**ANNEX 1**

Project description, including Results Framework, Budget; and Description of Risk Management.

The main goal of the project is to support the public administration and civil service reform in Ukraine by promoting stronger cooperation between state executive authorities and the public, enhancing good governance practices of the key national state institutions, and institutionalizing capacity development of civil servants on efficient modes of civil society-Government cooperation.

The project objectives are:

* To develop capacities of the civil society to conduct assessment of activities of the state executive authorities on the level of their cooperation with the public following a common methodology and to identify/recommend ways for improving civil society-Government cooperation;
* To facilitate the creation of a professional state apparatus that is result-oriented and capable of implementing long-term state development policies, including those relevant for the Sustainable Development Goals (SDGs), with efficient public participation;
* To raise public awareness on the models and tools of participation in forming the state sectoral development policies.

The target groups are:

* Officials of the State Civil Service Agency responsible for supporting civil service reform and capacity development of the civil servants of the state institutions undergoing the reform;
* Decision-makers and officials of 13 key national state institutions (Ministry of Social Policy, Ministry of Culture, Ministry of Regional Development, Ministry of Health Care, Ministry of Education and Science, Ministry of Agricultural Policy, Ministry of Justice, Ministry of Energy and Coal Mining, Ministry of Finance, State Civil Service Agency, State Agency for E-Governance Issues and the Secretariat of the Cabinet of Ministers of Ukraine);
* Civil society organisations working on promoting democratic reforms in Ukraine, including at the local level.

The main project activities are:

**Activity 1:** Select civil society experts through an open call for conducting assessments of 13 state institutions on the level of their cooperation with public, train them on the methodology and its application.

**Activity 2:** Conduct civic expert assessments of the state institutions undergoing the civil service reform and preparing reports with recommendations for ensuring meaningful public participation in the state policy development.

**Activity 3:** Support civil society organisations in advocating for the implementation of the above-mentioned recommendations.

**Activity 4:** Develop the offline and online trainings for the state authorities on forms and approaches of building cooperation between the state authorities and the public/civil society as part of a broader public administration reform and good governance agenda (incl. openness, transparency, integrity of public service); conduct at least 3 offline capacity development workshops and launch the online training course at one of the leading platforms.

**Results Framework**

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|  |  |  | **Indicator data** | | |
| **LEVEL** | **EXPECTED RESULT** | **INDICATORS** | **BASELINE**  **2018** | **TARGET**  **2019** | **Data source of verification** |
| **Outcome** | Civil society has a strong impact on the civil service reform in Ukraine and contributes to transparent and efficient democratic governance through civic expertise, enhanced capacity and public awareness | 1. Extent to which Training of Civil Servants on cooperation with public/civil society is institutionalised by the Government  2. Extend to which State Civil Service Agency’s KPIs for civil servants reflect level of engagement with civil society | No training available  Not included | Fully  Fully reflect | State Civil Service Agency letter confirming inclusion of the new training in the capacity development programme for civil servants  List of KPIs provided by the State Civil Service Agency with the new one on the level of cooperation with public available |
| Output 1 | State authorities are assessed on the level of cooperation with public and ways for improving of civil society-Government cooperation are identified | | | | |
| *1.1* | Civil society experts are selected through the open call and trained on the developed methodology for assessing the level of cooperation between the state authorities and the public/civil society | 1.1 Number of civic experts with knowledge and skills to conduct the assessment | 14 | 35 | Report on the results selection and trainings of civil society |
| *1.2* | The assessments are conducted by civic experts with mentoring and advisory support from the project | 1.2. Number of high quality assessments of the state authorities conducted | 1 | 14 | Reports on the expert assessments |
| Output 2 | Civil servants have enhanced capacities to implement the state development policies with efficient public participation | | | | |
| *2.1* | The training programme for civil servants on enhancing the cooperation with public as part of a broader good governance agenda (incl. openness, transparency, integrity of public service) is developed | 2.1. The availability of training programme (yes/no) | No | Yes | Description of the training programme with methodological guide for the trainers; letter from the State Civil Service Agency confirming acceptance of the programme |
| *2.2* | Capacities of the representatives of 13 state institutions are enhanced through training programme on the basis of the All-Ukrainian Centre for Vocational Training of Civil Servants | 2.2. Number of civil servants (men and women) who built skills on civic engagement through the developed training programme | 0 | 65 (35 women; 30 men) | Training reports; analysis of the assessment questionnaires collected from the participants |
| *2.3* | Civil servants and civic assessment experts have access to the online course on values, models and levels of cooperation with public and forming the state sectoral development policies with public participation | 2.3 Number of civic experts (men and women) who built skills on civic engagement through the completion of the online course | 0 | 100 | Link to the training course available at the online platform |
| Output 3 | Public awareness on the models and tools of participation in forming the state sectoral development policies is enhanced through advocacy campaigns and citizen outreach | | | | |
| *3.1* | CSO-led advocacy and citizens’ outreach campaigns are held to lobby for the implementation of the recommendations of the assessment | 3.1.1. Number of advocacy and citizens outreach campaigns held  3.1.2. Level of awareness of the CSOs on the models and tools of participation in forming the state sectoral development policies | 0  Low | 13  High | Reports of the CSOs-implementers of advocacy and outreach campaign;  Results of the input survey and final survey of advocacy and outreach campaign |

