

External Review of the Programme
E-Governance for Accountability and Participation (EGAP) in Ukraine

Final Report

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List of Abbreviations

C1,C2,C3,C4	EGAP Components (1,2,3,4)
CMU	Cabinet of Ministers
CNAP	Center for Administrative Services
CSO	Civil Society Organization
CSPM	Conflict Sensitive Program Management
EEF	East Europe Foundation
EGAP	E-Governance for Accountability and Participation
FGD	Focus Group Discussion
IC	International Consultant
ICT	Information Communication Technologies
IDP	Internally displaced persons
M&E	Monitoring and Evaluation
MinRegion	Ministry of Regional Development, Construction and Communal Services of Ukraine
MoJ	Ministry of Justice
NAPA	National Academy for Public Administration
NC	National Consultant
NPI	National Programme of Informatization
NGO	Non-Governmental Organization
OGP	Open Government Partnership
SCO	Swiss Cooperation Office, Ukraine
SDC	Swiss Agency for Development and Cooperation
SIDA	Swedish International Development Agency
TAPAS	Transparency and Accountability in Public Administration Program
ToR	Terms of Reference
ULEAD	Ukraine Local Empowerment, Accountability and Development Program
USAID	United States Agency for International Development

Executive Summary

E-Governance for Accountability and Participation (EGAP) programme of Swiss Agency for Development Cooperation (SDC) aims at employing innovative technology mediated initiatives to strengthen delivery of citizen centric administrative services and to enhance democratic rights, entitlements and practices in four targeted regions of Ukraine: Dnipropetrovsk, Odesa, Vinnytsia, and Volyn. Concurrently programme activities have also focused on enhancing inclusive and results oriented national policy process on e-governance and e-democracy, in collaborative partnership with the State Agency for E- Governance of Ukraine. Implementation of EGAP is managed by a consortium of Ukrainian organisations led by East Europe Foundation; and the Swiss institutional partner InnovaBridge Foundation.

The external review of EGAP was commissioned to assess the performance of the programme with regard to relevance, effectiveness and results during Phase-I of the implementation; and to suggest future thematic and geographic orientation, potential core activities, and organisational setup in Phase II of EGAP. Mixed-Methods Evaluation approach, involving qualitative conversational interviews, focused group discussions, direct observation of programmatic outputs and interventions, iterative review of programmatic reports and related literature, and the method of Outcome Harvesting were used to weigh up the outcomes against the programme objectives and to evolve newer insights on enhancing the impact of future interventions and initiatives.

The external review findings point to noteworthy achievements of EGAP, in spite of evolving political-economy context and complexities caused by the ongoing conflict in the East. The whole-of-government approach adopted by the programme has reinforced both the supply as well as the demand side of governance. On the supply side, EGAP has supported development of strategically critical e-Service applications to expand and improve access of administrative services for citizens; and on the demand side, the program enabled citizens and CSOs to use e-democracy tools towards assuming more active role in public-decision making processes of regional and sub-regional authorities, and serving as ‘watchdogs’ to hold officials and elected representatives to account. These endeavours have been complemented with activities towards capacitating stakeholders: civil servants, CNAP Administrators, officials of amalgamated communities as well as civil society and citizens on e-governance and e-democracy instruments and practices; and enabling an inclusive and result oriented national policy process to institutionalise these innovative measures while taking into account the perspectives and priorities of sub-national authorities.

On the basis of its programmatic performance of EGAP on promoting e-governance and e-democracy, and its remarkable accomplishments in positively touching the lives of hundreds and thousands of people, the External Review has strongly recommended extension of the programme together with its geographic expansion to new regions that

are proximate to existing four targeted regions. The programme design of for next phase should retain the systemic whole-of-government approach; and at the same time affirmative efforts would have to be targeted on certain aspects of programme implementation. These have been enlisted in the section on recommendations for future directions of the Review Report.

1. Introduction

E- Governance for Accountability and Participation (EGAP) is a programme of Swiss Agency for Development Cooperation (SDC) in Ukraine. It aims to strengthen citizen centric public service delivery and enhance democratic rights, entitlements and practices through innovative use of information communication technologies (ICT). The programme works at all levels of Ukrainian public sector but focuses significantly on the regional and sub-regional level in four targeted regions: Dnipropetrovsk, Odesa, Vinnytsia, and Volyn. At national level the State Agency for E- Governance of Ukraine, which is responsible for implementing state policy in the spheres of e-government, informatization and information society development, is the key partner and beneficiary of EGAP programme.

Implementation of EGAP is managed by a consortium of Ukrainian partners led by East Europe Foundation, and the Swiss institutional partner InnovaBridge Foundation. With phase I of EGAP nearing completion, SDC has commissioned an external review to assess the relevance, effectiveness and results of this programme. The review is also expected to inform the future thematic and geographic orientation and potential core activities for EGAP. The external review was mandated to an 2 member team of international and national consultants, based on a mission in October 2018 to interact with all relevant stakeholders, and also to observe the programme performance on the ground. In addition, the review team had access to a rich body of relevant project documentations and web content. On the basis of all these inputs the external review team has developed its perspective on the performance of EGAP and its plausible future course. These have been summarised in subsequent sections of this report.

2. Brief Narrative of the Programme

The primary goal of the EGAP Programme is to strengthen good governance and service delivery in Ukraine, so that “citizens, including vulnerable groups and IDPs, get better access to and make more use of services, become less exposed to corruption, and gain more trust in the authorities”. The programme has adopted a systemic approach that envisages e-Governance and e-Democracy as integral parts of good governance to usher-in a better functioning, responsive, accountable and inclusive government. On the supply side, EGAP addresses regional and sub-regional governments’ capacity by improving e-government standards and practices for expanding access of citizen centric quality public services. On the demand side, the program seeks to increase transparency

and accountability by empowering citizens and CSOs to become more actively engaged in holding their regional and sub-regional authorities to account.

The programmatic interventions of EGAP aim at expanding and improving citizens' access to quality of public services with the use of newly developed e-Services, which reduce time and cost of service provision, improve efficiency of service delivery, enhance transparency, mitigate corruption risks, and help bridge the urban-rural divide. Through the use of e-democracy tools, the programme seeks to increase transparency and accountability of regional and sub-regional authorities, holding them to account for their decisions and actions. All of these efforts are expected to help improve citizens' trust in their government. Inclusive national policy dialogue on e-governance and e-democracy that takes into account the needs and interests of sub-national authorities and the citizenry is another important aspect of the program.

Towards realization of these objectives, the EGAP program is structured along four components as integral and interlinked building blocks of sustainable good governance system:

- Component C1: E-Services - providing more efficient and transparent service delivery to citizens;
- Component C2: Capacity Development: strengthening the capacity of public officials and CSOs related to the thematic focus of the program;
- Component C3: E-Democracy: empowering CSOs and citizens to hold the authorities to account and improve their participation in the target regions;
- Component C4: National Policy Dialogue: enhancing inclusive and results oriented national dialogue on e-governance and e-democracy.

While Components 1 to 3 address hands on solutions, innovation and enhancement of human capacities at the regional, sub-regional and national levels, Component 4 reinforces the efficacy and sustainability of program initiatives at the macro - national policy level by putting in place relevant framework conditions for mainstreaming and scaling up the programme accomplishments. These four programme components, together with the transversal themes of gender, good governance, social inclusion, and conflict sensitive program management, are expected to result in the achievement of the following program outcomes:

- Outcome 1: Efficiency and transparency of regional and local authorities in providing citizens with administrative services increase due to enhanced capacities and new e- governance tools.
- Outcome 2: Citizen participation and policy influencing rise due to availability of new e-governance mechanisms at national and sub- national levels.
- Outcome 3: National policies on e-governance and e-democracy are developed in an inclusive manner, taking into account the needs expressed by sub-national authorities

3. Purpose of External Review of EGAP

The External Review of EGAP is aimed at developing a clear and independent view on the performance and future course of EGAP with regard to,

- Key results of EGAP programme with special attention to the outcomes, effectiveness of programmatic design and management, and the scope of institutionalization and sustainability of programmatic interventions. The review team was required to assess the program accomplishments at outcome level and wherever feasible at the impact level. This also includes objective appraisal of intended or unintended results at all three levels of programmatic interventions, and the number of direct and indirect beneficiaries affected by these results.
- Way forward for EGAP future thematic and geographic orientations, potential core activities including feasibility of e-enabled targeted support to newly amalgamated communities in land and resources management, plausible interventions for strengthening trust building and anti-corruption components of the program.

In addition the review team is required to document key achievements of EGAP to serve as input for communication / PR product on the program.

4. Methodological Approach for the External Review

The External Review mandate has been executed through an objective approach that recognises the multi-dimensional aspects of programme interventions and outcomes. In addition the review had attempted looking into the contributions of EGAP towards the sustenance of legislative and governance reform efforts in Ukraine.

The evaluation methodology pursued an impartial appraisal framework to weigh up the outcomes against the programme objectives, and to provide newer insights on developing targeted strategies on enhancing the impact of future interventions and initiatives. Mixed-Methods Evaluation approach, which provides a deeper understanding of why change is (or is not) happening as planned, was adopted for this exercise. It is also worthwhile to mention that such a mixed-methods evaluation approach captures a wider range of perspectives and is more likely to reveal probable unintended results of the programme.

On specific terms, the following methodologies were applied for the conduct of this external review:

- Conversational qualitative interviews with the representative of all key stakeholders of the programme to elicit their perspectives on the efficacy of programme interventions and the programmatic outcomes. These conversational interviews

were structured around a set of defined themes or topics that are directly related to EGAP programme areas around which the stakeholders were engaged.

- Two Focus Group Discussions (FGDs) at the regions that aimed at assessing the benefits of the project interventions and to explore the areas where further programmatic investments might be necessary in Phase-II of the programme.
- Direct observation of select programmatic interventions and outputs, noting behaviour traits of beneficiaries and other notable facets that are not usually expressed in terms of quantitative information and/or during conversational interviews.
- Iterative review of literature to concurrently study EGAP Programme Documents, the Logical Framework, Swiss cooperation strategy for Ukraine 2015–2018, yearly operational reports, backstopping reports, M&E Status updates, research studies and publications of the programme, and all other relevant documentations.
- Outcome Harvesting¹ to assess change interventions where there might not be discernible linear relations between the cause and the effect of such interventions. This was conducted in a participatory workshop format where key informants² framed and interpreted outcome descriptions, providing evidence-based answers on their significance in achieving and sustaining certain results.

The conversational interviews and FGDs were conducted through an elaborate but flexible set of exploratory questions within a defined framework for the respondents to express their views and understanding in their own terms. These field interactions (conversational interviews, FGDs and direct observation of programme interventions) were conducted with national stakeholders in Kyiv, and with regional partners in Dnipropetrovsk and Vinnytsia regions.

5. Key Findings of the Review

5.1 Programmatic Relevance and Results

The External Review team, on the basis of in-depth discussions with a range of stakeholders and appraisal of project related literatures, could recognise the remarkable accomplishments, in spite of evolving political-economy context and complexities caused by the ongoing conflict in the East. As regards programme activities and outputs on ground, EGAP has supported development of certain strategically critical e-Service applications, enabled citizens' involvement in administrative decision-

¹Outcome Harvesting is a technique inspired by and adapted from Outcome Mapping principles

²The participants of Outcome Harvesting workshop included staff responsible for implementing the programme components, the EGAP Regional Coordinators and representatives of the primary partner i.e. State Agency for e-Governance of Ukraine

making, and facilitated national policy dialogue aimed at streamlining procedural and institutional change efforts for reform. It would therefore be reasonable to infer that barring certain deviations, the programme by-and-large has managed to achieve its intended results.

Following the tumultuous event of Maidan Revolution of Dignity in 2014, the public sector reforms in Ukraine gathered momentum and it provided a window of opportunity for the EGAP Program to help accelerate the agenda of e-governance towards enhancing transparency and accountability of public authorities, reducing administrative corruption, improving decentralisation and quality of service delivery, and facilitating constructive engagement of citizens in governance.

The systemic approach adopted by the programme has reinforced both the supply as well as the demand side of governance. On the supply side, EGAP works on ameliorating e-government standards and practices to improve citizens' access of quality public services; and on the demand side, the program seeks to increase transparency and accountability by empowering citizens and CSOs to become more engaged in the public-decision making processes of regional and sub-regional authorities and holding them to account for their decisions and actions. All of these aspects are critical for Ukrainian citizens to regain the much needed trust in their government as the country moves ahead to build the European practice of responsive and accountable public sector. This offers the context of sustained relevance of EGAP, at least in the medium term.

Improved Access to Administrative E-Services

EGAP efforts and investments have expanded and improved the access to administrative e-Services for citizens, including vulnerable groups and IDPs; and the M&E report of the programme records increasing popularity and satisfaction in using these e-Services for housing subsidies, child birth assistance, criminal record certificate, and business registration. The citizen satisfaction survey at the regional level points to high degree of satisfaction (78%) with regard to the use of these new e-Services. These perspectives were also echoed during the review team's interaction with citizen users of the services at the Center for Administrative Services (CNAP). The citizen satisfaction survey also reveals that the e-Services have helped in significantly reducing petty corruption at local level. In particular, the e-Services on business registration, criminal record certificate and child birth assistance have made the biggest impact on reducing/mitigating corruption; more than 75% respondents of citizen satisfaction survey had reported reduced incidence of petty corruption owing to implementation of these e-services³. While there has not been independent assessment to better understand the contextual causalities of reduced corruption, it could probably be

³ Reduced corruption at the local level was also reported in the study conducted by Kyiv School of Economics to assess anticorruption effect of EGAP; around 90% respondents of the study believe that EGAP has contributed to reduction / prevention of corruption in Ukraine.

correlated with lesser direct interface of citizens with authorities / officials owing to delivery of administrative services through electronic means at the CNAP.

