**Final Evaluation**

**Digital, Inclusive, Accessible: Support to Digitalization of Public Services in Ukraine Project**

**(DIA Support Project)**

**1 January 2021 – 31 December 2023**

**September 2023**

**Elinor Bajraktari and Iryna Nehrieieva**

*The authors of the report thanks all the stakeholders who participated in and contributed to this evaluation. Particular thanks are extended to the UNDP Ukraine and DIA Support Project staff who coordinated and facilitated the evaluation process with great efficiency, professionalism and commitment.*

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| **Project Title** | Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) |
| **Quantum Project ID** | 00124920 |
| **Corporate Outcome and Output** | Contributing Outcome (UNPF/CPD, RPD or GPD):  UNPF OUTCOME 3: By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent, and non-discriminatory public services.[[1]](#footnote-2)  UNDP Strategic Plan Output 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions.  CPD Output 1.1. Regional and local authorities have scaled up knowledge and skills to engage communities in planning, coordination, delivery and monitoring of public services provision.  Indicative Output(s) with gender marker:  UN Transitional Framework adopted in October 2022, the project contributes to Strategic Priority 2: Strengthening Systems and Building Resilience:  **Result 2.1:** National capacities are strengthened and use data for efficient crisis response and recovery planning. Indicative intervention areas. *Indicator 2.1 b and Indicator 2.1 c.* |
| **Country** | Ukraine |
| **Region** | Eastern Europe |
| **Date Cost Sharing Agreement Signed** | 11 November 2020 |
| **Project Dates** | Start: 1 January 2021  Planned End: 31 December 2023 |
| **Project Budget (Resources Required)** | US$4,470,914 |
| **Project Expenditure at the Time of Evaluation** | US **4,150,972** (as of 1 July 2023) |
| **Funding Source** | Government of Sweden |
| **Implementing Party** | UNDP Ukraine |

**Executive Summary**

This report presents the main findings of the mid-term evaluation of the project “*Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine*” (also referred to as the *DIA Support project*), financed by the Government of Sweden and implemented by UNDP. The evaluation assessed the project’s achievements in terms of its relevance, effectiveness, coherence, efficiency, sustainability, and other cross-cutting issues, and provides recommendations for the project stakeholders for the implementation of future activities in this area. The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. An online survey was administered with the trainees of the DIA Support project training, webinars and educational courses in digital transformation and web accessibility, which generated 173 responses. The evaluation generated a wealth of findings and several recommendations which are outlines in the rest of this section.

Relevance

The DIA Support Project has demonstrated strong relevance through alignment with Ukraine's digital transformation ambitions, flexibility to support emerging government priorities, and responsiveness to war-related needs of vulnerable groups. Since the beginning of the war in February 2022, the project adapted to support additional Ukrainian ministries in providing critical services to vulnerable groups, including the Ministry of Veterans, Ministry of Social Policy, and Ministry of Health. Aligning with emerging priorities, the project assisted these institutions through urgently needed ICT equipment procurement and rapid e-service development and deployment. This demand-driven flexibility allowed the project to address heightened needs precipitated by the war. The project has been well-aligned with UN and UNDP strategic frameworks for Ukraine, supporting inclusive governance reforms initially, and then crisis response and recovery. It has contributed to SDGs 16, 10, and 9 by strengthening institutions, reducing inequality, and promoting innovation. Despite severe changes in the country context, especially the ongoing war, the project has maintained relevance by addressing the country’s urgent digitalization needs and aligning with national strategic priorities.

Effectiveness and Impact

The project has contributed to the design and development of 38 key digital public services, including primarily social public services such as the termination of IDP status and child guardianship, supporting the design of social benefits and the release of payments to IDPs, veterans, single parents and caregivers of vulnerable categories of children. Other demand-driven public services include obtaining pension and social security certificates, housing subsidies and others, which were made available through both the state Diia portal and the Diia mobile application. Although the target of 40 digitalized services was not achieved, stakeholders emphasized the high effectiveness of the DIA Support project team in all stages of the development and launch of digital services, taking into account the complex and changing environment. The project has conducted extensive capacity building through trainings on digital accessibility, human rights, and other topics for over 17,000 government officials, developed 38 e-services and tools catering to over 20 million users, and achieved 65% employee awareness of human rights-based approaches. It supported the adoption of accessibility standards and participatory design while upgrading infrastructure. The project has also promoted digital public services to a wide audience by supporting MDT's high-profile events and communication campaigns. It has also contributed to the digital literacy of Ukrainians through a low-value grant programme. Overall, by using a range of awareness-raising and educational channels, targeting specific segments and fostering collaboration, the DIA Support project has made significant progress in ensuring that digital services are accessible and relevant to the diverse needs of the population. The project has contributed to Ukraine's rise in e-government rankings and its resilience. However, further efforts are needed to survey impacts, address barriers faced by vulnerable groups, and consolidate gains.

Coherence

The project has cooperated with other UNDP projects through coordination meetings, sharing expertise, and some joint activities, but more conceptual and implementation integration could further optimize efforts. It has also benefitted from MDT's coordination framework engaging international partners, though greater outreach to sectoral ministries is needed. Within the UN, UNDP could play a more proactive role fostering a systematic, harmonized approach to digitalization among agencies like UNICEF and WFP, which are spearheading efforts with the Ministry of Social Policy.

Efficiency

The project has been efficiently implemented through a lean organizational structure and adaptive management responding to war-related risks and changes. It has achieved a high overall budget execution rate of 86%. Partners praised the team's responsiveness and innovation. The project team has displayed technical agility and adaptive, flexible decision-making procedures with a commitment to continuous improvement and accountability for final project results. Monitoring tools like surveys and studies have informed data-driven implementation. The focus on local consultants and services indicates capacity building and utilization of context-specific expertise.

Sustainability

The project's sustainability is supported by strong national ownership, its role in a comprehensive reform agenda, capacity building of officials, user feedback mechanisms, awareness-raising for behavioral change, and infrastructure support. Factors enabling the continuity of the project outcomes include the strong national ownership and comprehensiveness of the digitalization process in Ukraine. The government's digitalization strategy places a strong emphasis on digital public services, and the MDT is taking the lead in modernizing government work by introducing Chief Digital Transformation Officers (CDTOs) in each ministry and regional governments, providing training and attracting foreign investment to build an efficient, transparent and sustainable e-services ecosystem in Ukraine. Adopted legislation has enabled the digitization of public e-services and provided a basis for optimism. In addition, the project's efforts to provide key ministries with hardware and critical infrastructure will strengthen their capacity to restore, store and protect citizens' personal data in order to maintain the provision of e-services. Challenges like digital literacy gaps, legacy systems, staff turnover, and cyber threats persist. A key priority is sustained financing to build a resilient system amid the challenges of the war.

Cross-Cutting Themes

The project has embodied a human rights-based approach through its focus on inclusivity, training officials in human-centered design, and monitoring accessibility. The project has also promoted women's participation through specialized training programmes. Environmental impact was addressed through paper waste reduction, albeit increasing digital device demand. Disability inclusion was fostered through web accessibility improvements and advocacy. The project has demonstrated impressive conflict sensitivity through adaptive, context-specific strategies catering to war-emerging priorities and resilient implementation.