Within the proposed project, the following results will be achieved:

* At least 20 civic experts are selected through an open call for conducting assessments of 13 state institutions on the level of their cooperation with public/civil society and trained on the methodology and its application.
* At least 13 assessments of state institutions on the level of their cooperation with public/civil society are conducted, reports prepared and made public, and civil society advocacy efforts for the implementation of recommendations of the assessments are supported through seed grants.
* The vocational training programme for state bodies of executive power on enhancing the cooperation with the public is developed as part of a broader public administration reform and good governance agenda (incl. openness, transparency, integrity of public service), and at least 3 capacity development workshops are conducted for the representatives of 13 pilot state institutions based on the All-Ukrainian Centre for Vocational Training of Civil Servants.
* Based on the programme of the offline training course, an online course is developed for civil servants and for the civic assessment experts on values, models and levels of cooperation with public and forming the state sectoral development policies with public participation leading to new quality of decision-making on public policy development.

**Risk management**

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| **Risk identified** | **Probability and consequence** | **Proposed risk-reducing measures** |
| Political instability caused by the pre-elections period might slow down the sectoral reform processes | * Likely * With the forthcoming elections of the President and Parliament in Ukraine (2019), the political agenda may distract attention of key national policy-makers from reforms to electoral campaigning; it may cause resistance of certain state institutions towards the proposed vision of the civil service reform | * Increased advocacy and dialogue with the authorities with engagement of reliable civil society partners and think tanks will work to reverse this possible trend * Development of the training programmes in line with the key strategic priorities of the civil service reform defined in the legislation and policy documents will contribute to stronger national ownership of the product |
| Key national state authorities concerned might be reluctant to the proposed additional measures to improve civil society-Government dialogue | * Highly Likely * With the forthcoming elections of the President and Parliament in Ukraine (2019), the political agenda may distract attention of key national policy-makers from reforms to electoral campaigning; it may cause resistance of certain state institutions towards the proposed vision of the civil service reform | * UNDP previous interventions created grounds for further effective promotion of the reform agenda among the high-level state institutions * UNDP sub-national civil society hubs have the models, policies and experiences to engage citizens in their local communities through advocacy campaigns and other measures for relationships and stronger impact; their engagement in advocacy will be highly beneficial |
| Lack of competence and capacity of civil society organisations to engage in expert assessment of the state authorities | * Medium * The lack of fully professional local civil society partners or implementers may seriously impact the quality of the expected assessment results and proposed ways for improvement of the good governance practices at the level of state institutions | * UNDP strategy has an in-built mechanism of capacity raising and peer-learning, organically growing the resource base of capable civil society organisations * Mapping projects and effective evaluation mechanisms help identify and strengthen appropriate and promising CSO partners |
| The ministries/agencies involved might not be sincerely interested in introducing changes, and hence might imitation the improvements in communication/cooperation with public | * Medium * If the introduction of improvement in cooperation with public happens only on the surface of the everyday activities of the institutions, the anticipated changes will not happen | * Ensure public oversight and quality assurance of the initiative * The list of minimal requirements applicable to each ministry/agency shall be developed to ensure quality |
| The selected institutions might nominate for participation in the planned vocational training only low-profile public servants that cannot initiate much innovation in their agencies | * Medium to high * With multiple priorities of the reform, participation of the low-profile representatives in the exercise will not lead to the anticipated change | * Include at least one middle level servants (Heads of Departments) from each ministry/agency into the trainings * Envisage practical follow up of each training course |
| Trained public servants might change their job | * Medium * As the civil service reform is quite dynamic now, there is high attention to the reform and opportunities for civil servants across different agencies, so as trained public servants might change their jobs, the expertise developed might be transferred to other agencies | * Access to the training materials should be made available for other public servants as well (with support of the State Civil Service Agency) * Online course to be developed could be made obligatory for broader number of representatives in each ministry/agency |
| With the tools and trained public servants in place, civil society-government might remain split when it comes to practice | * Medium to high * If the civil society-Government remain split when it comes to practice and do not use the opportunities offered by this initiative for the improvement of their dialogue, the anticipated change won’t happen | * Ensure proper composition of mixed groups with civil society representatives * CSOs’ awareness raising campaign among wider public to use the developed tools |

**Budget**



\* as per UN Rate as of 01.09.18 1USD=8.342NOK