EGAP, towards attainment of outcome 1, concentrated on providing efficient and transparent administrative services with new e-governance tools and enhanced capacities of regional and local authorities. Results realized under programme component C1 (E-Services) and training interventions under C2 (capacity development) primarily contributed towards achieving this outcome. Development of new e-Services with respective Ministries on business registration, housing subsidies, childbirth assistance, passport pre-application and online document check, and criminal record certificate, allowed citizens to avail these services online without need to visit the authorities; and service provisioning became easier, faster and more transparent. More than 300,000 applications have so far been submitted by way of these newly developed e-Services. Almost two third of these applications are for housing subsidy e-Service, which was specially designed to cater the needs of low-income families⁴. The transversal theme of Gender is central to the e-service on child birth assistance; the deployment of the e-Service enabled the parents to avail childbirth assistance within a day of submitting application. However transversal theme of conflict sensitive programming has not yet been affirmatively mainstreamed with regard to e-Service delivery. While IDPs do reportedly use the e-Services platforms like other people in the community, there is no mechanism to specifically identify their service usage behaviours. As such it is unclear if IDPs in all regions have meaningfully accesses the benefits of EGAP enabled e-Services.

During the development of new e-Services, the business processes for service provision were reviewed and wherever feasible refined, interoperability of systems and State Registries ensured, and wherever relevant legislative changes were incorporated⁵. These streamlining of business processes have improved the efficiency of delivering these services to citizens. For example, the time required for decision on child birth assistance got trimmed down from 15 days to just 1 day; and business registration operation could now be completed within 24 hours. The online submission of application for criminal records certificate has eliminated the scope for the 'middle man' to facilitate availing service for a 'fee'; more than 75,000 applications for criminal records certificate have so far been submitted online, which is around a quarter of the total applications for this important administrative service. Another notable feat under C1 was the creation of a centralized catalogue of all e-Services for consolidated

⁴Housing subsidy is an important service for poor households especially at the onset of winter, but its application through paper forms was complex requiring multiple visits to social protection service offices. The introduction of this e-Service in 2016 simplified the application process and eliminated the need for physical visit to the office.

⁵Since the applicants for housing subsidies are mostly elderly people who do not possess digital signatures, a new mechanism of digital authentication with the use of Bank-ID was created; and this mechanism was enabled by Cabinet of Ministers decree on subsidies allocation process. Similarly, new information exchange mechanisms were created for passport documents check e-service, since the database is owned (in parts) by two Ministries: Ministry of Internal Affairs and the State Migration Service of Ukraine; and this allowed the applicant to receive all requested information from a single source.

provision of 118 administrative services being delivered either online or through 767 CNAPs across Ukraine. This new online repository of e-Services is hosted on the portal of Cabinet of Ministers (CMU); and on average attracts 25,000 – 45,000 visitors per day. An internal portal for ‘Prime Minister Cabinet’ was also developed to provide business analytics on reform implementation and optimize decision-making process at the highest level of government. In addition C1 developed design framework for government web-sites and portals; and made key contribution to the development of the Concept Papers for e-governance policy process, as well as in the design of interoperability standards. The design framework for government portals provides recommendations on the unified style of governmental information publishing and introduces modern standards for accessibility of web-sites, giving software developers ready-to-use uniform templates and new licensed government font. Also as part of public service reform support, EGAP facilitated the creation of a web-portal “Career”, which automates the whole process of hiring for public service reform vacancies. This service was used by 22,000 candidates for 858 public sector vacancies.

In terms of support to the CNAPs in regions, the programme helped create two software systems: CNAP Automation Software and Regional Administrative Service Portals. CNAP Automation Software assists the Administrators to efficiently provide services to citizens and helps monitor the timeliness of services provision. These are tailored to the specific requirements of respective Regions. While pre-existing software systems of Dnipropetrovsk and Volyn were modernized and redeployed, the new automation software was developed to meet the requirements of Vinnytsia and Odesa region. Regional Administrative Service Portals were developed in each region to provide citizens with relevant information with regard to accessing administrative services along with e-queue feature that allows citizen to book online a time for visiting the CNAP. While these efforts focussed on seamless integration with the erstwhile technologies and software products that the Region uses and were influenced by the Region’s diverse e-governance contexts, this in turn impeded standardisation of administrative services being delivered at the CNAPs of the targeted Regions. Consequently, there has been little reduction in workflow processing time for administrative services of municipalities, rayons or the region. It would be important to address these handicap in future technological investments in the Regions.

Additionally, a software platform has been deployed for creating websites of newly constituted amalgamated communities in the targeted Regions and it carries the potential of getting scaled for hromadas of other Regions as well. EGAP is also collaborating with SDC funded DESPRO⁶ program to create GIS platform enabling

⁶ The Swiss-Ukrainian Decentralization Support Project that seeks to capacitate national stakeholders to accomplish decentralization reform that results in improved access to and quality of public services, implemented through sustainable models of decentralized service provision. Ministry for Regional Development, Construction, Housing and Communal Services; Parliamentary Committee on State Building and Local Self-Government; Oblast administrations of Vinnytsia, Sumy, Poltava, Dnipropetrovsk, Ivano-Frankivsk and Luhansk; representatives of Oblast councils; municipal and rayon councils, and rayon administrations are partners of this project.

amalgamated communities to organize, visualize and publish spatial and non-spatial data layers related to management of land and infrastructure assets of the community. Another significant innovation was the creation of “Mobile CNAP”⁷ system to bring administrative services provisioning to the doorstep of the citizen on-request, especially for the elderly and persons with disabilities. The Review team did witness home-based service delivery transaction at Dnipropetrovsk region and the recipient was immensely satisfied with such unique facility.

Capacitating Stakeholders on e-Governance and e-Democracy

These technology oriented endeavours are complemented with activities under C2 towards enhancing capacities of public officials on delivering e-Services efficiently and to use e-Democracy tools in a meaningful way. The capacity building investments, which were mostly concentrated around targeted trainings to civil servants at national and regional level, and officials of local self-government bodies and amalgamated territorial communities, were relevant since the government had determinedly been pursuing important reform initiatives; and there is limited knowledge, expertise and appreciation with regard to the transformative potential of e-governance and e-democracy.

Certified training programmes on e-governance, regional programme for informatization development, and approaches for e-democracy were delivered to 473 public officials including State Secretaries from different ministries, civil servants from various departments of state administrations, Heads of HR and IT department, officials from the Regions and local councils and newly constituted amalgamated communities. These trainings by and large were conducted by an interregional cadre of 41 certified trainers. Beyond these, 700 civil servants from central, regional and local governments received introductory seminar on e-governance and e-democracy at the State Agency for Public Service. EGAP also supported establishment of 6 Regional Centers of Innovation on e-governance – at National Academy for Public Administration (NAPA), Regional Institutes of Public Administration in Dnipropetrovsk and Odesa, Vinnytsia National Technical University, VolynCenter of Excellence for public servants and Odesa Popov Academy; and these facilities were accessed by both officials and citizens (approximately 2000) for training on e-governance and e-democracy.

With the ongoing decentralisation reforms, C2 has increasingly been concentrating on enhancing capacities of the officials and staffs of amalgamated communities since the baseline assessments indicate low readiness on e-governance and e-democracy topics at these new institutions for decentralised governance; and the review team was informed that EGAP’s training interventions have helped raise their knowledge and skills by

⁷An all-in-one system with all the required hardware (Notebook, printer, mobile Internet connection, ability to scan documents, ID-card passport reader and additional battery to ensure a minimum of 8 hour ‘work time’) encased into a sturdy protective case, which is carried to the household on request to provide in-house administrative e-Service. Every Region was provided with 4 Mobile CNAP systems.

around 20%⁸. Therefore in the context of decentralization and e-readiness policy priorities, it is reasonable to surmise the relevance of targeted trainings for amalgamated community officials; and there is a need to further concentrate EGAP's efforts in enhancing e-governance and e-democracy capacities in these newly constituted institutions.

Administrators and Heads of CNAPs providing administrative services were another important target group for training– around 1000 participants were trained with designated curriculum as well as on areas related to public/business communication, improving client interactions and servicing, time management, and managing work related stress. In their feedback, the CNAP Administrators cited the modules on public communication and stress management as valuable training input and overwhelming proportion of the trainees (>80%) reported applying these in their professional tasks. These trainings positively influenced the performance of the officials, in terms of increased efficiency and effectiveness of service delivery and reduction in average time for servicing individual applicant. In a study conducted by EGAP to assess the efficacy of training programmes one in five respondents reported reduced incidences of conflict situations with the service applicants; and on instances of its occurrences the training inputs had helped them in getting conflicts resolved amicably.

EGAP had also experimented with trainings programmes in mixed learning group involving public servants, mass media, civil society and common people (from rural areas). These programmes evoked favourable feedback, especially the participants appreciating each others' standpoints related to e-Service delivery. Civil servants who participated in mixed learning groups noted that quality of their services for citizens has improved owing to better understanding of citizens' need for administrative services. Additionally there were targeted trainings for elderly people and persons with disabilities; these trainings elicited very good response and there are overwhelming demands for such trainings, which the programme is finding difficult to accommodate owing to programmatic limitations. EGAP should examine the feasibility of expanding their training outreach to these vulnerable groups to enable them meaningfully draw benefits of accessing new e-Services.

The Review team did not manage to conduct a detailed appraisal of the expansive compendium of training materials involving a set of 15 books / manuals, since these were in Ukrainian. However the team was briefed about the three stage quality assurance process, consisting of review by national and international experts and approval by the Academic Council of NAPA. And during the course of FGD, the EGAP trainers expressed their satisfaction with the quality of training materials developed. The developed training courses have been disseminated to 16 Universities in the targeted Regions as well as in Kherson and Khmelnytskyi Regions; and are now fairly popular elective course among students.

⁸ Report of the study commissioned to assess the results of training for public officers and workers of local self-governing governments on e-democracy and e-governance

However the developed training materials have not yet fully been adapted for online usage, even though the C2 Lead did acknowledge the value of certified online courses on e-governance and e-democracy. It was mentioned that preparatory tasks for an online distance learning course has been completed and will be deployed as massive open online course (MOOC); limited learning programmes and webinars have already been hosted at <http://e-demlab.org>, the national e-democracy networking and knowledge sharing platform.

The other area of slight disquiet has been on the pre-eminence of classroom based training as the corner-stone of C2 interventions; and other innovative adult learning approaches and instruments (*such as peer-to-peer learning exchanges and mentorship, experience capitalisation for developing tangible knowledge artefacts and assets, problem-driven learning interaction and coaching by experts, twining and collaborative research*) have not been leveraged effectively. It would be helpful to consider exploring Knowledge Management as one of the strategic imperatives of the programme – to help assimilate experience, expertise, insights and good practices for collaborative co-creation of new knowledge and capabilities on e-governance and e-democracy in Ukraine. This could probably be attempted within the framework of EGAP's existing MoU with National Agency of Ukraine for Civil Service, since the Agency is expeditiously pursuing a strategic plan for Knowledge Management portal for civil servants.

E-Democracy for empowering citizens and civil society

The outcome 2 of EGAP seeks to increase citizen and civil society participation in the decision-making and policy processes at national and sub-national levels. The investments under C3 seeks to achieve these with enhanced use of e-democracy tools and practices that enable citizen and civil society to assume active role in public decision-making and to act as '*watchdogs*' in holding officials and elected representatives to account. One of the key Logframe indicators to measure this outcome is '*at least 10,000 citizens in targeted Regions use EGAP developed e-Democracy tools*'. This initial target was exceeded soon after the launch of the e-Democracy tool "Unified System of Local e-Petitions" in 2016. The e-Petition platform enabled the local governments to easily implement the 2015 legislation on e-Petitions; and became the most accessible, popular, and effective tool for active engagement of citizens in local policy and decision processes. The system is being used in 183 municipalities which include 38 amalgamated territorial communities; and its usage has expanded to cities and municipalities beyond the 4 targeted regions, even from conflict affected zones of Kramatorsk and Severodonetsk. More than 420,000 citizens have so far used e-Petition platform to initiate 12,000 petitions, of which an average 15% petitions received sufficient number of e-votes for the local authorities to consider the issue raised in the petition and wherever relevant take necessary responsive / corrective action. Analytics of the usage pattern of the e-Petition platform indicates that more and more citizens are directly accessing the e-Petition platform, which can be attributed to enhanced traction

and efficacy of this e-Democracy tool. Around 60% local moderators recognize that the introduction of e-petitions has improved interaction between local authorities and the residents

Beyond the highly successful system of local e-Petitions, EGAP helped develop other instruments to enhance civic participation. Notable among them is the instrument for Participatory Budgeting, aimed at encouraging citizens to participate in the entire budgeting cycle. Using the Participatory Budgeting tool, the citizens can develop and present their own initiatives, build constituencies that support and electronically vote for the idea, and oversee their implementation by their municipalities. Since its introduction, the PB tool has been adopted by 70 local councils and municipalities with a total of 140,000 registered users of the platform. A total of around 1500 projects have been approved through participatory budgeting process with allocated fund in excess of €130 million. EGAP also supported an experiment of scaled up participatory budgeting across the whole of Poltavská Obalst, where more than 40 projects with individual allocation up to € 150,000 were funded from regional and municipal budgets. More than 26,000 residents participated in the selection of these projects through authenticated electronic voting on the e-Platform.

In addition to the creation of the e-platform, the programme provided methodological support and helped frame the local ordinances, since Participatory Budgeting is not regulated by the national legislation. There were also capacity building investments for local authority officials and staff, as well as familiarisation of citizens with regard to the principles and provision of participatory budgeting. EGAP is now integrating all existing e-Democracy instruments: e-petitions, participatory budgets, e-consultations into a single platform to enhance usage and improve user experience.

EGAP Challenge

Activities listed under Output 2.1 of EGAP Logframe include collaborative hackathons targeting development of innovative inclusive social accountability, transparency, and civic engagement tools. This single hackathon model was redesigned to EGAP Challenge, an ecosystem approach involving hackathons, incubations, awards and acceleration assistance to help develop e-democracy start-ups working on new tools for civic engagement and improved citizen-government interaction that encourages direct influence of citizens on the governance decision processes. The regional e-democracy incubators established by the programme in each targeted regions provided methodological and organisational support for the implementation of EGAP Challenge.