The evaluation identified a set of recommendations for the attention of project stakeholders, which are presented in full detail at the end of this report. The evaluation team recommends that the DIA Support project continue its activities and consider scaling up to develop additional digital public services via the Diia portal and mobile application, with an emphasis on social services and inclusiveness in alignment with UNDP objectives in Ukraine. Given its expertise, the project should actively contribute to the country's digitalization strategy, addressing both online and offline service provisions and the unique challenges faced by government agencies. It is advised to re-engage with administrative service centres in regions to support high-quality offline services, especially for vulnerable groups. Digital literacy activities should be sustained in small towns and rural areas through targeted grant schemes. User feedback analysis should be expanded to include those who have not used digital services, focusing on under-represented groups. Collaboration within UNDP should be strengthened to support Ukraine's digitalization agenda at the country program level. More specific gender indicators should be incorporated in future project phases, and a multi-year funding strategy involving potential public-private partnerships with the MDT should be explored for sustainable financing.

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**ACRONYMS AND ABBREVIATIONS**

CDTOs Chief Digital Transformation Officers

CMU the Cabinet of Ministers of Ukraine

CPD Country Programme Document

CSO Civil society organization

DIA Support Digital, Inclusive, Accessible

Diia Web portal „Diia”

Diia App mobile application „Diia”

DSTU state standard of Ukraine

e-services electronic services

GoU Government of Ukraine

GPD Global Programme Document

HRBA Human Rights Based Approach

IDP Internally Displaced Person

KIIS Kyiv International Institute of Sociology

M&E Monitoring and evaluation

MCTD Ministry of Communities and Territories Development

MDT Ministry of Digital Transformation of Ukraine

MJU Ministry of Justice of Ukraine

MOH Ministry of Health of Ukraine

MoV Ministry of Veterans of Ukraine

MRTOT Ministry of reintegration of the temporarily occupies territories

MSME Micro, Small & Medium Enterprises

MSP Ministry of Social Policy of Ukraine

MTR Midterm Review

NGO Non-governmental organization

PE Project Evaluation

RF Results Framework

RPD Regional Programme Document

SDGs Sustainable Development Goals

SE Swedish Embassy

SIDA Swedish International Development Agency

STEM Science, technology, engineering, and mathematics

ToR Terms of Reference

UNDP United Nations Development Programme

# INTRODUCTION

## Project Context

Ukraine's journey towards digitalization has seen considerable progress, with its open data policy in place since 2012, the successful implementation of ProZorro, a public procurement digital model, and the introduction of Trembita, the national interoperability system for state registries. The Diia system[[2]](#footnote-3) was created as an ecosystem of digital tools that provide citizens with access to a wide range of government services, such as electronic passports, driver's licenses, and birth certificates.[[3]](#footnote-4) In 2019, the government established the Ministry of Digital Transformation (MDT) with a mandate to accelerate the adoption of digital technologies across all sectors of the economy. In 2020, the President of Ukraine signed the Decree "*On Ensuring the Creation of a Barrier-Free Environment in Ukraine*", an important step for the digitalization process. This was followed by the adoption of the *National Barrier-Free Strategy* and the *Plan of Measures to Overcome Barriers*, as well as the establishment of the *Barrier-Free Environment Council* under the Cabinet of Ministers.

Progress in the process of digitalization has been enormous even in the face of the war that started in early 2021 and the dire humanitarian consequences that it has entailed. Regardless of the challenges, the Ministry of Digital Transformation (MDT), in close cooperation with partners and donors, has managed to continuously introduce new socially oriented digital solutions like the e-Vidnovlennia (e-recovery) service that was created to provide assistance to those whose houses are destroyed, as well as e-subsidies, pensions assignment, IDP registration, payments to IDPs and war survivors, registration for child adoption and others. On the political dimension, Ukraine adheres to European integration, namely in digitalization areas.

The current Minister of Digital Transformation, in this position since 2020, is also a Vice Prime Minister of Ukraine, a position which enables the coordination of digitalization aspects across sectors. The Minister is a strong advocate for the use of digital technologies to improve the lives of citizens and to promote economic development and has been instrumental in the continued development of the Diia mobile app and other digital government initiatives. To harmonize the reform processes and their promotion, Chief Digital Transformation Officers (CDTOs) have been appointed in all ministries and central executive bodies, operating at the level of Deputy Minister or Deputy Governor.

While the institutional and policy framework for digitalization in Ukraine is still under development,[[4]](#footnote-5) significant progress has already been made. The following are some of the key laws and regulations that govern the digitalization process in Ukraine:

* *Law on Electronic Government*, which establishes the legal framework for e-government services.
* *Law on Open Data*, which requires government agencies to make their data available to the public.
* *Law on Protection of Personal Data*, which regulates the collection, use, and storage of personal data.
* *Set of Laws and Regulations on Cybersecurity*, which establish the legal framework for cybersecurity.

These institutional measures and strong leadership have led to significant advancement in the digitalization process. As a result, Ukraine’s standing in global assessments of e-governance have shown marked progress in recent years. An example of this is UN E-Government Development Survey and E-participation Index, on which Ukraine has made significant progress – a more detailed description of this is provided in section 3.2.5 of this report.

While the war has created enormous challenges for Ukraine's digital transformation, it has also highlighted the importance of digital technologies and has further accelerated the digital transformation process. The government has used digital technologies to communicate with citizens, provide humanitarian assistance, and coordinate the war effort. The government is committed to continuing the digital transformation of Ukraine and making it a more prosperous and inclusive society.

## Project Description

The UNDP Ukraine's project DIA Support project is a three-year initiative that aims to support the digitalization of public services in Ukraine. As part of the project, UNDP helps the government partners select several service clusters in use by citizens representing vulnerable groups. The state digital services are packaged to accommodate everyday needs and transposed into a fully digital format.

The project is funded by the Government of Sweden and is implemented in close cooperation with the Ministry of Digital Transformation of Ukraine (MDT). The project’s results framework is included in Annex II to this report.

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

* Output 1: Government institutions have the knowledge and skills to design and implement policies to digitalize citizen-oriented services in line with HRBA and gender mainstreaming principles
* Output 2 – Government institutions have at least two client-centered digital service packages built around life situations designed in a participatory and gender-responsive manner
* Output 3 – Ukrainian women and men know more about digital and mobile-based services available to them and use these services more to meet their needs.

The project builds on extensive UNDP experience in two areas: administrative service reform and reengineering and digitalizing public administration processes with broad citizen and expert engagement.

The project’s Theory of Change is extrapolated as follows:

* ***Output 1***: If the government institutions are approached with effective advocacy and usable tools to incorporate HRBA and gender mainstreaming principles into the standard operational procedures for digitalization of public services, then Ukraine will see a higher quality of electronic and mobile-based citizen-oriented services that respond to the different needs of women and men from various groups because the government institutions will internalize new approaches to digitalization not as externally-imposed processes but as means to get better credit and popularity with the citizen-clients leaving no one behind.
* ***Output 2***: If the authorities see that the principles laid out in the HRBA and gender mainstreaming approach to digitalization are practically implementable (exemplified in one or two new digital services rather than theoretical constructs) and generate positive feedback and approval from the citizen-client groups, then the authorities will be more likely to continue applying this approach while working on other services because they will see that the proposed principles generate positive results and popularity.
* ***Output 3***: If the demand-side of the process (citizen-customers) is approached with targeted communication, feels inclusivity, and knows that it will be supported in efforts to use the new digitally-transformed and mobile-based systems, then women and men will use new services more and with higher levels of satisfaction, because they will feel more confident in their skills, throughout interactions with the authorities, and will enjoy the support (hotline or in-person) that is given to them to use the new services.

