MEG.html> [↑](#footnote-ref-21)
21. <https://www.md.undp.org/content/moldova/en/home/projects/moldova-social-innovation-hub-2.html> [↑](#footnote-ref-22)
22. Please see: <https://www.kmu.gov.ua/npas/pro-zatverdzhennya-programi-diyalnosti-kabinetu-ministriv-t120620> [↑](#footnote-ref-23)
23. Please see: <https://zakon.rada.gov.ua/laws/show/649-2017-р> [↑](#footnote-ref-24)
24. Please see: <https://zakon.rada.gov.ua/laws/show/67-2018-р> [↑](#footnote-ref-25)
25. Please see: <https://zakon.rada.gov.ua/laws/show/2155-19> [↑](#footnote-ref-26)
26. Please see: <https://thedigital.gov.ua/storage/uploads/files/page/ministry/План_роботи_Мінцифри_на_2020_рік.pdf> [↑](#footnote-ref-27)
27. Approaches to design of the user interface (design of how the elements of a service look like) and user experience (the “flow” of how the user goes through different screens and elements of a service window to obtain the desired result). [↑](#footnote-ref-28)