Two rounds of EGAP Challenge competitions were held; and 30 winning projects were provided accelerators support services through incubation-mentorship, partnership access to ministries and state agencies, financial incentives, and help on marketing strategies. Some of these e-solutions and applications, such as OpenDataBot, Informer for citizens, Casers, Animal ID, Eco Info, iLearn etc. have become successful and

managed to attract additional investment funding to the tune of € 4.5 million. Statistics available on EGAP Accelerator platform reports 500,000 users of these civic-tech tools. One of the most notable of these e-solutions is OpenDataBot, which provides informational support to Ukrainian companies to protect from fraudulent data manipulations and raider attacks by self-monitoring business registration data and court registers. The application aggregates information from public registers and other data sources and sends notifications to the subscriber through social media channels when fraudulent data manipulations occur. OpenDataBot, on the basis of their analytical insights, also publishes regular account on the incidence of corruption, and is one of the main resources for anti-corruption advocacy in Ukraine. The “Informer for Citizens” application also provided localised information services for citizens to get personalised information feed about important events and planned activities of government departments, performance of public utility providers, unforeseen disruptions and emergency maintenances, change in rules and legislations etc. While the performance of these two applications could be correlated to strengthening civic engagement and transparency, on a number of other EGAP Challenge applications the Review team found it difficult to establish their causal linkages with the objectives of enhanced citizen-government interaction for good governance and accountability practices. At the same time, it must be recognised that the EGAP challenge had helped frame a start-up ecosystem, which if steered effectively, could work with regional e-democracy incubators towards sustaining civil society watchdog role in targeted regions and national level to help imbibe mutual trust between citizens and public authorities.

Inclusive and Result Oriented National Dialogue

The outcome 3 of EGAP seeks to energise result oriented and inclusive national policies that (i) take into account the perspectives and policy priorities of sub-national authorities; and (ii) reinforce the programmatic activities and investments of EGAP through targeted policy influence at national level. Initiatives under programme component C4 were designed towards attainment of this outcome; and there have been impressive achievements in enabling participatory, evidence based and inclusive policy process in a collegial engagement with the State Agency for E-Governance, national institutions with e-governance and e-democracy mandates, relevant ministries, and civil society actors. There has been appreciative recognition from the State Agency for E-Governance on institutional and technical support provided by EGAP in the institution building endeavours and on national policy and legislative reform initiatives.

EGAP programme partnered with the State Agency in 2016 to conduct Information Resource Audit of 67 State Authorities for qualitative and quantitative appraisal of information system resources (ISR) operating in targeted authorities; and to assess the performance and readiness of these systems for designing future e-governance solutions. The findings of the audit provided key inputs to the development and implementation of comprehensive interoperability solution and effective e-service delivery; and had significantly influenced the contents of *CMU Resolution No.606*

(Concept for Interoperability Solutions) and *CMU Order 918-r* (Concept for the Development of E-services). In addition the learning of Information Resource Audit was used in the collaborative drafting of the amended legislation on the National Programme of Informatization (NPI)⁹. As part of this drafting process, EGAP organised regional policy roundtables in 4 regions to solicit inputs enabling the Regions to voice their needs and expectations in the national policy process of amending NPI legislations; and pertinent issues and recommendations emanating from the regions were integrated in the legislation. While these endeavours were anchored by the component C4, it must be recognised that these efforts were synchronised and synergised with the activities of other programme components especially that of C1; further the implementation support by Regional Coordinators on ground made key contributions to the process of developing these policy mandates.

Inter-regional roundtables were also organised for sharing of best practices and obtaining inputs from the Regions on improvement of existing legislation on e-petitions and e-appeals; and towards formulating and launching the National Concept and Action Plan for e-Democracy. Developed through a collaborative process of civil society and government partners in the national working group (WG) 'Coalition of e-democracy'¹⁰, the Concept and Action Plan for E-Democracy was official launched with CMU Resolution № 797-r; and was directly incorporated into other national policies including Ukraine's commitments to the global OGP Agenda and in the Digital Agenda 2020 for Ukraine.

However this facilitative anchorage of inter-regional policy dialogue within national policy process on e-governance has been experiencing some challenges: while regions communicate amongst themselves, they do not necessarily end up building consensus on joint policy positions and advocating their common interests with the central authorities. This is perhaps due to the traditional top-down culture of policy making in Ukrainian public sector that usually does not encourage open participatory policy dialogues. Addressing this challenge might require targeted longer-term engagement efforts to mitigate/eliminate deeper structural constraints that are intrinsically linked to the prevailing culture of obeisance. Addressing this could be a priority area of attention in the coming years.

Mainstreaming of Transversal Themes

EGAP programme implementation made limited affirmative attempts to incorporate SDC's focal transversal themes of good governance, gender equality, social inclusion and

⁹This has now been approved and is being notified

¹⁰The 'Coalition of e-democracy' is a multistakeholder National Working Group (WG) on e-democracy; and is comprised of 9 civil society organizations: Reanimation Package of Reforms (RRR), Center for Innovations Development – Kyiv Mohyla Academy, NGO for E-democracy, Podilsky Association for Regional Development (PAR), Association of Open Cities, Center of Policy and Legal Reform (CPLR), EIDOS, the EGAP Program and the State Agency for E-government. EGAP facilitated coalescence of this coalition through a range of interlinked activities aimed at building trust and spirit of collaboration

conflict sensitive program management. Good governance principles are inherent in EGAP design owing to its strong programmatic focus on accountability, transparency and participation. The housing-subsidy e-Service, which is primarily targeted towards low-income families and vulnerable citizens; and interventions such as the Mobile CNAP delivering services at the doorsteps of the elderly and persons with disability demonstrate the intent of the programme striving to incorporate the transversal theme of social inclusion. More than 80% of the users of housing subsidies e-Service had evaluated this to be “good” or “very good”

Promotion of gender equality has been sought via targeting gender balanced participation in the training initiatives, and aiming for women’s pro-active representation at the national policy dialogue workshops and roundtables. However this transversal theme does not seem to have received sufficient and explicit attention within programme activities except the e-Service on childbirth assistance. Gender disaggregated data-sets on targeted beneficiaries of other e-Services are mostly not available¹¹; and the same is true with regard to women’s participation in e-democracy initiatives. These reflect an absence of gender sensitive intervention design; and there is a pronounced need for pursuing affirmative steps to strengthen the theme of gender equality in the design of future programmatic activities.

Similarly more efforts need to be targeted toward the theme on conflict sensitive program management (CSPM). While the IDPs have managed to draw benefits from the e-Services enabled by EGAP, the scope of their participation in e-democracy initiatives is rather limited. The programme could concentrate to getting the relevant legislative road-blocks cleared, paving the way for IDPs to exercise their democratic entitlements in their place of residence. Additionally EGAP might consider initiating e-enabled smart informational interventions to help connect people across regional and linguistic barriers, reanimate mutual trust and promote social cohesion.

5.2 Programme Effectiveness and Management

The programme design of EGAP has taken advantage of favourable policy environment that assigns priority on mainstreaming e-governance and e-democracy; and with four mutually reinforcing program components, EGAP adopts the systemic approach that reinforces both the supply as well as the demand side of governance for systemic impact at various levels of Ukrainian public administration. The program aligns well with the Swiss Cooperation Strategy 2015-2018 for Ukraine that has governance and peace building as one of its core domains; and within this the strategy seeks to achieve decentralisation reform, improved access to public service, equitable participation in political decision making, and constructive resolution of ongoing conflict. In addition the

¹¹ The review team was informed that respondents’ gender was part of the data-set related to citizens’ satisfaction on e-Services. However neither the project M&E report nor the survey statistics carried any gender- disaggregated analysis of such information

design approach of EGAP aligns well with Government of Ukraine's priority to promote transparent, efficient and citizen centric public administration systems, and also the international trends and standards on e-governance.

The four programme components are integral and interlinked building blocks for ICT mediated sustainable good governance system at different levels of administrative hierarchy. While components C1 to C3 explore innovative e-governance and e-democracy solutions, together with capacitating stakeholders at local and sub-national level, the component C4 works to reinforce and institutionalise these transformative initiatives at the national policy level. EGAP should pursue this holistic approach, preferably with added emphasis on accountability and anti-corruption to enable Ukrainian citizens gain more trust in public authorities. At the same instant, there should be inherent flexibilities so that the design of activities within a programme component could be adapted / adjusted on the basis of Region specific diversities and dynamic political-economy / governance context, especially the evolving scenarios of decentralisation in the country.

Implementation management of EGAP programme is shared by a consortium led by East Europe Foundation (EEF) and InnovaBridge Foundation, the Swiss institutional partner. EEF with its associates¹² is responsible for overall management of programme components C1-C3, while InnovaBridge Foundation has been mandated for the implementation of programme component C4 and to provide backstopping support to EEF and its local partners. The mixed implementation mandate leverages the relative strengths of individual institutions; and notwithstanding inherent coordination complexities of such an arrangement, the overall management of all four programme components appears to be effective and adaptive towards achieving desired results.

For the purpose of overall management the programme, EEF has established a well staffed Project Management Unit (PMU) with delineated lines of responsibilities for ensuring the efficient and timely execution of programme activities, communication and coordination with programme stakeholders, grants administration, procurement and financial management, and M&E. Responding to the need for regional visibility and influence, the programme subsequently introduced the position of Regional Coordinators, who are mandated for programme coordination with the municipalities, amalgamated communities, rayons, Oblast administration and civil society partners in her/his respective Regions. The Regional Coordinators do enjoy operational flexibility to explore new engagements and ideas for cooperation; but decisions with regard to any new endeavours get finalised only with the approval of Component Lead at the PMU. Such an arrangement is useful for developing a balanced inter-regional perspective on programme priorities, but to certain extent has impeded emergence of bottom-up innovations within the programme.

¹²National Academy for Public Administration (NAPA) and Soft Xpansion, a private company with considerable experience of handling e-governance related project.

With regard to synergies with other Swiss funded projects, the review team noted EGAP's collaborative engagement with the DESPRO programme, which seeks to strengthen decentralization reform towards improving access to and quality of public services. Even though the scope of present collaboration is rather limited to the creation of GIS pilot to help amalgamated communities manage their land and infrastructure assets, it can serve as good-practice on strategic synergies between e-governance and decentralisation reform. Operational level engagements also do exist with other donor funded e-governance programmes such as TAPAS and U-LEAD support project Egov4Ukraine. To cite an example, EGAP, in child birth assistance e-Service, was the first to pilot the interoperability solution Trembita, which is being commissioned by a team under Egov4Ukraine. Certain instances of cooperation with TAPAS on e-Services and OpenData were also noted. However there is significant scope of escalating these operational engagements into strategic coordination between donor supported initiatives on e-governance domain; and EGAP should consider leveraging this option.

The complex implementation support arrangement for EGAP, especially the mechanism of backstopping support for PMU and local consortium partners was aimed at provisioning strategic and technical expertise, coaching, troubleshooting, analytics and knowledge management; and helping develop an overall M&E system for the program. This allowed EEF and local programme partners to access high-quality international expertise and guidance related to advanced approaches on e-governance and newer ideas for framing e-democracy initiatives. Concurrently the international partner InnovaBridge Foundation, its role as a co-implementer of C4 could synergise and synchronise their efforts with the programme activities under C1-C3. This symbiotic arrangement by-and-large had worked well. For example, the alliance partners of 'Coalition of e-Democracy' which initiated their work under the aegis of C4 did make important contributions to the activities of empowering citizens and civil society with e-democracy initiatives under the component C3. Similarly investments made towards improving e-Service delivery and interoperability solutions under C1 made key contribution to the national e-governance policy outcomes.

However, the review team noted that the potential benefit of such novel arrangement of programme implementation was not leveraged fully. Conversational interactions with the programme management leads of EEF and the designated backstopper from InnovaBridge do seem to indicate that there were disconnects with regard to the innate rationale of the backstopping arrangement; and as a result the strategic and technical advices and coaching inputs were not always followed through effectively. To cite an example, the backstopping team had repeatedly flagged the need for strengthening Knowledge Management practices within programme implementation; and this was also recommended in the MTR. Accordingly the Knowledge Management Coordinator had joined the team; but there was little evidence of vibrant KM initiatives even after the elapse of more than one year.

The reasonably short duration of engagements (around 15-20 days a year) between the backstopping team and the Implementation Groups at EEF was another critical limitation. Going forward it would be important to continue with the provisions of backstopping support to the programme implementation team; but revisit the operational arrangements with dispassionate objectivity. As part of the preparation for next phase, SCO might even consider using the expertise of an Organizational Development Specialist to appraise the present ways-of-working and conduct a knowledge need assessment; and on the basis of these inputs propose appropriate structuring of a more efficient implementation support mechanism for the programme in Phase-II.

The financial statement for FY2017-18, which was shared with the review team report a cumulative spending of CHF 1.94 million for the entire range of activities for the first three years of implementation. And during period the e-Services that EGAP helped develop was used by 300,000 citizen applicants (beneficiaries); more than 420,000 citizens have used the e-Petition platform; and there are 500,000 users of civic-tech tools developed through EGAP Challenges. Even with a conservative estimate of 80% overlap among these three sets of users, it would be reasonable to deduce the programmatic achievements of EGAP has touched around 425,000 citizens positively. This translates into an investment of approximately CHF4.50 for reaching a targeted beneficiary – an astoundingly cost efficient means of bringing administrative services nearer to people, mitigating the influence of middlemen, reducing the incidence of corruption, getting people's voice heard by local authorities and getting them engaged in deepening democratic practices in Ukraine.