The rest of this report provides a through description and analysis of the project.

# EVALUATION OBJECTIVES AND METHODOLOGY

As the DIA Support project was nearing its conclusion scheduled for December 2023, UNDP Ukraine commissioned an independent final evaluation of the project.[[5]](#footnote-6) An independent evaluation team consisting of two experts was engaged to conduct the evaluation, which took place in the period August – September 2023.

## Purpose of the Evaluation

In line with Article X. of the Financing Agreement with the Government of Sweden, represented by the Sweden International Development Cooperation Agency, signed on 11 November 2020, Project Document and Workplan, UNDP Ukraine launched the final evaluation of the project. The nature of the evaluation is largely a management tool to provide the project team and stakeholders with an account of results against the initial plans, Project Document and Financing Agreement, provide recommendations and guide further Sweden’s and UNDP’s interventions.

## Evaluation’s Scope and Methodology

The purpose of the evaluation was three-fold: to analyse the implementation of the project in 2021-2023, its relevance, effectiveness, efficiency, sustainability and coherence; to draw the lessons learnt, including viable suggestions on operational directions, which could be sharpened and further enhanced in the follow-up project phase; and, to provide recommendations and inform the development of further Sweden’s and UNDP’s interventions accounting for the ongoing war and its impact on governmental partners as well as for the need of further UNDP’s assistance. The evaluation not only supports accountability, informs decision-making and allows UNDP and the Project Board to better manage development results, but also paves the way towards the development of the follow-up phase of Sweden’s and UNDP’s intervention. The scope of the evaluation covers activities undertaken by the project from its start until the end of July 2023.

The evaluation assessed the project’s performance against the expected targets set out in the project’s Results Framework, which was part of the approved Project Document. The scope of the evaluation encompassed both outcome-level and output-level results as key indicators of the overall project performance. The evaluation was conducted as per the UNDP Evaluation Policy.[[6]](#footnote-7) It applied OECD DAC criteria[[7]](#footnote-8) and definitions and followed norms and standards established by the United Nations Evaluation Group. It was guided by the requirements set forth in UNDP’s evaluation toolkit, and in particular the “*Handbook on Monitoring and Evaluation for Development Results*”[[8]](#footnote-9). A participatory and consultative approach was used for the collection of data, formulation of recommendations and identification of lessons learned. The evaluation team engaged with officials from MDT and other government entities (beneficiaries), the project team, relevant UNDP programme staff, project donors and development partners, and other stakeholders. The evaluation team used a Human Rights and Gender Equality lens during data collection, data analysis and evaluation process.[[9]](#footnote-10)

The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. Evaluation activities were organized according to the following phases: i) planning; ii) data collection; and, iii) data analysis and reporting.

Evaluation Planning

As a first step of the evaluation process, the project team shared with the evaluation team the full documentation related to the project. On the basis of this documentation, the evaluation team conducted a preliminary review of the available information and a basic assessment of the project’s evaluability. The evaluability analysis showed that the project’s outputs, indicators, baselines and the available data provided allowed for an effective evaluation of the project. The evaluability analysis was underpinned by the evaluation matrix included in Annex IV of this report.

Data Collection

The data collection process consisted of the following components:

* ***Documentary Review*** - The evaluation team completed the analysis of about 120 relevant documents - project documents and progress reports, as well as country development policies and strategies. Documents from similar and complementary initiatives, as well as reports on the specific context of the project formed part of the analysis.
* ***Semi-structured Interviews*** – A list of stakeholders that were interviewed for this evaluation is provided in Annex V of this report. A total of 22 interviews involved key stakeholders – in particular, MDT and other government ministries directly involved in the digitalization process, UNDP CO staff, civil society representatives, donor/development partners, etc. A focus group discussion was organized with the project team members to draw their insights on the project.
* ***Online Survey*** – One short online survey was administered for this evaluation the trainees of the DIA Support project training, webinars and educational courses in digital transformation and web accessibility. This survey received a total of 173 number of responses, which is a highly significant number for this evaluation.

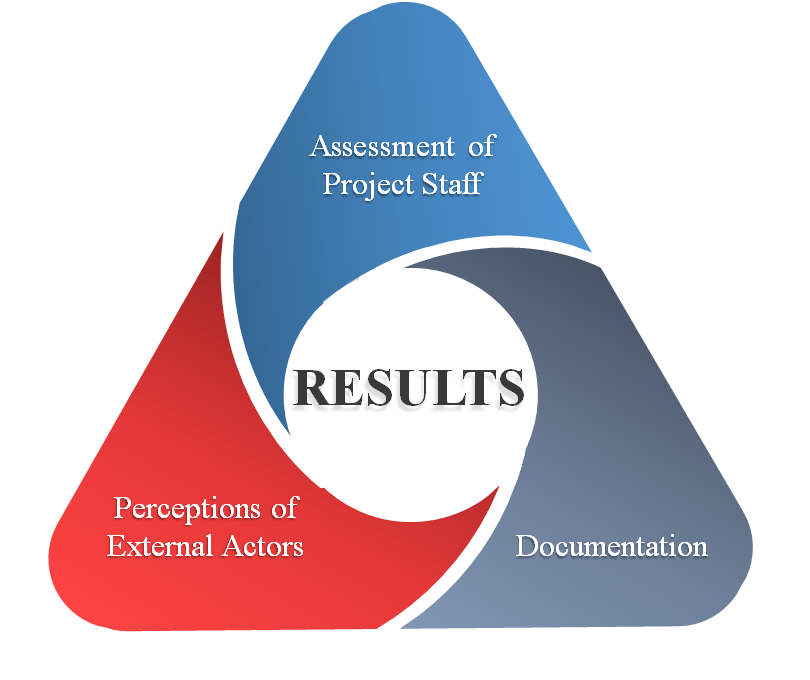
Table 1: Data Sources

| **Collection Tools** | **Sources of Information** | |
| --- | --- | --- |
| Documentation review | General documentation | * UNDP Strategic Plan 2018-2021, 2021-2022, 2022-2025 * UNDP Ukraine Country Programme Document 2018-2023 * UN in Ukraine Transitional Framework 2022-2023 * UNDAF/UNSDCF Ukraine * UN and UNDP Ukraine Annual Reports * UNDP Digital Strategy * UNDP Programme and Operations Policies and Procedures * UNDP Handbook for Monitoring and Evaluating for Results |
| Project documentation | * Project Document; * Project’s Mid-Term Review Report; * Minutes of Steering Committee meetings; * Annual Workplans, Progress Reports; * Quality Assurance Reports; * Day-to-day monitoring by the project team of activities implemented under grant mechanism and results achieved; * Reports prepared by experts; * Training feedback reports; * Interim narrative and financial reports submitted to donors; * Monitoring and Evaluation Matrix; |
| Third-party reports | * Including those of research institutes, NGOs, international organizations, etc. |