While lauding the cost-efficient measures of programme implementation, the review team would like to bring to the fore the issue of continued under-utilisation of financial resources. This concern was raised repeatedly in the periodic backstopping reports as well as in the internal mid-term review report; but it is not clear if any appropriate remedial steps were taken in this regard. At the end of third year of implementation, the programme reports an unused budget balance of 45%; and even with committed financial obligation, there is a likelihood of unspent budget at the end of programme period. EGAP might consider developing contingency plans to meaningfully utilise the unspent budget; and accordingly submit a plan for the approval from SCO. Another aspect that would require committed attention relates to branding and visibility of Swiss-Ukrainian cooperation within which EGAP gets funded. While the SDC logo is present in all communication collaterals, EGAP is perceived as EEF initiative by stakeholders at regional level; and the review team during their conversational interactions had to reiterate the criticality of Swiss partnership, values and contributions to the programme.

5.3 Institutionalisation and Sustainability

These aspects were examined from the perspective of institutional, financial and policy level sustainability. EGAP has forged strong institutional partnerships with State Agency for E-Governance, related Ministries, other National Agencies and Universities; and has helped incubate civil society partnerships and coalitions with distinct result oriented objectives and agendas. These will certainly be carried forward by the partner institutions even after the end of this current phase of EGAP. Enhanced interregional cooperation between program partners had helped create decentralized self-driving networks of e-governance promoters; sustenance of these informal networks should also lead to new cooperation initiatives at local level. Again, many of the EGAP Challenge start-ups have managed to secure additional seed funding; and they do have committed subscriber / user base to continue with their operation. Also the obligatory co-funding through local budgetary provisions, which the programme encouraged, is expected to continue to enable continuance of ongoing programme activities on ground. And finally the policy level transformative changes that EGAP helped to usher-in will continue to provide conducive policy and legislative framework for furthering e-governance and e-democracy objectives that EGAP espouses.

6. Recommendations for Future Directions of EGAP

1. The EGAP programme design had envisioned extension of the program for another four-year period, provided the relevance of the programme is established with demonstrable results. The narratives of the previous sections amply demonstrate the programme performances on promoting e-governance and e-democracy; and how these accomplishments have positively touched the lives of hundreds and thousands of people; and also influenced inclusive and result oriented national policy outcomes. Extension of EGAP for another four-year phase can therefore be justifiably argued; and the review team would strongly recommend financing of EGAP Phase-2. The programme design of the next phase should retain the systemic approach that reinforces both the supply as well as the demand side of governance with the four mutually reinforcing program components: *(i)* expanding citizens' improved access of e-enabled public services that are delivered by the regions, municipalities, rayons and amalgamated communities with added emphasis on accountability and mitigating corruption to enable Ukrainian citizens gain more trust in public authorities; *(ii)* strengthening capacities of public officials, CNAP Administrators and citizens with innovative adult learning approaches¹³ for improved e-service delivery, and of civil society actors to be more effective on e-democracy and accountability endeavours; *(iii)* empowering civil society and citizens to assume active role in public decision process and holding the public officials to account for their actions; and *(iv)* continuing with the inclusive policy dialogue on e-government and e-democracy at national and regional level.

¹³including but not limited to classroom based trainings

2. The complex implementation support arrangement for EGAP Phase-I, especially the mechanism of backstopping support by the international co-implementer, was aimed at making international expertise and guidance accessible on ground; and simultaneously building mutually beneficial synergies between policy and practice. While this arrangement more-or-less worked well, there were disconnects with regard to the innate rationale of such backstopping arrangement. As a result the potential benefit of this novel arrangement was not leveraged fully. Also perceived ambiguity in the operational mandate of the Regional Coordinators seemed to have impeded emergence of bottom-up collaborative engagements and innovations within the programme; and there is a need for revisiting the role and accountability of Regional Coordinator positions. Going forward it would therefore be appropriate to examine the implementation support arrangement of EGAP with dispassionate objectivity. The Review team would recommend employing the expertise of an Organizational Development Specialist to appraise the present ways-of-working and conduct a knowledge need assessment; and on the basis of these inputs propose appropriate structuring of a more efficient implementation support mechanism for the programme in Phase-II. In addition, a better M&E system, preferably one that is connected to an official system, needs to be put in place to facilitate objective assessment of impact of the overall programme

3. The programme design for Phase-II should also pay committed attention on branding and visibility of Swiss-Ukrainian cooperation within which EGAP gets funded. Beyond the presence of SDC logo in the publications and communication collaterals, there should be strategies in place to ensure cogent communication and messaging with regard to the significance of Swiss partnership, values and contributions in the programme. This effort could be tasked to a specialist entity who would work in tandem with the programme implementation partner(s) to help create a comprehensive perspective on Swiss-Ukrainian cooperation that is consistent across diverse forms and levels of stakeholder interactions.

4. Programmatically, one key aspect that need to be addressed in the coming days would be on procedurally standardising e-Service delivery, while not diluting the principles of decentralised delivery of administrative services at the levels of Region, rayon, municipalities and amalgamated communities. This would call for building informed consensus of related institutions on standardised protocols for e-Service delivery; and could possibly be achieved with an expansive and inclusive process of consultations involving all stakeholders. The dialogue process should preferably be informed with regard to all plausible options, identified through a preparatory diagnostic study that analyses the complexities of harmonised deployment of e-Service applications across diverse institutional arrangements and legislative mandates. This would be a priority area where EGAP would need to concentrate before proceeding with the technical design of standardised e-Services for delivery at sub-national and local level.

5. The other important priority would be around Business Process Reengineering (BPR) of designated e-Services to enable fully automated back-office workflow for end-to-end electronic delivery the administrative service with minimal physical touch-point and/or paper based document flow in the service delivery process. The objective of BPR effort would be towards procedural simplification and reduction of workflow processing time for delivery of administrative services of the regions, rayons, municipalities and hromadas. Such re-engineered services should uniformly be available at the online repository of e-Services hosted on the portal of Cabinet of Ministers, designated departmental portals, as well as at the CNAPs in regions and local level.

6. EGAP had conducted targeted trainings for elderly people and persons with disabilities to help enable them to meaningfully draw benefits of accessing new e-Services. These trainings have elicited very good response and there were overwhelming demands for such trainings. Going forward, the programme should develop cogent approaches to expand the outreach of these targeted training to vulnerable groups of citizens. Another significant innovation was the creation of Mobile CNAP system to bring administrative services provisioning to the doorstep of the citizen, especially for the elderly people, persons with disabilities and others who find it difficult to visit CNAP personally. Witnessing home-based service delivery transaction with Mobile CNAP, the review team could assess its ability (and prospect) of expanding the realm of service delivery to vulnerable people, including families in conflict zone and IDPs; and would strongly recommend substantial scale-up of Mobile CNAP facilities in all the targeted regions.

7. In an earlier section of this report, it was stated that the transversal themes of gender equality and conflict sensitive program management has not been adequately mainstreamed during the current phase of programme implementation. While the transversal theme of gender is central to the e-Service on child birth assistance, it has not received sufficient and explicit attention with regard to other e-Services. Further, the programme has not mechanism of tracking women's participation in e-democracy initiatives; and this could reasonably be attributed to inadequate sensitivity on gender dimension during the design and implementation of programme activities. These shortcoming need to be addressed in the design of new phase of EGAP. On the theme of conflict sensitive program management (CSPM), the IDPs have managed to draw certain benefits from the e-Services enabled by EGAP; but the scope of their participation in e-democracy initiatives is rather limited due to certain legislative restrictions. The programme needs to make an earnest effort to get these roadblocks cleared, so that the IDPs can exercise their democratic entitlements in their place of residence. In addition to the focus on enabling IDPs' improved access of e-Services and e-democracy instruments, EGAP in Phase-II might consider initiating e-enabled smart informational interventions to help connect people across regional and linguistic barriers, reanimate

mutual trust across societal barriers and with public authorities, and promote social cohesion.

8. Similarly, information and communication oriented programme interventions may be introduced to strengthen EGAP's focus on fighting corruption. The programme could consider to launch (and sustain) an effective social media campaign to raise citizen's awareness on access to public information legislations, and make meaningful use of more than 40,000 sets of open data registered at <https://data.gov.ua> the Unified Public Web Portal for Open Data, created by TAPAS programme. Analytics derived from these datasets, especially public procurement portal ProZorro and incidence of corruption statistics from OpenDataBot could be used by the civil society partners of EGAP to perform watchdog role for fighting corruption.

9. The current phase of EGAP has helped develop institutional capacities in the targeted regions; and certain levels of maturity have been realised with regard to programmatic implementation. These could be leveraged to organically expand the geographic coverage of EGAP to new Regions that are proximate to existing four targeted regions. In light of high programme implementation capacity of both Oblast administration as well as the EGAP Regional Coordinator, the prospective new Region(s) could probably be in the vicinity of Dnipropetrovsk; and conflict afflicted Regions of Luhansk and Donetsk could be obvious candidates for such an expansion. This will also allow EGAP to explore a differentiated CSPM approach, involving smart e-solutions and ICT for Peace ventures to help connect people across societal and linguistic divide to reanimate mutual trust towards lasting peace.

10. Finally on the thematic side, opportunities do exist for scaling up the collaborative GIS pilot related to the management of land and infrastructure assets in amalgamated communities; and develop a comprehensive land and resources management support system, which could serve as the unified platform for local authorities to provide new land and asset management e-Services to citizens. This needs to be done in close partnership with State GeoCadastre (State Service of Ukraine for Geodesy, Cartography and Cadastre) who is developing National Spatial Data Infrastructure (NSDI). This is a rich but complex data-system that combines layers of spatial information: cadastral information, settlements and buildings, transport and communication networks, borders of administrative units et. al.; and can be accessed through a unified geoportal. The NSDI could serve as the architectural bedrock for the planned spatial system.

ANNEXES

Annex – I: Terms of References



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Embassy of Switzerland
Swiss Cooperation Office in Ukraine

Terms of Reference for the External Review of the Programme

E-Governance for Accountability and Participation (EGAP) in Ukraine (7F-08031.01)

1. Introduction

Since 2015 the Swiss Agency for Development Cooperation (SDC) implements in Ukraine the **E-Governance for Accountability and Participation (EGAP) Programme**. It aims at increasing the access to, and quality of public services provided to citizens at the national and sub-national levels with the use of e-governance tools, which reduce time and cost of service provision, increase transparency, reduce corruption risks, and bridge the urban-rural divide. The intervention also focuses on strengthening the capacities of regional and sub-regional public officials and civil society organizations (CSOs) in using e-democracy tools to foster a more active citizens' participation in decision-making process at the local and regional levels. Activities at the national level contribute to an inclusive policy dialogue, which takes into account the needs and interests of regions and guarantees compatibility of regional e-governance solutions with the national strategies.

The program includes four components:

- C1 – E-Services: providing more efficient and transparent service delivery to citizens;
- C2 – Capacity Development: strengthening the capacity of public officials and CSOs related to the thematic focus of the program;
- C3 – E-Democracy: empowering CSOs and citizens to overlook the authorities and improve their participation in the target regions;
- C4 – National Policy Dialogue: enhancing inclusive and results oriented national dialogue on e-governance and e-democracy.

EGAP is implemented by a consortium selected by SDC through an open tender. Programme implementation of components 1-3 is led by the East Europe Foundation (Ukraine). InnovaBridge Foundation (Switzerland) was mandated by SDC to steer Component 4 and provide backstopping for the whole programme. The backstopping arrangement foresees support by InnovaBridge of the local implementing partners in the development of monitoring and evaluation (M&E) system, thematic capacity-building workshops, trouble-shooting and implementation strategies for transversal themes, etc. The EGAP programme is being supervised by the Swiss Cooperation Office Ukraine (SCO) at the Swiss Embassy in Kyiv, and a multi-stakeholder Advisory Committee provides strategic guidance to the different programme components.

The ongoing Phase I of EGAP with a total budget of CHF 4'750'000 covers the period of 01.04.2015-31.03.2019. The key program partner and beneficiary at the national level is the State Agency for Electronic Governance of Ukraine (established in 2014), at the regional level the Program is implemented in four target regions: Dniopropetrovsk, Odesa, Vinnytsia, and Volyn oblasts. Further information on EGAP and other relevant projects within the Governance and Peacebuilding domain will be provided to the review team as listed in the Annexes.

As Phase I of EGAP ends on 31 March 2019, SDC intends to externally assess the results and relevance of this program, as well as to receive suggestions on its future thematic and geographic orientation and potential core activities. Additionally, recommendations are expected on how to strengthen the trust building and anti-corruption components within the program, as well as on the feasibility of a targeted support to newly amalgamated communities regarding land and resources management with the help of Information Communication Technologies (ICT).

2. Overall Objectives of the External Review

I) The review team shall assess the key results of EGAP Phase I paying a special attention to the aspects of outcomes, effectiveness and sustainability

The list of issues to be addressed includes, but is not limited to, the following key questions:

Outcomes

1. What has happened as a result of the programme (outcome level, impact level if possible)? What were positive or negative, intended or not intended results at all three levels of intervention (local, regional, national)? How many direct and indirect beneficiaries have been affected? Have e-services supported by EGAP reached the final clients (citizens) and made their lives easier? How can these results be generally assessed, taking into account the experience from comparable projects in Ukraine and in other countries?
2. What were successful and less successful experiences/results of the programme in different target regions/communities? What are the major factors which influenced the achievement or non-achievement of the programme objectives in different municipalities/regions and different thematic areas of intervention?
3. To what extent has the programme influenced national legal and policy framework?
4. How relevant is EGAP for Ukraine's advancement of good governance and effective public administration reforms?

Effectiveness / programme set-up

1. What synergies with other Swiss funded projects were established? How effective was the coordination with projects funded by other donors?
2. Were the structure, design (logical framework) and strategy of the current EGAP phase adequate/conducive to achieve the set objectives and outcomes? If not, what should be done differently?
3. Are the costs justified in relation to the programme achievements (number of beneficiaries vs. invested resources per individual), taking into account the experience from comparable projects in Ukraine and other countries?
4. How efficiently was the programme managed at all levels? Is the programme management results-oriented, innovative and cost-efficient? How do you assess the presence/outreach/network of the programme in the four target regions?
5. Are the main stakeholders at different levels satisfied with the results achieved and the responsiveness of EGAP to their needs and requests?
6. To what extent has the programme implemented the transversal themes Gender Equality and Good Governance, as well as the Conflict-Sensitive Programme Management approach?

Sustainability

1. To what extent are the results of the programme (in particular e-governance and e-democracy tools) institutionalized / anchored at local, regional and national levels?
2. How well are the programme activities and procedures aligned with the Ukrainian regulatory framework?
3. What are/were the main factors to ensure scaling-up and replication of core activities?

4. How systematic, needs- and practice-oriented and effective are the capacity-building/training activities of EGAP?

II) Provide recommendations for EGAP future thematic and geographic orientation, potential core activities, and organisational setup in Phase II. Additionally, suggest activities with regard to the strengthening of trust building and anti-corruption components within the program, as well as assess feasibility of targeted support to newly amalgamated communities in land and resources management with the help of ICT.

Key questions to be answered:

1. Which thematic topics shall be prioritized (considering the new contextual developments since the start of Phase I in 2015) in EGAP Phase II in order to capitalize on the achievements of the current phase, and in view of other donor programs in the e-governance/ e-democracy sector?
2. What are the best approaches and modalities for the future interventions to guarantee strengthening of trust building and anti-corruption elements within the program?
3. Who shall be the primary partners of EGAP Phase II (local authorities, regional authorities, national government, civil society, etc.)? How far shall the focus be kept on already established partnerships?
4. How can EGAP respond most effectively to the needs of the conflict-affected population? Which other vulnerable groups should be taken into consideration in the future phase?
5. What should be the geographic focus of Phase II?
6. What shall be the most conducive implementation set-up for Phase II?
7. How feasible is the launching of a separate component (sub-component) aiming at targeted support to newly amalgamated communities in land and resources management with the help of ICT?

III) Document key achievements of EGAP Phase I in a brief PR/communication product (max. 3 pages) illustrated with stories from beneficiaries and pictures.

3. Methodology and Scope of Work

Based on the analysis of relevant programme documents, interviews and Focus Group Discussions (FGDs) with key national stakeholders, as well as field visits, the review team shall provide a clear and concise assessment of the results (outcomes, impact if possible), effectiveness and sustainability of EGAP's core activities and products/deliverables, as well as its contribution to the implementation of governance reforms in Ukraine. Additionally, the review team should provide recommendations on the future thematic and geographic orientation and potential core activities of EGAP Phase II, putting an emphasis on trust building and anti-corruption components within the program, as well as assessing the feasibility of targeted support to newly amalgamated communities in land and resources management with the help of ICT. Besides the evaluation report, a draft communication product on the key achievements of EGAP Phase I is to be prepared in a visually attractive format.

The external review will involve a team of two experts— one international and one national consultant. The International Consultant (IC) leads the mandate and selects the National Consultant (NC), in close coordination with SCO which can provide to the IC CVs of suitable Ukrainian experts that could be subcontracted as NC.

Tentatively, the division of responsibilities within the review team should be as follows:

for the international consultant (IC):

- define the overall programme of the in-country mission;
- prepare the review methodology and instruments (interviewees' lists, questionnaires, checklists, etc. for interviews, FGDs and field visits);
- carry out interviews and FGDs with program's stakeholders, partners and staff;
- provide briefings and debriefings at SCO and EGAP Office in Kyiv (modalities to be defined jointly with SCO at the beginning of the mandate); SDC headquarters and InnovaBridge office in Switzerland can be involved in the debriefings through video-conferencing;
- prepare the external review report;
- maintain communication with SCO and SDC headquarters.

for the national consultant (NC):

- prepare mission schedule and organise logistics;
- suggest adaptation to the methodological tools for interviews, FGDs and site visits;
- carry out interviews and FGDs with programme stakeholders, partners and EGAP staff in coordination with the IC;
- contribute to the preparation of the external review report;
- participate in briefing and debriefing sessions.

Qualifications

The following experiences and competences are expected to be provided by the team:

IC:

- Minimum 10 years of experience in the area of governance/local governance, including in different developing/ transition countries, preferably in Eastern Europe;
- Proven experience and expertise in all aspects of project cycle management, project design and implementation.
- Solid experience in evaluating democratization, decentralization and local governance projects with elements of e-governance and e-democracy;
- Knowledge of the Ukrainian context (including decentralization reform agenda, e-governance agenda, overall reforms process, etc.) would be an asset;
- Good knowledge of bilateral/multilateral donor funded programs;
- Methodological competences, technical writing expertise;
- Competence in Gender Equality, Good Governance and Conflict-Sensitive Programme Management (CSPM);
- Proficiency in English (knowledge of Ukrainian and/or Russian would be an asset).

NC:

- Minimum 10 years of experience in the area of public administration and/or local governance in Ukraine;
- Solid knowledge of the Ukrainian e-governance and e-democracy agenda and tools;
- Excellent knowledge of the Ukrainian context (including public administration, decentralization reform agenda, reforms process, political economy of different regions of Ukraine, etc.);
- Good knowledge of bilateral/multi-lateral donor funded programs implemented in Ukraine;
- Methodological competences, technical writing expertise;
- Competence in Gender Equality, Good Governance and Conflict-Sensitive Programme Management (CSPM);
- Proficiency in English and Ukrainian.

The following table gives an indicative overview of the scope of work. The exact time allocation is subject to negotiations between the SCO and the review team prior to concluding the contract.

Task/Activity	Number of working days
Analysis of relevant documentation and preparatory activities (mission schedule, work plan, evaluation design matrix, report outline, etc.)	4 (IC), 3 (NC)
Interviews (face to face, skype or phone) with InnovaBridge Backstopping team	0.5 (IC)
Travel to/fromUkraine	0.5 (IC)
Field work in Ukraine, including: - interviews and FGDs with different stakeholders, direct and indirect beneficiaries, selected Swiss funded projects, other donors/ international agencies, EGAP team and SCO in Kyiv; - field visits to at least two EGAP target regions (to be defined jointly with SCO and EGAP).	10 (IC), 10 (NC)
Briefings/Debriefings withEGAP and SCO	1 (IC), 1 (NC)
Report writing	4 (IC), 2 (NC)
Total	20 (IC), 15 (NC)

EGAP is an innovative program that particularly fosters the use of new forms of ICT in democracy and governance. In order to learn from the programs strengths and future opportunities, SDC's network on 'Democratization, Decentralization and Local Governance' will 'accompany' the evaluation through giving feedback directly to the review team on the questionnaire as well as recommendations. In collaboration with the Swiss Cooperation Office, the network will discuss possible ways how to make these findings accessible for other country offices after the end of the review and management response. The program might serve as a good example to motivate further engagement in this area.

Two National Programme Officers from other SDC partner countries participating in SDC's Conflict Sensitive Programme Management (CSPM) Train-the-Trainers Programme 2018-2019 may join the review team as peer reviewers, to analyse specifically the integration of CSPM at the project level. The tasks of the peer reviewers will include: 1) desk review and preparation of CSPM-related questions for the mission, and 2) providing comments to the draft reporting/deliverables listed in Chapter 4 of the ToR. The inputs of the peer reviewers are to be processed and integrated into the final report by the international consultant.

4. Deliverables / Reporting

The review team is expected to produce the following deliverables:

1. Presentations (PowerPoint presentation) for the preliminary discussion of the key findings at the final debriefings with EGAP and SCO.
2. Final Report (max. 15 pages plus annexes; font Arial 11 with standard margins). The Final Report is to be submitted to SCO within 10 working days after the debriefings with EGAP and SCO in Kyiv. The report shall contain two separate parts:
 - i) Evaluation of EGAP Phase I;
 - ii) Recommendations for future thematic and regional focus, as well as institutional setup of EGAP Phase II.

The annexes should include a list of documents consulted and persons interviewed, as well as the PowerPoint presentations used for the debriefings. Programme materials should not be attached.

3. Final financial report (incl. timesheets justifying hours/days of work) is to be submitted to SCO within 15 working days after the debriefings with EGAP and SCO.
4. A draft communication material summarizing the key achievement of EGAP Phase I.

The language of the reports shall be English.

The electronic and two hard copies of both the final report and financial report shall be submitted to the SCO.

5. Duration and Implementation Arrangement

The external review should take place in September/October 2018. It is anticipated that the preparation process will start in early September and the final version of the external review report will be submitted by end October 2018. The following is the overview of the planning:

September 2018	September-October 2018
Select the Review Team Sign contract Prepare mission Interviews with InnovaBridge	Mission to Ukraine Briefings and debriefings with EGAP and SCO teams Final review report prepared Financial report prepared

The review team is responsible for the logistical and administrative organization of the mandate. However, EGAP and SCO will provide logistical support to the mission in Ukraine (hotel booking, transport, scheduling meetings in Kyiv and in target regions) and facilitate contacts with relevant stakeholders / interviewees.

The review team will receive an electronic version of all required documentation before the start of the mandate.

6. Selection Process

At least three international experts are invited to submit a proposal in response to the present Terms of Reference.

Documents to be submitted:

- Technical proposal (max. 3 pages, no predefined format), including following parts:
 - Understanding of the context and challenges;
 - Suggested complements or deviation from these Terms of References (if any), in particular with regard to the proposed methodology;
 - Process description and schedule for the external review.
- Curricula Vitae of the proposed experts, including relevant experience.
- Financial proposal (using the predefined format included in the Annexes). The Financial proposal shall include all costs related to the mandate, incl. costs related to the National Consultant.
- Statement of availability

Selection criteria:

- Quality of technical proposal (weight: 30%);
- Experience of expert team (weight: 30%);
- Availability (weight: 20%);
- Costs according to financial proposal (weight: 20%).

All correspondence related to the proposal shall be submitted by **September 5, 2018** to Ms. Ilona Postemska (email: ilona.postemska@eda.admin.ch).

7. Annexes

i) List of Abbreviations and Acronyms

ii) Form for Financial Proposal

iii) Documents for preparation of the technical proposal:

- Swiss Cooperation Strategy Ukraine 2015 – 2019,
- EGAP Programme Document, including annexes.

iv) Additional documents for the review:

- EGAP progress reports,
- EGAP backstopping reports,
- Selected information on relevant Swiss-funded projects in Ukraine.

Annex – II: Respondents of Consultative Interviews & FGDs

Sl. #	Location	Date	Person(s) Interviewed	Organisation represented	Interaction Type
1.	Kyiv	01.10.2018	Olena Saienko	EGAP (EEF)	Interview
2.	Kyiv	01.10.2018	Sergiy Solovko, Olga Rachynska	EGAP (EEF)	Interview
3.	Kyiv	01.10.2018	SerhiyKarelin	EGAP (EEF)	Interview
4.	Kyiv	01.10.2018	Oleksandr Ryzhenko, Oleksiy Vyskub	State Agency for E-governance	Interview
5.	Kyiv	02.10.2018	Andriy Semenchenko	National Academy of Public Administration	Interview
6.	Kyiv	02.10.2018	ViraNedzvedska	EGAP (EEF)	Interview
7.	Kyiv	02.10.2018	Vyacheslav Mayakin	EGAP (EEF)	Interview
8.	Kyiv	02.10.2018	JordankaTomkova	EGAP (Innovabridge Foundation)	Interview
9.	Vinnitsia	03.10.2018	Tetyana Pashynina, SerhiyVoitenko	Center for public servants training	Interview
10.	Vinnitsia	03.10.2018	SerhiyTymoschuk, Volodymyr Romanenko, , Dina Chernenko, Valentina Voytkova, Natalya Maletska, Lyudmyla Fedchtshyna	Vinnytsia Citi Council	Interview
11.	Vinnitsia	03.10.2018	Iryna Kopchuk	Vinnytsia Citi Council (CNAP)	Interview
12.	Vinnitsia	03.10.2018	Oleh Starzhynskyi	Vinnytsia Citi Council (Vinnitsa Emergency Center)	Interview
13.	Vinnitsia	03.10.2018	Oleh Levchenko, Sofia Sakalosh	Podolian Agency of Regional Development	Interview
14.	Vinnitsia	03.10.2018	Andrii Gizhko, Lyudmyla Lyahovych, Tetyana Lomokina, NadiyaNasikovska	Vinnytsia Oblast Administration	Interview
15.	Vinnitsia	03.10.2018	Viktor Matsenko	EGAP (EEF)	Interview
16.	Vinnitsia	04.10.2018	OlexandrVasilevskyi, OlexandrKhoshba	Vinnytsia State Technical University	Interview
17.	Vinnitsia	04.10.2018	OlesyaVoitovich, Leonid Kupershtain	Vinnytsia State Technical University	FGD
			Alina Petruk	Regional Training Centre	
			SerhiyVoitenko, Olga Khrapova	Centre for public servants training	
18.	Vinnitsia	04.10.2018	NazarDyakiv	Developer of the "Informer for Citizens" program	Interview
19.	Vinnitsia	04.10.2018	Natalya Gizhko	Vinnitsia Regional Development Agency	Interview
20.	Kalynivka, Vinnitska oblast	04.10.2018	Svitlana Tkachuk, Svitlana Onofriychuk, Olena Nyzkoklon	CNAPs of Kalynivska AC and Kalynivkyi district	Interview
21.	Dnipro	05.10.2018	Oleg Kuzhman	Dnipropetrovska Oblast Administration	Interview
22.	Novooleksa	05.10.2018	OlexandrVizyr	Novooleksandrivska AC	Interview