Data Analysis

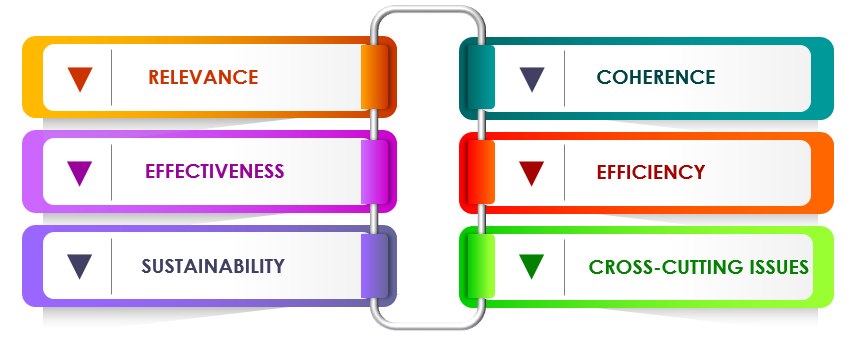
Information obtained through the documentary review and interviewing process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 1 below.

Figure 1: Method of Triangulation



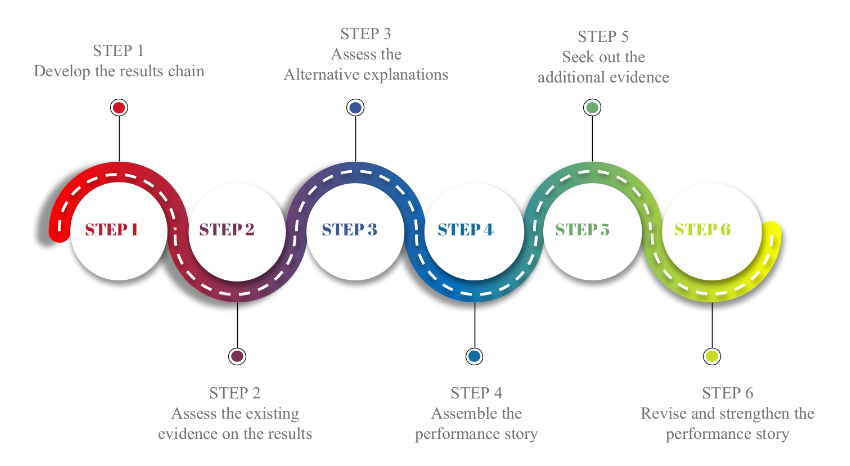
Some of the basic questions used in the analysis of the collected information are shown in Annex III of this report. Figure 2 shows the steps that were taken for the analysis which was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability.

Figure 2: Evaluation Criteria[[10]](#footnote-11)

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Care was given to the assessment of the extent to which the project has been successful in involving ***marginalized groups***, especially ***women, elderly, IDPs, war veterans, and persons with disabilities***. The figure below shows the steps that were taken for the analysis.

Figure 3: Steps in the Analysis Process



The analysis also covered aspects of formulation, such as the extent of stakeholder participation during project formulation; replication approach; design for sustainability; linkages between the project and other interventions; adequacy of management arrangements, etc.

## Evaluation Process and Governance

The evaluation was conducted by an independent evaluation team consisting of an international evaluation expert and a national evaluation expert. UNDP’s Resident Representative acted as the Evaluation Commissioner (EC) of the evaluation, whereas the Country Office M&E Analyst acted as the Evaluation Manager (EM). The EC was supported by the EM in safeguarding the independence of the evaluation exercise and ensuring production of quality evaluation in a timely manner. To ensure independence and impartiality, the EM served as the focal person for this evaluation, ensuring that the evaluation was conducted as per the evaluation plan and in line with this ToR.

## Evaluation Limitations

All possible efforts were made from the beginning to minimize potential limitations in the evaluation process. One encountered during the process was the impossibility due to security concerns for the international expert to participate in a field mission in Ukraine for direct interviews and observation. To mitigate this challenge, the national expert who was based in Kyiv played a key role in facilitating the process.

## Structure of the Report

The report begins with an introductory section that provides a description of the project and the context of its implementation (previous chapter). The second (current) chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report organized in the following standard dimensions: i) Relevance; ii) Effectiveness and Impact; iii) Coherence; iv) Efficiency; v) Sustainability; vi) Cross-cutting Issues (including the Human Rights Based Approach, Gender Mainstreaming, Disability Inclusion, Environmental Sustainability, etc.). The fourth chapter identifies key “lessons learned” drawn from the experience of this project. The fifth section summarizes the main conclusions and provides a set of recommendations for the consideration of project stakeholders. Additional information supporting the arguments made throughout the document is provided in the annexes attached to this report.

# ANALYSIS AND FINDINGS

The evaluation findings are organized in six sections: i) Relevance (the extent to which the project aligns with country priorities and needs and the UNDP’s/UN's strategic framework); ii) Effectiveness and Preliminary Impact (the project's contribution to the digitalization process in Ukraine); iii) Coherence (the project's delivery in a coordinated and consistent manner with the efforts of other projects and partners); iv) Efficiency (the extent to which the delivery of project results has been efficient); v) Sustainability (the likelihood of project results being sustained after completion); vi) Cross-cutting Issues (which include considerations related to Human Rights Based Approach, Gender & Youth Mainstreaming and Disability Inclusion, considerations about conflict sensitivity and environmental sustainability, etc.).

## Relevance

The following is a summary of the assessment of the project’s relevance in terms of how the project was designed and executed, and its alignment with the institutional frameworks of UNDP and the UN and contributions to the achievement of the sustainable development agenda.

***Resilience in the Face of War***: First of all, it is important to acknowledge upfront in this report the extreme circumstances under which the DIA Support project has operated. In the daunting context of war and humanitarian crisis since the beginning of 2022, the DIA Support project has not only continued uninterrupted its vital mission, but has also demonstrated significant achievements which will be outlined throughout this report. The successful continuation of the project despite the odds is first and foremost a demonstration of the resilience of the Ministry of Digital Transformation (MDT), which has continued to make remarkable progress in the area of digital transformation. Despite the enormous challenges of war, MDT has actively pushed ahead with the launching of impactful new digital services, strengthening international cooperation, and institutionalizing frameworks to accelerate digitization. A sign of this push by MDT is the appointment of the Chief Digital Transformation Officers (CDTOs) in each ministry and local governments, a move that has significantly promoted the digitalization process in all government agencies. The following box presents some key recent achievements by Ukraine in the area of digital transformation.

Box : MDT’s Recent Achievements

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| The following is a summary of some key recent achievements by Ukraine's Ministry of Digital Transformation:   1. **Ukraine Recovery Conference (URC) 2023**: Co-chaired by the UK and Ukraine, the event focused on securing Ukraine's long-term economic future and resilience. Several agreements were signed related to economic, energy, and municipal infrastructure recovery, and a new partnership was formed for war-risk insurance. Ukraine's digital transformation was prominently featured, emphasizing new e-services and the Diia ecosystem. 2. **Diia Summit in Washington DC**: The Minister of Digital Transformation presented the achievements of the Diia mobile application. Negotiations with 10 countries on the transfer of the Diia App underscored Ukraine's image as a digital nation. 3. **Ratification of the “Digital Europe” Agreement**: Verkhovna Rada approved Ukraine's participation in the EU's "Digital Europe" program (2021-2027), with a 7.5 billion euros budget focusing on AI, cybersecurity, digital skills, and technologies. This will facilitate digital projects in Ukraine and strengthen international cooperation. 4. **Launch of eVidnovlennya Service**: The e-Recovery program for Ukrainians affected by Russian aggression became operational in May, allowing applications for housing repair funds through the Diia app. By early June, eight applicants were set to receive the first payments, totaling 847,000 UAH, with 444 commissions established for house inspections. 5. **Updated Digital Transformation Index of Ukraine's Regions**: The index serves as a vital tool for the authorities and analysts in optimizing local digitization processes. Regions like Dnipropetrovsk, Ternopil, and Odesa scored the highest, and significant progress was noted in "Development of TSNAPs," "Paperless mode," and "Development of the Internet." |

***Matching the Government’s Ambition***: Ukraine has made significant progress in digital transformation over the past few years, especially after the establishment of MDT in 2019. The country’s ranking has improved steadily across various surveys and indices, including the UN *E-Government Development Index* and *E-Participation Index* (more details on these rankings are provided in section 3.2.5 of this report).[[11]](#footnote-12) This is a certainly a testament to the government's commitment to digitalization and open data. However, the DIA Support project, alongside other programmes of development partners, has provided significant support to this success story and has matched the government’s level of ambition in this area. Furthermore, the DIA support project has directly contributed to the implementation of the country’s policy framework that governs and promotes digitalization – and in particular, the “*National Barrier-Free Strategy*”.

***Needs-based Approach***: The DIA Support Project was based on an Inception Phase, which led to the formulation of the Project Document. During the inception phase, UNDP conducted a comprehensive analysis of the environment around digitalization based on consultations with various stakeholders and an in-depth study of their specific needs. Additionally, UNDP conducted a nationwide survey to understand the public's attitudes and requirements.[[12]](#footnote-13) As a result, the Project Document was developed with a strong emphasis on the real needs and expectations of the beneficiaries of the project. The project’s substance and approach have remained relevant throughout the project’s lifetime, as the project has directly addressed a core and immediate need of the Ukrainian population. At a time when the country is engaged in an intensive conflict, digitalization efforts may seem trivial. However, they are critical for improving efficiency in public service delivery – as well as good governance and accountability. Access to digital public services is also essential for the vulnerable groups impacted by the war, enabling them to get essential support and rebuild their lives. Also, in a situation marked by physical barriers, such as landmines and forced migration, digital services are playing a key role in reaching and aiding affected individuals. Furthermore, war-related needs, such the management of IDP benefits, are increasing the workload of understaffed government bodies, thus increasing the necessity of e-services.

***Inclusivity through Accessibility***: The DIA Support project has had a specific focus on inclusivity for vulnerable and marginalized groups through targeted interventions. There are a range of examples for this. New digital services were created for internally displaced persons to more easily obtain assistance and manage documentation. Further, the project introduced e-services for war veterans, aiding their transition into civilian life and addressing their fundamental needs. For people with disabilities, the project advocated for a government resolution on digital accessibility standards and provided extensive training for both national and regional government bodies on how to lower barriers for vision-impaired people to access online public services through their websites. To empower women, the project provided specialized programmes for female IT professionals and STEM students to build digital skills and qualifications. Such capacity building is opening pathways for women's meaningful participation in the digital sphere. Moreover, digital literacy support for elderly Ukrainians through tailored learning materials is overcoming the "*digital divide*" typically faced by the elderly. The incorporation of *human-centered design* played a vital role in the development and implementation of digital public services. The project has actively involved stakeholders, in particular government officials, NGOs, and the target beneficiaries, in the design process. Through workshops, consultations, and feedback loops, the project has ensured that the services were designed from the perspective of those who use them. As will be seen throughout this report, various segments of society, ranging from vulnerable groups to the general population, have benefitted from these efforts, making public services more equitable, accessible, and responsive to the needs of the Ukrainian population.

***Adaptive Response to Country Priorities***: The DIA Support project has demonstrated impressive adaptive ability in response to the country's emerging priorities in the wake of the war. The project supported the creation of new e-services critical to citizen needs arising from the conflict - IDP support, child adoption, veteran benefits etc. As noted above, the government has introduced new digital services to help people affected by the war. For instance, e-services have been launched to assist war veterans in their transition back to civilian life by addressing their basic needs. These digital innovations are making it easier for vulnerable groups to access essential services and manage documentation. The development of these e-services has not been generic, but tailored to meet specific needs arising from the conflict. Utilizing technology to create e-services has demonstrated the project’s ability to act swiftly by creating new channels for assistance without bureaucratic delay.

***Innovation as an Instrument for Service Delivery***: The digitalization of public services in Ukraine is underpinned by innovation. In the digital sphere, the government has driven an ambitious innovation agenda, which includes measures to promote the development of digital technologies, such as artificial intelligence, machine learning, the Internet of Things, blockchain, etc. Consequently, the interventions of the DIA Support project have both leveraged and promoted these innovations, and at the same time have safeguarded citizens from the risks emanating from innovation. In the promotion of the digitalization of public services, the DIA Support project has taken an integrated approach where innovation is not just seen as an auxiliary, but a as key instrument for the planning, development, testing and delivery of public services. The DIA Support project has been creative and innovative not only in technological terms, but also in how it has approached community-related solutions to challenges related to digital literacy. For example, the project transitioned offline users, particularly the elderly, into online learners. Recognizing the challenge of digital illiteracy among the target audience, the project leveraged local libraries as “*first entry*” points for digital education. By training librarians to serve as digital literacy focal points, and developing potential programs such as digital skills certification for librarians, the initiative utilized existing community trust in a cost-effective and sustainable manner. This creative approach enabled broader and more accessible digital education, even in remote areas, showcasing the power of community collaboration in overcoming technological barriers.

**Project’s Alignment with the UN and UNDP Strategic Frameworks**: The project's targeted focus on improving the accessibility and usability of digital public services for vulnerable groups is aligned directly with the principle of “*Leaving No One Behind*”, a cornerstone of the work of UNDP and the UN system. At the planning stage in 2020, the project supported the UNDP Country Programme Document 2018-2022 in the area of supporting institutional and policy reforms to foster inclusive and effective democratic governance.[[13]](#footnote-14) After 2022, the DIA Support project was fully aligned with the UN Transitional Framework (September 2022- December 2023), and in particular with its Strategic Priority 1, Result 1.3 (*Support provision of essential and gender-based services that are designed in response to expressed needs of communities, both in areas impacted by the conflict and in locations hosting displaced people*) and Strategic Priority 2, Result 2.1 (*National capacities are strengthened and use data for efficient crisis response and recovery planning*).[[14]](#footnote-15)

**Project’s Alignment with and Contributions to the Sustainable Development Goals**: The DIA Support project has contributed directly to three SDGs - Goal 9 (Industry, Innovation, and Infrastructure), Goal 10 (Reduced Inequality), and Goal 16 (Peace and Justice Strong Institutions).