Sl. #	Location	Date	Person(s) Interviewed	Organisation represented	Interaction Type
	ndrivka, Dnipropetro vska oblast				
23.	Dnipro	05.10.2018	Tetyana Shapovalova	Dnipropetrovska Oblast Administration	Interview
24.	Dnipro	05.10.2018	Olena Lichmanenko	Dnipropetrovska Oblast Administration	Interview
25.	Dnipro	05.10.2018	Vitaliy Gebrin	Main Information and Communication Centre of the Dnipropetrovsk regional council	Interview
26.	Dnipro	05.10.2018	Olena Ogienko, Natalia Kovalova, Inna Klochkovska, Oleg Kornev, Olga Albatova, OlexandraKuchkina, Marina Kovalenko, Sergiy Yakovlev, ViktoriyaGnatyuk, Lyudmyla Gladkikh, Natalya Grechko, Julia Bondarenko, Olena Vakulich, Oleg Melnyk, Jana Radchuk, Inna Sergeyeva, Tetyana Oliynyk, Oksana Reznik, Tetyana Bondik, Elena Krasyuk, Oksana Perepelytsya, Olena Kiselyova, Lyubov Grabar, Maryna Zhuravel, Lesya Dubovik	CNAPs of Dnipropetrovska Oblast	FGD
27.	Dnipro	05.10.2018	Sergiy Seryogin, Sergiy Kvitka	Dnipro branch of the National Academy for Public Administration	Interview
28.	Krynynchanskyi, Dnipropetrovska oblast	06.10.2018	Serhiy Yakovlev	CNAP of Krynynchanskyi district	Interview
29.	Dnipro	06.10.2018	Angelika Pylypenko,	NGO "Local Democracy Agency of Dnipropetrovska Oblast"	Mixed Group Interactions
			Ruslan Strilets	Dnipropetrovska Oblast Administration	
			Dmytro Zarubin	EcoInfo	
			YevhenLokhmatov	FRACTAL	
30.	Kyiv	08.10.2018	Oksana Garnets, Maryna Bryl	DESPRO Project	Interview
31.	Kyiv	08.10.2018	Volodymyr Bondarenko	Cabinet of Ministers of Ukraine	Interview
32.	Kyiv	08.10.2018	Natalya Oksha	Cabinet of Ministers of Ukraine (OGP)	Interview
33.	Kyiv	08.10.2018	Oleksiy Zeliviansky	EGAP (EEF)	Interview
34.	Kyiv	09.10.2018	Volodymyr Kuprii	National Agency for Public Service	Interview
35.	Kyiv	09.10.2018	Oleksandr Kolotilin, Denis Bashlyk	State Land Cadastre Agency	Interview
36.	Kyiv	09.10.2018	Oleg Nikolaychuk	State Enterprise "National information systems" of Ministry	Interview

Sl. #	Location	Date	Person(s) Interviewed	Organisation represented	Interaction Type
				of Justice of Ukraine	
37.	Kyiv	09.10.2018	Oleksandr Kamenchuk	Ministry of Economic Development	Interview
38.	Kyiv	09.10.2018	Viktor Lyakh	EGAP (EEF)	Interview
39.	Kyiv	09.10.2018	Ivan Dvoilenko	State Migration Service	Interview
40.	Kyiv	10.10.2018	Yuriy Kopytin	Egov4Ukraine (SIDA)	Interview
41.	Kyiv	10.10.2018	Hennadiy Pylypenko	State Enterprise "Information Technology Center" of Ministry of Social Policy	Interview
42.	Kyiv	10.10.2018	Oleksandr Ryzhenko, Oleksiy Vyskub	State Agency for E-governance	Interview
43.	Kyiv	10.10.2018	Andriy Hevko, SerhiyLoboyko, Sofia Sakalosh, SerhiyKarelin,	National E-democracy Working Group	FGD
44.	Kyiv	10.10.2018	Lesya Chmil	Euras Foundation (TAPAS Project)	Interview
45.	Kyiv	10.10.2018	PavloIavorskyi	Kyiv School of Economics	Interview

Annex – III: Summary Narrative of Outcome Harvesting Workshop

Assessing Output

Component 1 - Standardized approach to citizen-centric, efficient and responsive e-service delivery: (i) Participatory 3 year e-governance plans; (ii) CNAP rollout: Minimum of 10 new CNAP in each targeted region will be providing to citizens all 52 national administrative services plus additional services of local authorities; (iii) Regional portal and regional interoperability solution(s) for e-enhanced service delivery

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
New e-services implementation. (new e-services created with Ministry of Justice, Ministry of social policy, Land cadastre, Ministry of internal affairs and State migration service including business registration, housing subsidies, child birth assistance, criminal record certificate and other)	✓Gender (child birth assistance e-service implemented for mothers, gender question is included in all surveys on e-service quality) ✓Good Governance: e-services improve transparency and accountability, mitigate risks of corruption EGAP Challenge ✓ Conflict Sensitive Program Management (all e-services enable IDPs to indiscriminately access information to and apply for administrative services online)	C2: service providers were trained to operate newly developed software C4: necessary legislation changes were made to support new services introduction	<u>Intended / Expected</u> People have an ability to apply for e-services online without need to visit authorities, service provision became more transparent, easier, and faster for them. Fully electronic (level 4 e-services) created and launched. During e-serves creation new service provision business processes were developed and if necessary legislation was changed and interoperability was insured. More than 300 000 applications were submitted via created e-services <u>Unintended / unexpected</u> People can find list of all e-services in one centralized catalogue with simple descriptions on Cabinet of Ministers portal where the catalogue of all e-services of Ukraine was created.	<u>Tasks are partly covered by Output 1.2 activities:</u> - <i>New applied e- and mobile services in selected service sectors are developed (e.g. online payment, social services).</i> - <i>Specific new e-services/ applications/ software are designed targeting vulnerable groups – IDPs, disabled.</i> Housing subsidy e-service was specially designed for low-income families, but all other created e-services can be used by any vulnerable group

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
			About a quarter (24%) of applicants on criminal records certificate use online service for submitting their application.	
Support of national policy-making on e-services (e-governance concept development and adoption, national government web-site design standards developed)	☐ Gender ☒ Good Governance (developed with participations principles) ☐ Conflict Sensitive Program Management ☐ None	C4: Concept on e-governance was developed in cooperation with C4 and is linked to its actions C4: conducted an Information Resource Audit - proposals of which were adopted in 2016 as part of <i>CMU Resolution No.606</i> Concept on Interoperability and <i>CMU Order 918-r</i> on E-services.	<u>Intended / Expected</u> <u>Unintended / unexpected</u> EGAP is considered by the government as a leading expert project in e-government so we received requests to scale up our activities at national level. As a result, e-government concept and design standards were created, as they were necessary for quality e-service implementation. New e-services were created in compliance with established citizen centric standards so it is easier for them to use them through a 'one-stop-shop/entry' approach.	Task was not envisaged by initial activities.
Creation of national web-portals (New Cabinet of Ministers portal with e-services catalogue created, two Ministry of Health protection portals about health reform created, Government service reform portal for application of new government vacancies created, internal "Prime Minister cabinet" portal	☒ Good Governance, Gender & CSPM ☒ E-Services & platforms developed improve government transparency, accountability and improved service delivery ☒ All of Ukrainians, indiscriminately and equally are enabled to gain access to standardised admin.services	Within C4, several meetings and roundtables were facilitated in collaboration with State Agency, MEDT and regions to discuss standardised approach to e-services delivery.	<u>Intended / Expected</u> <u>Unintended / unexpected</u> People are more informed and have reliable source of information about reforms. People can apply for reform vacancies online. All portals were not planned initially but they were created to support and inform citizens about	Task was not envisaged by initial activities.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
created)	through the mentioned platform (women, IDPs, rural/ urban - except for those without Internet coverage)		different reforms. "PM's cabinet" was created to optimize decision-making process at national level and provide business analytics on reform implementation for the head of the government.	
Software development for amalgamated communities (A platform for amalgamated communities web-site creation implemented, a GIS system for amalgamated communities assets management created)	✓ Good Governance Improve transparency, accountability and undergoing decentralisation reform initiatives.	C3: created web-site platform for amalgamated communities includes integration with e-democracy services developed under C3.	<u>Intended / Expected</u> <u>Unintended / unexpected</u> Amalgamated communities improve their efficiency and transparency with use of IT technologies, citizens have transparent and clear sources of information on amalgamated communities work. We did not plan to create amalgamated communities software but as a result of decentralization reform we decided to implement e-governance tools for them. Created platforms can be scaled up for other cities and regions.	Task was not envisaged by initial activities.
CNAP support (CNAP automation software implemented, regional administrative service portals created, mobile cases for administrative services provision implemented, e-queue systems launched in high visited CNAPs,	□ Gender ✓ Good Governance ✓ Conflict Sensitive Program Management (CNAPs also provide administrative services for	C2: when implementing CNAP automation software it was necessary to organize trainings, which was done under C2 component.	<u>Intended / Expected</u> It is easier for citizens to find all the information about administrative services they need on created administrative services portals. Implemented CNAP automation software and launched e-queue systems raise service quality of	<u>Covers Output 1.2. activities:</u> - <i>Selected number of CNAPs are prioritized for operationalisation and implementation of the standardized approach.</i> - <i>Regional e-service web-portals are made more transparent (through standardized e-service</i>

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
recommendations on IT-use in CNAPs developed)	IDPs) ☐ None		applicants and make it easier for CNAP administrators to provide services. Developed recommendations on IT-use in CNAPs, typical administrative services informational and technological cards and methodological materials on CNAP creation for cities and amalgamated communities help establish quality administrative service centers and improve their work. Trainings for CNAPs improve service quality of applicants. <u>Unintended / unexpected</u> An option of service provision for people with disabilities is implemented by creation of mobile cases for administrative services provision, which was first successfully implemented in Kamyanske CNAP of Dnipropetrovsk region.	<i>cards) and user friendly. But does not includes activities:</i> - <i>Local competitive, open tender practice is launched for provision of hardware. Relevant hardware, software and LAN/ mobile networks are installed to operationalize 10 CNAPs per region, CNAPs are connected to relevant state departments.</i> <u>Instead of this activity hardware for mobile CNAP was bought.</u> - <i>Standard approach for improved and inclusive service delivery is developed and implemented through the optimization of:</i> <i>o Interoperability standards for CNAPs</i> <i>o Administrative and service provision 'Backoffice' workflows via the use of information technologies</i> <i>o Quality certification of service provision solutions</i> Standards cannot be created because of diversity of regions, so instead of this task we worked on standardizations of administrative services in each region separately and automation software implementation.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
Oblast state administrations support (regional informatization programs development, constant acting regional working groups on e-governance and e-democracy created and supported, experience exchange visits organized)	☐ Gender ☒ Good Governance (leadership principle of good governance) ☐ Conflict Sensitive Program Management ☐ None	C2: trainings provided to members of regional working groups on e-gov and e-dem under C2 component. C4: Within NPI and Concept and Action Plan for E-democracy drafting process, regional consultations were held to inform them about ongoing initiatives and solicit/consult them about their pertinent inputs.	<u>Intended / Expected</u> Government servants are more aware on e-governance and technology use and hold regular discussions on that topics in created working groups. IT-use development in regional state administrations is planed in created regional informatization programs. <u>Unintended / unexpected</u>	<u>Covers all Output 1.1. activities:</u> <i>- Regional and sub-regional public authorities develop/ revise (where they exist) regional e-governance and CNAP implementation plans with participation of CSOs, citizens, private sector.</i> <i>- Regional and sub-regional public authorities establish inclusive WGs (CSO, gender, vulnerable groups) on e-governance planning and implementation monitoring.</i>

Assessing Output

Component 2 - Capacity Building on e-service delivery and e-democracy to be conducted through training and hands-on 'learning by doing' technical assistance in two tracks: (1) Oblast, rayon, municipal officials and CNAP staff; (2) CSOs, universities students and citizens linked to C3. Training of trainers, horizontal peer-to-peer mentorships and knowledge sharing among regions to be encouraged as secondary instruments for CB

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
Development the e-Library (the set of study materials on e-gov and e-dem) Development a number of curriculums tailored for different groups needs (public servants from central or local authorities, CSOs, Mass media, elder people, people with disabilities)	✓ Gender Gender equal approach in training initiatives is respected ensuring nearly 50/50 male/female ratio of participants during trainings. ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives)	<u>Intended / Expected</u> E-Library was developed and shared within Universities and central government bodies (State agency on E-gov, academia & training centers for public servants) +Published on EGAP site + stakeholder & partners' sites - on open licence term As a result – flexible master content tailed for different groups needs designed and published <u>Unintended / unexpected</u> Grass roots initiatives: Active involvement from the regional Universities (12) Additional oblasts joined – Khmelnytskyi and Kherson	Outcome 1.3. Activities: • <i>NAPA develops methodology for the assessment of public officials' capacities in e-governance fields.</i> • <i>NAPA develops, certifies and implements a standard, modular national training program on e-governance for trainers and public officials</i> Not completed: • 'Inventory' workshop(s) to validate, improve existing modules/ teaching materials on e-governance is conducted. Inventory workshops were not conducted, training materials were tested during the first round of trainings. Activity from Outcome 2.3 • A pilot group of universities in targeted regions is identified, curriculum development WGs are formed and at least 1 university course on e-governance and e-

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
				democracy is designed and taught by the end of Phase 1.
Setting up centres for innovations in e-gov and e-dem	✓ Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – through Open Mic for Policy Dialogues (2015-16), and Coalition for E-democracy a critical mass of civil society activists at national (RPR, Kyiv Mohyla Academy, Skills Academy, NGO for E-Democracy) and regional level (PARD, MikhayloNakhod - Volyn, iHUB Odesa, SpaceHUB) were mobilised and empowered, who subsequently Within C4 - knowledge docs/ publications such as <i>E-democracy in Ukraine: Citizens' and key Stakeholders' perspectives, Policy Briefs on Good E-Governance</i>, infographics on E-petitions developed evidence-based materials to support advocacy initiatives and legislative interventions at all levels.	<u>Intended / Expected</u> Centres for innovations in e-gov and e-dem launched <u>Unintended / unexpected</u> • Volyn – school of e-governance created on the basis of center for innovations • 3 universities united efforts with the Training center for public servants and other managers and the Volyn Oblast State Administration - systemic and sustainable results	
ToT trainings	✓ Gender Gender equal approach in training initiatives is respected ensuring nearly 50/50 male/female ratio of participants during trainings.	C2 – direct task C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives)	<u>Intended / Expected</u> 41 trained Over 75% -conduct trainers activities – over 60% - for other customers than EGAP	Output 1.3. Activity <i>A pool of 30 trainers of e-governance modules is trained and certified.</i> <i>41 trainers already trained, another group consisting of</i>

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
	✓ Good Governance (transparency, accountability and leadership principles of good governance used)		<u>Unintended / unexpected</u> Webinars – proactive boguslav, Sakhalosh	<i>representatives of the universities who decided to adopt the course</i>
Trainings for public servants on regional level	✓ Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives)	<u>Intended / Expected</u> 473 Trainees improved their knowledge and skills on e-governance and e-democracy Communications between local councils improved <u>Unintended / unexpected</u> New target groups for training emerged: • amalgamated territorial communities (as a result of administrative reform) • Vinnytsia City CASP- became a training basis (practical skills)	Output1.3 Activity: <i>a tailored training program for regional, sub-regional public officials on e-governance developed and implemented at regional training centers</i>
Offline trainings and webinars for different groups: Mixed groups: public servants+ mass media +CSOs Elder people People with disabilities Teachers Rural population CSOs	✓ Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C2 – direct task C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives)	<u>Intended / Expected</u> Public-private dialogue on regional level (in pilot oblasts) improved after mixed groups trainings <u>Unintended / unexpected</u> High interest from elderly people	Output 2.3. Activity: • <i>Capacity needs assessments of CSOs are conducted and CSOs are taught on how to self-assess their capacities on required e- governance and e-democracy skillsets.</i> • <i>Based on capacity needs assessments, at least 3 e-democracy training modules and 2 webinars targeting regional and sub- regional</i>

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
				<i>authorities, CSOs and media are developed and at least 300 regional, sub-regional public officials, CSOs and media are trained.</i>
Trainings for central government bodies public services (including the state secretaries of the CMU, Ministries)	✓Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives) + National Agency on public service	<u>Intended / Expected</u> Better knowledge on egov and e dem within central authorities, better communications between govern bodies, incl Secretariat CMU Trainees skilled and motivated to disseminate knowledge and new practices within central government bodies Better efficiency of trainings for all groups	Training for the central government was not envisioned by the initial plan, but there was high demand
Trainings for administrative service providers (trainings on new e-services use for service providers staff organized, trainings for CNAPs on client service, stress management and communication (business Ukrainian language) organized)	✓Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C 1 – software (e-gov and e-dem instruments) C 3- content C 4 – materials on legislative interventions (initiatives)	<u>Intended / Expected</u> CNAPs improve service quality by practicing trainings recommendations when providing administrative services. E-services provision successfully organized after teaching ministries staff who work with electronic applications. CNAPs performance improved as a result of trainings on communications <u>Unintended / unexpected</u> On request from Dnipro	Output 1.2. Activities: - Selected number of CNAPs are prioritized for operationalisation and implementation of the standardized approach. - New applied e- and mobile services in selected service sectors are developed (e.g. online payment, social services). This trainingsare logical stages of administrative services e-transformation and CNAP

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (needs to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Input
			region state administration business Ukrainian language trainings were organized, but they proved to be so successful and efficient that we decided to scale them up to other regions. Training on client service for CNAP administrators also proved to be successful so we had a request to hold a training on this topic for CNAP heads.	informatization.
Program for Informatization development	✓Gender (gender component is respected in training organization) ✓ Good Governance (transparency, accountability and leadership principles of good governance used)	C4 – direct task	Intended / Expected Trainings on e-gov and e-dem included to the regional programs for informatizations Good networking with local authorities <u>Unintended / unexpected</u> Trainings on e-gov and e-dem included to the Government's strategic documents on informatizations and action plans: Conception on e-gov development (approved by the CMU on September 20, 2017, #649) Conception on e-gov development (approved by the CMU on November 08 2017, #797)	Output 1.2. Activity <i>Regional and sub-regional public authorities integrate CB needs and budget into regional e-governance plans.</i>

Assessing Output

Component 3 -Better inform, engage and enable citizens and CSOs to assume active role in political decision-making processes and to act as watchdogs in holding their representatives to account. Would involve e-democracy tools: e-petitions, policy e-consultations, e-advocacy, regional open budgets portals, e-monitoring, online feedback and GRM, two-way G2C, C2C interactive e-platforms, and hackathons.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Inputs
Development of e-democracy tools (identification of niche, development of legislative base, development of IT-platform): • E-petitions • Participatory budget • E-consultations • Open city • Civic inspector • 007 • Transparency of local budgets	□ Gender ✓ Good Governance ✓ Conflict Sensitive Program Management	C2 - training support to users and authorities representatives C4 – legislative dialogue on e-petitions, participatory budgeting	<u>Intended / Expected</u> Citizens in target regions have available tools to influence local decision making. Number of citizens who know and use e-tools to provide input to local government exceed 600 000: E-petitions – 465’000 Participatory budget – 135’000 Open city – 12’000 Number of users significantly exceeded initial targets. Platform is present in every region of Ukraine. Every 6th e-petition was successful. <u>Unintended / unexpected</u> • Adoption of e-petition platform for KMU • Request from KMU to help develop comprehensive tool to communicate with citizen (civil society and government) • Development of united platform (E-dem) which includes major e-democracy tools.	Output 2.1 Activities were modified–concrete niches were evident and required quick reaction. For this reason, it was decided to develop the most required e-democracy tools to be used by all willing communities

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Inputs
Support to grass-roots e-democracy initiatives through IT-startups competition EGAP-challenge.	☐ Gender ☒ Good Governance ☒ Conflict Sensitive Program Management	C2 - educational support to startups and users	<u>Intended / Expected</u> E-democracy eco-system was created through increased awareness of stakeholders (start-ups, governments, citizens). Successful involvement of IT-startups in G2C sector. 30 IT-startups received mentorship and financial support to develop socially important tools which are now used by over 400'000 users. The most successful: Open Data Bot, Edu Pay, Informer for citizens, E-mova, Casers, Animal ID, Eco Info, iLearn. 4 regional e-democracy incubators established by the program helped to meet target audience needs in the regions. <u>Unintended / unexpected</u> Development of IT-challenge (EGAP-challenge) methodology VS single hackathons scheme. Establishment partnership with large IT related businesses and ministries.	<u>Output 2.1 Activities:</u> 64 collaborative hackathons (including CSOs, IT specialists, authorities etc.) targeting the development of innovative social accountability, transparency, and G2C, C2G and C2C civic engagement tools; 32 of these specifically target the needs and greater engagement of vulnerable groups – IDPs and disabled in decision making processes. - A minimum of 32 new software/mobile applications, e-democracy solutions from hackathons are piloted. Single hackathon model proved to be inefficient. EGAP challenge model was designed to provide better opportunities for e-democracy startups development (information-hackathons-incubations-awards implementation). <u>Output 2.2. Activities:</u> - Regional e-democracy incubators are created.
Establishment of national e-democracy networking and	☐ Gender	C2 – training support to users and authorities	<u>Intended / Expected</u> Support http://e-demlab.org	<u>Output 2.2. Activities:</u> Data collection mechanisms,

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to be delineated clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)	Remarks and Additional Inputs
knowledge sharing platform	✓ Good Governance ✓ Conflict Sensitive Program Management ☐ None	representatives C4 - legislative dialogue	platform E-dem-club – discussing platform for CSOs, officials, universities of major e-democracy issues. Development of online library with target topics (e-democracy, e-governance) and useful search algorithm by components of the program Collaborating with Association of open cities in development and implementation of E-dem tools and sharing knowledge. Partnership with 15 NGOs Collaborating with NGO CDI in researching of e-democracy and e-governance for improving of e-dem tools and identifying bottle necks, providing recommendations. Support to e-dem national conferences by NGO. National and regional info campaigns conducted to promote e-services, e-democracy platforms and tools. <u>Unintended / unexpected</u> Interest in E-dem-club issues from officials. Flexibility and responsiveness in topics choosing for E-dem-club	consolidation of evidence from pilots are developed. - Publicly accessible data visualisation and knowledge sharing platforms on e-democracy are developed. - Creative public outreach, awareness building media campaigns on the benefits of e-governance and e-democracy are launched targeting cross-section of audiences E-democracy WGs at regional level are established. – Implemented as a sub groups within general working groups on the regional level

Assessing Output

Component 4 - Reinforce activities undertaken in Components 1 to 3 through targeted policy influence at national level. (i) National policy dialogue on e-governance and e-democracy is established; integrated, inclusive and decentralized national e-government strategy is developed and begins to be implemented. (ii) Establishment of inter-regional advocacy platform(s) for regions to voice their needs in national policy process.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
Establishment of sustainable Working group (WG) on e-Governance and e-Democracy WGs on e-gov& e-democracy were formed on the bases of cluster of activities: WG on E-Government: was not directly created by EGAP since Ukrainian mechanism existed already however, jointly with other donors (USAID, EU) in 2015 Technical Support was provided to the State Agency on the restructuring of the Inter-Governmental Council on E-governance (via C4 Lead's in-residence advising to the State Agency) which was largely static and inactive. In 2016, the function of the Council, however, by the decision of the Agency was dissolved and replaced by more topical/ targeted Roundtables. Roundtables: Convened Institutional Strategic Planning Session with State Agency (Feb 2015), State Agency/MEDT/ donors on E-services development (May 2015), State Agency/MEDT/ Regions & regions on development of Standards for E-services	✓ Good Governance & Conflict Sensitive Program Management Contributing to the development of a 'participatory and dialogue based culture' in policy making within the e-governance sector (formerly non-existent, 'consultations' were highly formalised/ top-down/ dysfunctional/ not based on dialogues but rather on monologues/ unilateral reports, expert based behind closed doors). Supporting inter-governmental/ donor collaboration and coordination through the mentioned initiatives promotes government stability and intra-governmental transparency accountability and participation. Gender: N/A	Expert inputs and presentations from C1 Lead.	<u>Intended / Expected</u> EGAP Influenced and introduced collegial, participatory, inclusive and evidence based policy-making culture on e-governance and e-democracy, producing and taking into account 'targeted knowledge/evidence (reports)' and wider stakeholder inputs using participatory approaches. 2014 Policy Making = BIG, static, non-dialogue based 2015-2018 Introduction of a concept of open multi-stakeholder Roundtables based on dialogue, open discussions (inter-departmental, regions, private sector, civil society etc.) - <i>although regions and private sector could still be more pro-actively included.</i> Contributed to strategically planned and priority-based policy approach in e-gov in the post-2014 turmoil; institutional support for the new State-Agency in its institution building and public recognition <u>Unintended / unexpected</u> Strong collaboration and coordination with other donors (EU, Estonian Academy, USAID, Canadian Program EDGE, GIZ) - that in unison gave a significant boost to the then 'only emerging' sector, prevented duplication of

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
(October 2015)			efforts over time in the gradually 'donor-crowded' sector. The rather perpetually changing format of inter-governmental WG on E-government - moving from a rather static, large highly formal (ineffective) to more informal smaller Roundtable style focus groups.
WG on E-democracy: was built over time using through several linked activities and using a 'learning by doing and trust' approach in order to build trust and collaborative spirit of previously fragmented CS and government partners. These government/ civil society initiatives included: • Open Mike for Policy Dialogues (2015) - formation of 5 focus groups + Results Dissemination • Collaboration with Ukraine's OGP Secretariat formalisation of WG on E-democracy • Events based mobilisation of Active Collaboration with Kyiv Mohyla Academy, young academics, Reanimation Package of Reforms (RPR), Kyiv based CSOs and outreach to regional civil society partners (2015-18) • Formalisation of E-Dem Coalition within RPR (October 2016) • Drafting & Consultative Process on Concept for E-Democracy (2016-2018) • Strategic Summit of E-dem Coalition	✓ Good Governance & Conflict Sensitive Program Management Extensive promotion of good governance principles in action: transparency, social accountability participation. Strengthening G2C, C2G and C2C cooperation, mutual dialogue and accountability contributes to the strengthening of democratic values, positive relationship building, trust hence contributing to socio-political conflict prevention and peace building. ✓ Gender: 50% of CS representatives within the Coalition on E-democracy are women; collaborative events with relevant CSOs were held to promote women in ICT (Girls who		ii) Development of the Concept for E-democracy development to 2020. iii) Development of E-democracy Coalition embedded within Reanimation Package of Reforms. <u>Unintended / unexpected</u> • Collaboration and partnership with Ukraine's Secretariat Open Government Partnership and insert of e-democracy as a key Action Points in Ukraine's National OGP Plan 2016-2018, it also united and formalised the WG/ Coalition on E-democracy. • Active and collegial civil-society-government, and civil-society with civil society collaboration (formerly competitive, non-collaborative) - formation of a positive bond, trust - showing that participatory policy making 'can work'. • Initially skeptical, State Agency's strong turnaround in supporting and taking co-leadership on e-democracy initiatives jointly collaborating with civil society. • State Agency pro-actively requesting EGAP and Coalition on E-democracy for support on the development of 2019-2020 Action Plan for E-Democracy.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
(June 2018)	Code, presentation on E-dem at the Bad Girls Ventures)		• Changing dynamics within E-democracy Coalition after development of the Concept and need to continually sustain leadership and develop new joint advocacy projects, communication. • Proposed collaboration with National Statistics Office
Inclusive national policy dialogue and policy development Legislative, policy proposals developed and submitted. MOU signed with the State Agency for E-Governance to support 3 key directions: i) Completion of Information resource Audit of 67 State Agencies ii) Modernization of National Program for Informatization iii) Support for Promotion of E-democracy in Ukraine	✓ Good Governance Extensive promotion of good governance principles in action: transparency, social accountability participation. ✓ Conflict Sensitive Program Management Gender: N/A	Collaboration with C3 in the development of infographics for the	<u>Intended / Expected</u> • Strengthened national and regional visibility and awareness about e-democracy as a policy issue • Completed Information Resource Audit of 67 State Authorities (2016), results shared with State Agency and other donors contributing to the contents of the 2016 <i>CMU Resolution No.606</i> Concept on Interoperability and <i>CMU Order 918-r</i> on E-services, and donors integrating Resource Audit's (first of its kind) into their programming. • Completed redrafting and amended formerly obsolete National Program of Informatization (NPI) - fully adopted by government in September 2018: revised inter-governmental coordination structure, submission of resources, standardised/ simplified procurement practices in e-government sector. • National Concept and Action Plan for E-democracy (2016-2018) completed, first in the history of UA - with snowballing national awareness and series of advocacy campaigns on the topic. <u>Unintended / unexpected</u> • Pro-active collaboration with universities, civil society and young academics on 'knowledge/ evidence' development' for policy advocacy through initiatives such as - e.g. Open Mikes for Policy Dialogue on E-democracy (2015-16) and policy Results. • Willingness of CSOs to travel to and collaborate inter-