* Goal 16 (*Peace and Justice Strong Institutions*): The capacity-building components of the project have strengthened the institutional capability of MDT and other key government bodies, enhancing their transparency, efficiency, and accountability in public service delivery. Furthermore, the project’s emphasis on reducing corruption through digitalization has contributed to promoting inclusiveness, a key aspect of Goal 16.
* Goal 10 (*Reduced Inequality*): With its focus on enhancing the accessibility and usability of digital services for vulnerable populations, such as IDPs, war veterans, children awaiting adoption, people with disabilities and those living in rural areas, the project has directly targeted social and economic disparities.
* Goal 9 (*Industry, Innovation, and Infrastructure*): The DIA Support project has facilitated the digital transformation of public services in Ukraine, thereby modernizing infrastructure and promoting technological innovation. By developing and testing new digital solutions, the project has not only contributed towards the enhancement of the quality of existing public services, but has also helped foster an environment conducive to innovation.

Areas for Further Focus Going Forward

Going forward, UNDP faces the question of how to continue supporting Ukraine's digital transformation. The interviews conducted for this evaluation revealed various ideas about UNDP's future focus in this area. Some stakeholders suggested that UNDP should place greater emphasis on support for local governments in a bottom-up approach to digitalization. This would involve increasing the capacity of local governments to deliver e-services, especially through the Centers of Administrative Services (TsNAPs). It would also mean greater support for the strengthening of the skills of TsNAP workers and more focus on monitoring service quality at the local level to improve accessibility for vulnerable groups. Some stakeholders also suggested that greater attention could also be paid to TsNAP mobile teams operating in liberated territories. In this way, UNDP would help establish a pathway to improved digital accessibility from local to national levels. Other stakeholders suggested UNDP could support digitalization in the education sector, moving beyond the current focus on social sphere which has been the project’s imperative so far. While these are all reasonable suggestions, in an ideal situation UNDP’s positioning in this area should be driven by a clearly articulated vision of the digitalization process and division of labour among the relevant parties. However, a *Digital Transformation Strategy* is still not publicly available, which makes it difficult for this evaluation to propose a pathway for UNDP's positioning on digitalization against the government's formal vision. While MDT has demonstrated strong leadership for the digitalization process and has also drafted a concept document (based on interviews for this evaluation), no formally adopted strategy is publicly available yet. In these conditions, UNDP is well-positioned to offer support to the Government for the finalization of the Digital Transformation Strategy, an in that process identify a clear niche for its role in this sector in Ukraine, including a focus on the sub-national level and other sectors, such as education.

Furthermore, the DIA Support project has aimed to cooperate with the Ombudsperson's Office to help ensure e-services protect personal data and are inclusive and accessible as their number increases. While the Ombudsperson’s Office has shown willingness for cooperation in the area of data protection, it has not displayed a strong vision to guide partnerships with organizations such as UNDP aimed at enhancing inclusivity and digital public service accessibility. Moving forward, the DIA Support team could take steps to explore a potential partnership with the Ombudsperson's Office on data protection. This could include the development of guidelines for the process through which the Ombudsperson oversees data protection and inclusiveness in e-services.

Overall, the DIA Support project has been highly relevant given its alignment with the country’s emerging needs and national priorities, focus on inclusivity, and building core capacities amongst officials. The project has made impressive achievements in advancing Ukraine's digital transformation agenda despite the challenges of war, demonstrating resilience and adaptability. The project has been aligned with government priorities, UNDP’s and UN’s strategy, and the SDGs. Going forward, UNDP could support the preparation of a national digital strategy, explore the potential to work with local governments on digitalization or expand its focus to new sectors like education, and potentially forge a partnership with the Ombudsperson’s Office on data protection in e-services.

## Effectiveness and Impact

This section presents an assessment of the project’s effectiveness and impact. The assessment of the project’s effectiveness is organized on the basis of the project’s main contribution areas. The effectiveness assessment is followed by a brief summary of the project’s perceived and preliminary impact up to the point of this evaluation – recognizing the fact that the full impact of the project will take time (perhaps even years) to fully materialize.

### Capacity Development

The DIA Support project has made significant investments in building the capacity of key stakeholders through various trainings and educational initiatives. The project has organized an extensive array of trainings to promote digital literacy, web accessibility, digital security, and human rights in the digitalization domain. To this end, the project has taken a systematic approach - assessing stakeholder needs, designing customized interventions leveraging different formats (in-person, online, experiential learning), and targeting both mid-level officials, as well as senior decision makers. The focus on gender equality and a human-centric design has also been noteworthy. The complete list of trainings organized by the project is included in ***Annex VII*** of this report.

The initial training on “*Digital Accessibility*” organized by the DIA Support project was a significant step to familiarize civil servants with the digitalization process.[[15]](#footnote-16) Conducted over five days, this training reached 228 participants, including 145 women, representing a wide spectrum of more than 130 government agencies. This training focused on enhancing public sector capacity in the digital sphere. Through the “*HRBA in Public Policy*” training, the project promoted awareness about the critical intersection between digitalization and human rights. The two-day session involved 63 participants, primarily focusing on integrating human rights and gender mainstreaming within digitalization policy. Web accessibility was another focal area, with three different in-person trainings aimed at various aspects of making digital services accessible. These trainings involved Diia employees, public servants, and regional authority bodies across three regions. Two-day regional trainings on web accessibility were organized with Chief Digital Transformation Officers (CDTOs)[[16]](#footnote-17) in three pilot oblasts. The focus was on making websites and social media accessible. By addressing accessibility at multiple levels, the project ensured that digital services are inclusive and meet diverse user needs. Digital literacy and cybersecurity were other key topics prioritized in the project's training agenda. This was evident in the hybrid format series of trainings provided to members of the Ukrainian Library Association, IDPs, and local dwellers, which aimed to increase digital literacy while also addressing the immediate security issues arising from the war. Another series of online trainings aimed to enhance digital literacy among Ukrainians by strengthening the capacity of librarians as Digital Education Hub coordinators.

The project aimed for a balanced participation of women in the training programme. For women professionals, two multi-faceted programs were conducted - a Leadership Programme and an Internship Programme. The Leadership Programme was aimed at mid-level specialists in digital governance, with 18 participants completing training on topics such as leadership, gender strategies, and IT project management. This not only directly supported their competencies, but also established a peer network for continued learning. The Internship Programme provided hands-on experience to female students in STEM fields interested in digital transformation careers. Both programmes allowed women to gain highly relevant skills while also promoting gender equality in technical fields.

Overall, the DIA Support project has taken a comprehensive approach to capacity development, organizing a wide range of the trainings’ topics and formats, combined with a wide base of participants that included civil servants, regional authorities, librarians, and vulnerable populations themselves. These trainings were tailored to meet specific thematic requirements, whereas the choice of formats, ranging from in-person to hybrid and online, ensured accessibility and relevance to different audiences. The significant representation of women in several trainings shows an effort to ensure gender inclusiveness.