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
			regionally with other CSOs across Ukraine - this is an opportunity that could be more strongly explored in EGAP's Phase II.
Regions advocate their e-governance and e-democracy needs and ideas at the national level • 2 Roundtables in 2015 to identify inter-regional priorities with EGAP's regional representatives • Inter-regional sharing of existing best practices on e-petitions and proposals for improving existing legislation • Regional Consultations to solicit inputs during the drafting process of the NPI law - EGAP/ State Agency collaboration and presence. • National road trip (to 6 regions) and nation- wide online consultation to inform, discuss and solicit regional inputs in the drafting process of the Concept for E-democracy development (2016-2018).	□ Gender ✓ Good Governance - promotion of regional inclusion and participation in national policy making, decentralised, bottom-up approach to governance. ✓ Conflict Sensitive Program Management - promotion of regional inclusion and national-regional dialogue culture as a vehicle for bottom-up agenda setting and conflict prevention, intra-governmental accountability, hence peace building.		<u>Intended / Expected</u> • Interoperability solutions, standards and criteria for e-service development and modernisation of NPI identified as 3 top policy priorities for regions. → 2 Roundtables on E-services held with State Agency & MEDT (2015, 2016), NPI prioritized in action. • 3 Inter-regional roundtables were held to solicit regional inputs on improvement of existing legislation on e-petitions and e-appeals: 1 in Volyn region, 1 Dnipro culminating in Parliamentary Public Hearing granted to EGAP's initiative (in February 2017) by the Legislative (VR) Committees on State Building, Regional Policy and Local Self-Government and on Human Rights - over 60 participants from regions, civil society and Parliament attended - amendments are still being formalised into law • Regional Report Inputs to the NPI were shared with the Agency and informed drafting of the NPI, promoted and activated practice of national-regional dialogue. <u>Unintended / unexpected</u> • Lack of pro-active stance by regions to promote inter-regional policy collaboration; while regional reps are willing to meet, discuss best practices - producing consensus based joint policy positions and advocating them at national level have been difficult to stimulate. This attests to the complex top-down political economy of policy making and disincentives

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
			for bottom-up inputs on strategic planning and policy agenda setting in UA - hence a deeper structural issue that should be tabled within 'decentralisation reforms' as such. • Reluctance of National departments, EGAP's partners (including the State Agency) to institutionalise regional consultations - once again, similarly as with regions, while being very willing to participate, sustainable, organic initiatives from them are missing. • Learning that focused topics and highly structured process (e.g. inter-regional e-petitions initiative) for inter-regional dialogues work better than generic 'inter-regional' meetings; yet still getting regional contribution to identify these topics is not easy.
Legislative, policy proposals submitted by the inter-regional platform Inter-regional Best Practice Sharing and consultations in E-petitions - Submission of amendments to improve existing legislation Inputs from Regional Consultations informing National Plan for Informatization Regional Consultations inputs informing National Concept on E-democracy (2016-18)	✓Gender, ✓Good Governance ✓ Conflict Sensitive Program Management		<u>Intended / Expected</u> Formal Inputs submitted in the requested formal Parliamentary Public Hearings of Legislative (VR) Committees on State Building, Regional Policy and Local Self-Government and on Human Rights dedicated to E-Petitions: Regions' & EGAP's Recommendations to Amend the current Legislation on E-petitions (in UKRAINIAN only). Regional Consultations inputs formally incorporated in the National Concept/Action Plan on E-democracy (2016-18) included the importance of local e-democracy initiatives, development of regional/ local concepts for e-dem and advocating for relevant resource allocation from national budget for local e-dem initiatives.

Key activities / interventions of the Component	Association with Transversal Themes	Input from / linkages with other Components (to delineate clearly)	Output derived (Certain outputs might get derived from a cluster of related activities)
National Conference National Conference was held in April 2017 featuring 26 Ukrainian and international speakers to interactively showcase EGAP's interim results.	✓ Gender: Devoted 1 panel - <i>Glass Ceilings or Not? Ukrainian Women making a difference in IT Innovation</i> exclusively to gender issues in ICT policy making and practice. ✓ Good Governance: All panels contributed to good governance issues of transparency, accountability, participation and regional inclusion. Specific demozone was designed for participants to directly interact with EGAP Challenge winners to show how social innovation can combat ✓ Conflict Sensitive Program Management: Devoted 1 panel to exploring a rather new topic for Ukraine's public debate on the benefits of using ICT for peace building.	Pro-active contribution by all components, regions and civil society partners.	<u>Intended / Expected</u> National Conference attracted over 130 participants, and included an interactive 'demozone' of EGAP's intermediary results. The 'Demozone' was particularly considered an effective feature where participants could receive hands-on 'demos' with social innovation applications developed by over 20 EGAP Challenge winners (2016). <u>Unintended / unexpected</u> Swiss Embassy in Ukraine taking an interest in ICT4 Peace topic and panel discussion, requesting EGAP to elaborate further on this theme in its future activities.

Assessing Output: Reflections on Programmatic Results by Regional Coordinators - I

Activities / Interventions with Tangible Results across the Regions			
Programme Component	Salient Activities / Interventions	Results Derived (intended or unintended)	Evidences Supporting the Result
C1	Розробка та впровадження регіональних програм інформатизації	Проведено обговорення та надано пропозиції щодо внесення змін в регіональні програми інформатизації (сумісно із представниками громадянського суспільства, представниками органів влади, експертами та представниками ВНЗ) у Вінниці прийнято локальні програми інформатизації на районному рівні	Прийнято в 4-х ключевих регіонах
	Автоматизація роботи ЦНАП	<u>Intended / Expected</u> Підвищення рівня довіри громадян до влади Зменшення часу необхідного на надання адміністративних послуг Громадяни мають можливість отримувати послуги в більш зручній для них формі Збільшення роботоздатності; Зменшення часу необхідного на взаємодію між суб'єктами надання послуг <u>Unintended / unexpected</u> Зменшення витрат необхідних на обслуговування ЦНАП Впровадження електронних черг	Одеса – 15 ЦНАП Вінниця – 10 ЦНАП Днепр – 57 ЦНАП Волинь – 23 ЦНАП
	Створення та впровадження єдиних регіональних порталів та адміністративних послуг	Підвищення обізнаності громадян щодо адмінпослуг. Підвищення зручності використання	Розроблено 4 портали Впроваджено системи СМС інформування суб'єкта звернення в 4 регіонів

	Моніторинг та популяризація е-послуг на регіональному рівні	Підвищення довіри до органів влади	Підвищення рівня обізнаності громадян щодо е-послуг
	Впровадження автоматизованого робочого місця адміністратора ЦНАП (кейс)	Підвищення можливості надання адмінпослуг у віддалених районах Можливість надання адміністративних послуг малорухомих громадянам	4 регіони отримали по 4 кейси
	Впровадження матеріально-технічного забезпечення для ЦНАП	Підвищення якості надання адмінпослуг	Запроваджено електронні черги в 5 ЦНАП Волині, 1 ЦНАП Дніпро
C2	Створення центрів інновацій в електронному урядуванні на базі ВНЗ	Підвищення рівня обізнаності громадян щодо е-урядування та е-демократії	Створено та матеріально забезпечено центри в 4 регіонах. На базі центрів постійно проводяться тренінги.
	Тренінги для представників інститутів громадянського суспільства, публічних службовців, осіб поважного віку, представники ЗМІ та ВНЗ	Підвищення рівня обізнаності громадян щодо е-урядування та е-демократії	Протягом діяльності програми проведено тренінги в 4 регіонах
	участь у розробці та розповсюдженні навчальних посібників «е-урядування та е-демократія»	Підвищення рівня обізнаності громадян щодо е-урядування та е-демократії	Створено навчальний посібник та надано до бібліотеки активних ВНЗ регіонів.
	Міжрегіональні обговорення щодо впровадження навчальних дисциплін е-урядування та е-демократії в ВНЗ	Створення можливості навчання студентів щодо питань е-урядування та е-демократії	Створено локальні наукові ради. Підготовлено пропозиції щодо впровадження дисциплін е-урядування та е-демократії.
	Тренінги для представників ЦНАП	Підвищення рівня надання адмінпослуг	Проведення тренінгів для представників ЦНАП: - стрессостійкість - культура ділової комунікації - клієнтоорієнтованість
C3	Проведення ЕГАП-челендж	Впровадження та підтримка проектів інструментів е-демократії	Відібрано проекти в 4 регіонах в рамках егап-челендж
	Впровадження та	Проведено	Підвищення рівня обізнаності громадян та

	підтримка інструментів електронної демократії	активну інформаційну підтримку існуючих інструментів е-демократії	представників влади щодо інструментів е-демократії та їх подальше використання
C4	Проведення обговорень змін до національної програми інформатизації	Сформовано перелік змін та рекомендацій до національної програми інформатизації	
	Пошук та обговорення шляхів фінансування процесів інформатизації на локальному та регіональному рівні	Проведено обговорення, метою яких було виявлення нових оптимальних шляхів додаткового фінансування	
	Обговорення розробки та впровадження локальних концепцій е-демократії		

Assessing Output: Reflections on Programmatic Results by Regional Coordinators - II

Successful Regional Initiatives				
Regions	Brief Description	Evidence of Success	Key enablers (Contextual and Programmatic)	Requirements for taking to Scale
Dnipro	Проведення тренінгів щодо створення інноваційних ЦНАП	Створено 10 ЦНАП ОТГ	ОДА, Дніпропетровський центр розвитку місцевого самоврядування, ОТГ Дніпропетровського регіону	Практика створення ЦНАП в новостворених ОТГ
	Підготовлено та розповсюджено методичний посібник щодо створення ЦНАП	57 ОТГ отримали методичні матеріали	ОДА	Комунікація із представниками новостворених ОТГ.
	Створення єдиної платформи сайту в ОТГ	47 ОТГ підключено до єдиної системи	ОДА, ОТГ Дніпропетровського регіону	Комунікація із представниками новостворених ОТГ та проведення тренінгів щодо використання єдиної платформи

	Проведення тренінгів для представників ЦНАП «Публічній комунікації в сфері надання адміністративних послуг. Створення позитивного іміджу ЦНАП»	Сертифіковано 25 керівників ЦНАП	ОДА, РДА, ОТГ, Міські ради.	Аналіз необхідності проведення аналіз тренінгів в 3-х інших регіонах.
Vinnytsia	Прийняття локальних (районних) програм інформатизації	6 РДА впровадили локальні програми інформатизації	РДА,	Аналіз необхідності в інших регіонах
	Обмін досвідом створення регіональних програм інформатизації з м. Дніпро	7 представників органів публічної влади м. Вінниця прийняли участь у міжрегіональних обговореннях	ОДА,	Аналіз необхідності в інших регіонах
	Підготовка тренерів інституту трет'яго віку для представників поважного віку	60 осіб поважного віку пройшли тренінг	Особиповажного віку	Пошук схожих інституцій в інших регіонах
	Міксований тренінг з впровадження інструментів електронної демократії	Підписано 6 меморандумів	ОТГ	Взаємодія з новоствореними ОТГ
	На базі інституту підвищення кваліфікації викладачів навчальних закладів проведено тренінг з використання освітніх інструментів розроблених в рамках гапчелендж	60 осіб пройшли навчання	Освітні заклади	Вивчення досвіду
	Впроваджено програмне забезпечення «інформер» для громадян	Впроваджено	ВМР	Визначення необхідності у аналогічному інструменті для других регіонів
Odesa	Обмін досвідом між представниками	27 представників ЦНАП	ОДА, МР, РДА, ЦНАП	Проведення міжрегіональних зустрічей

	иОдеської, Волинської та Вінницької області	Одеського регіону отримали досвід від представників ЦНАП Вінницької та Волинської областей. Впроваджено інновації, на основі обміну досвідом		річей із обміну досвідом
	Ініціатива щодо створення локальних та міжрегіональних робочих груп щодо впровадження дисциплін е-урядування та е-демократії	Проведено локальні та регіональні зустрічі робочих груп та вчених рад щодо впровадження дисциплін	ВНЗ, МР, ОДА.	Залучення ВНЗ інших регіонів у процес впровадження навчальних дисциплін
	Розміщення та розповсюдження електронної версії навчального посібника з е-урядування та е-демократії	ВНЗ інших регіонів отримали необхідні для навчального процесу методичні матеріали	ВНЗ, ОДА	Необхідність ВНЗ інших регіонів у якісному навчальному матеріалі
Volyn	Групування адміністративних послуг за життєвими обставинами	Розроблено класифікацію життєвих ситуацій	ЦНАП, ОДА, громадяни	Адаптація для використання в ЦНАП інших регіонів
	Створено школу електронного урядування	Регіональне проведення тренінгів на базі школи	ОДА	Аналіз необхідності у інших регіонах