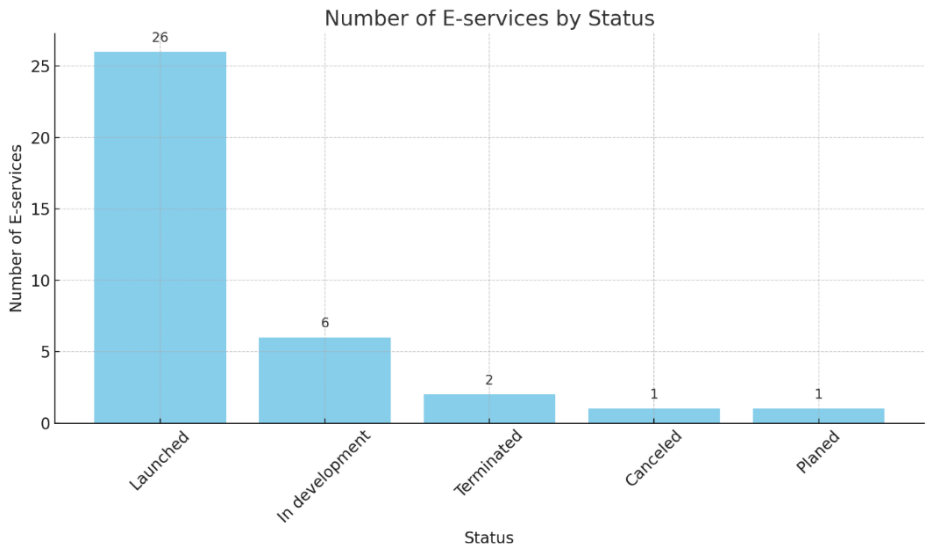
However, a major challenge in the area of capacity development remains the shortage of high-level “*digital accessibility*” experts in Ukraine, especially at the local level. Identified as a major bottleneck by several participants of this evaluation, this deficiency highlights a pressing need to build *centers of competencies* within government institutions. These centers should be responsible for web accessibility assessments, technical support of local web resources, and digital literacy training for the ministries and local governments. In recognition of the fact that providing local officials with learning opportunities is only an initial step, the project team has considered developing and organizing training for trainers (ToTs) for local web accessibility experts. However, the amount of ToT in the broader context of the project has been quite limited. This is an area of work that needs to be further expanded, with greater focus on ToTs in future iterations of the project. Also, the project’s focus needs to be greater on regions that show the highest level of willingness to engage. Early success in these regions can serve as a model, inspiring change in the other regions and building political and social capital that can be leveraged for further implementation of the digitalization process.

### Establishment of e-Services

At the core of the DIA Support project has been the transformation of public services into the digital format. ***Annex VIII*** of this report shows the full list of e-services developed with the support of the project. To this end, the DIA Support project has provided comprehensive support for all aspects of the transformation process - legal frameworks, IT systems and infrastructure, e-services portfolio, implementation processes, all key steps for building the requisite institutional capacity.

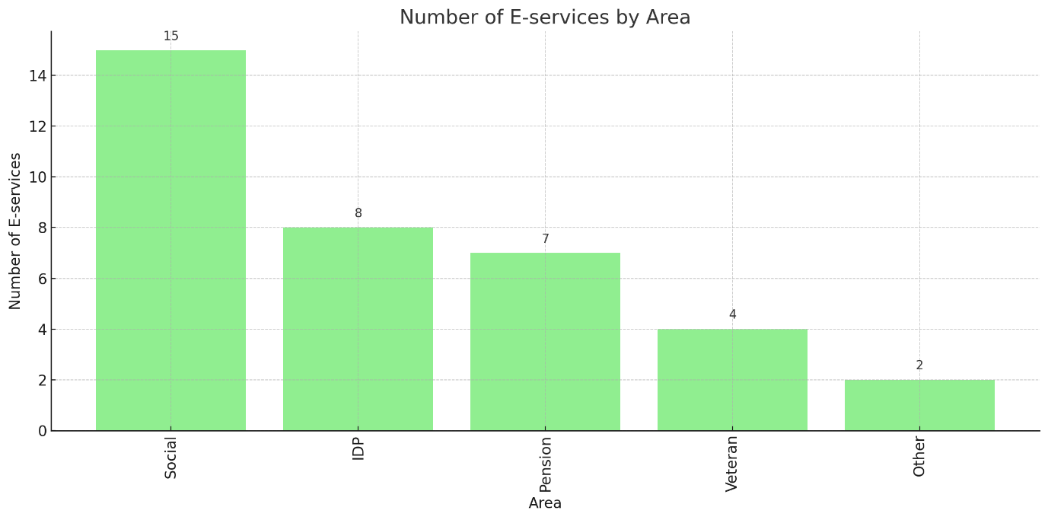
As shown in the figure below, the DIA Support project has supported the transformation of a total of 36 services. Of these, at the time of this evaluation, 26 e-services had been launched. At the same time, about six e-services were under development, whereas a few has been cancelled or terminated.

Figure 4: E-services Developed by the Project



The other figure below shows the project had an almost exclusive focus on social services – which in the figure are categorized based on the categories created and used by the project. As can be seen from the figure, a total of 15 services were created, all of them focused on social issues, such as housing subsidies, child benefits, social assistance to persons with disabilities, consultation on adoption, registration of adoptive and foster parents.[[17]](#footnote-18) Eight e-services targeted IDPs, including applications for reduced-interest mortgage programs, prolongation and termination of targeted assistance, and IDP status registration and termination. Seven e-services targeted pension services, which included allocation, recalculation of pension, obtaining various certificates, and extracts from the State Register. Four e-services targeted veterans, and included services such as monetary support, submission of applications for competitions like "Invictus Games," business grants, and transitioning from military to civilian life.[[18]](#footnote-19) The platforms used for these services were primarily the *Diia Portal* and *Diia Mobile app*.

Figure 5: E-services Developed by the Project by Area



The DIA Support project has also provided crucial support for the drafting of legislation that directly underpins digital services and their accessibility. Ten legal acts have been developed with project support, with two more under development at the time of the evaluation. The list of these legal acts is shown in Table 2 below, with a more detailed description in ***Annex XII*** of this report. These acts have focused on areas like the implementation of e-services for vulnerable groups, accessibility of websites and mobile applications, and digital identity. They have addressed assistance for families with children, health and recreation for children needing social support, and subsidies for housing and utilities.

Table 2: Legal Acts Developed with the Support of the Project

| **No.** | **Legal Act** | **Status** |
| --- | --- | --- |
| 1 | Resolution of the CMU “On Approval of the Procedure for the Formation and Verification of Internal E-Passports and E-Passports for Travel Abroad, Their Electronic Copies” dated 18.08.2021 | Completed |
| 2 | Law of Ukraine “On Provision of Public (Electronic Public) Services for Declaration and Registration of Residence in Ukraine” dated 05.11.2021 | Completed |
| 3 | Resolution of the CMU “On Amendments to the Procedure for Providing Monthly Targeted Assistance to Internally Displaced Persons to Cover Accommodation Expenses, Including Payment for Housing and Communal Services” dated 03.11.2021 | Completed |
| 4 | Resolution of the CMU “On Amendments to the Procedure for Registration and Issuance of a Certificate of Registration of an Internally Displaced Person” dated 09.12.2021 | Completed |
| 5 | Resolution of the CMU "Some issues of payment of housing allowance to internally displaced persons" dated 20.03.2022 | Completed |
| 6 | Resolution of the CMU "On Amending the Resolution of the Cabinet of Ministers of Ukraine dated December 4, 2019 No. 1137" dated 16.08.2022 | Completed |
| 7 | Resolution of the CMU "On Amendments to the Procedure for Assigning and Paying State Assistance to Families with Children." from 06.01.2023 | Completed |
| 8 | Resolution of the CMU No. 462 "Some issues of the implementation of an experimental project on the organization of health and recreation of children who need special social attention and support in children's health camps of state enterprises "International Children's Center 'Artek,' 'Ukrainian Children's Center 'Young Guard'" and in children's health and recreation facilities of the highest category contained in the State Register of property facilities for children's health and recreation and located in the Carpathian region, according to the principle 'money follows the child' from May 9, 2023 | Completed |
| 9 | Resolution of the CMU No. 601 "Simplification of the experimental project on improving the procedure for providing subsidies to the population to reimburse the costs of paying for real housing and communal services, the purchase of liquefied gas, solid and economical stove household fuel" dated June 13, 2023 | Completed |
| 10 | Resolution of the CMU "Some issues of availability of information and communication systems and documents in electronic form" dated July 21, 2023 | Completed |
| 11 | Resolution of the CMU on Diia.Office - a service for civil servants of the CEB's and the Secretariat CMU, including a digital ID of a civil servant | Under development |
| 12 | Draft Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Procedure for the Implementation of an Experimental Project Regarding the Provision and Payment of Health and Recreation Services for Children Who Need Special Social Attention and Support in Children's Health and Recreation Institutions of the Highest Category, included in the State Register of Property Objects" children's health and recreation facilities and located in the Carpathian region | Under development |

The DIA Support project has directly promoted inclusivity in the design and delivery of digital services. Accessibility was made an integral part of the digital services design process. Significant support was provided to the government on accessibility guidelines and standards. The project supported the development and adoption of the state standard[[19]](#footnote-20) on web accessibility, which fully mirrors the EN 301 549 standard. This resulted in the harmonization of national legislation with EU standards, making digital accessibility requirements mandatory for public institutions in Ukraine.

The DIA Support project has also conducted several studies and assessments aimed at enhancing the digital accessibility of public services. These studies – summarized in the box below – were geared toward improving the overall inclusivity of digital platforms for the citizenry, especially focusing on vulnerable populations, such as persons with disabilities.

Box : Studies Undertaken with the Project’s Support

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| The following are five studies   * The first study, completed in September 2021 for the Ministry of Digital Transformation, tackled the accessibility of e-government services in Ukraine. It undertook a systematic review of 82 websites and 7 service platforms, ultimately formulating concrete recommendations for better alignment with universal design principles. Post-study, a streamlined methodology has been developed to regularly monitor the state of web accessibility across government-owned web resources. * The second study, also finalized in September 2021, investigated international practices concerning the accessibility of mobile applications by public authorities. Fourteen countries' policies and guidelines were analyzed, and subsequent recommendations led to Ukraine’s decision to adapt the EN 301 549 standard and create an authorized Ukrainian translation of Web Content Accessibility Guidelines (WCAG) version 2.1. * A third study, envisaged for completion in October 2023, aims to provide a comprehensive analysis of legal regulations surrounding web accessibility in EU countries. The findings are expected to be instrumental for the Ukrainian government in drafting a law focusing on digital accessibility based on best EU practices. * The fourth study, to be completed in October 2023 as well, is investigating assistive technologies for people with severe visual impairments. It adopts a multi-method approach, combining desk research, online surveys, and expert interviews, to pinpoint existing gaps in digital solutions for this specific target audience. The findings are anticipated to inform national financial programs geared toward accessibility. * The fifth study in the pipeline aims to assess digital solutions for web accessibility assessment. Also planned for completion in October 2023, it will evaluate commercial and free tools against WCAG 2.1 requirements, informing the selection of an appropriate digital solution at the government level. |

Furthermore, the project has promoted the participatory design of services through user consultations for the prototyping services and the incorporation of the feedback of citizens. For example, the project facilitated prototyping and user consultations for services like IDP status termination and child adoption before their public launch. In another example, the project supported the development of the evaluation feature of the *Diia app*, which enables citizens to provide direct feedback on each e-service. This evaluation feature gives citizens a voice in assessing e-services and shaping their improvement. The project has also supported MDT on the regular monitoring of the quality of e-services offered through the Diia Portal and App, enabling the Ministry to collect user feedback on both newly launched and existing e-services with a focus on vulnerable populations. The project conducted accessibility assessments of existing services, monitored websites for compliance, and initiated the development of a national standard on web accessibility.[[20]](#footnote-21) For example, the project conducted accessibility assessments for services like the Diia mobile app and provided recommendations made for the authorization page. A web accessibility monitoring study in 2023 analyzed 100 government websites and found a gradual improvement - 73 had average/above average basic accessibility compared to 61 in the previous year. Furthermore, a Digital Accessibility Manual was developed and disseminated among civil servants responsible for ICT development and content management. The manual serves as a comprehensive guide for ensuring accessibility in various digital platforms, from images and videos to online forms and audio content.

The DIA Support project has significantly contributed to the development and implementation of a range of digital tools that cater to various needs and services in Ukraine. The project’s cooperation in this area with several other ministries – Ministry of Social Policy, Ministry of Veterans, Ministry of Temporarily Occupied Territories – is profiled in the box below.

Box : Project’s Support for the Development of Digital Tools

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| The following are the main digital tools developed with the project’s support:   * *Landing Page on Legal and Organization Support of Vulnerable Groups*: This digital tool makes essential information and services accessible, providing much-needed guidance to those who may otherwise struggle to access support. * *Landing Page on MSP Humanitarian Aid*: This landing page facilitates the distribution of aid by acting as a central hub for information and coordination, enhancing the efficiency and effectiveness of humanitarian efforts. * *Map of Liberated and Temporarily Occupied Territories of Ukraine*: The electronic map of war-affected areas was upgraded to help better deliver government support and services. * *Barrier-Free Section on Diia Web Portal*: This ensures that the portal is accessible to all citizens, including those with disabilities. * *Landing Page for Applications to IT-Generation Study Programme*: This a landing page specifically for applications to the IT-Generation study programme. * *Deduplication Verification System of International Aid Based on the OpenG2P Platform*: To enhance transparency and efficiency in the distribution of international aid, the project implemented a deduplication verification system. |

The DIA Support project has also provided support to government institutions with physical infrastructure. The project aided MDT with core infrastructure upgrades by providing it with cryptography systems and servers.[[21]](#footnote-22) The Ministry of Social Policy was provided with servers and networking equipment to manage increased load for social benefits targeting vulnerable groups like IDPs. The project assisted the Ministry of Justice with 200 laptops, which were instrumental in establishing remote management of the Unified Register of those convicted and taken into custody (ERSZO), maintaining and updating the ERSZO, optimizing workflow, and implementing the resource planning system (ERM) in the State Penitentiary Service. Additionally, the project organized the provision of server equipment to MDT to implement residence registration e-services, an essential service for approximately two million Ukrainians annually.

While the DIA Support has made a lot of progress and provided significant contributions towards the digitalization of social services, its work has not been without challenges. The following are some key challenges that the project has encountered in the transformation of services into the digital format.

* A key challenge that has confronted the DIA Support project is the restricted access to both internet connectivity and offline state service providers for individuals returning to formerly conflict-affected territories, where service providers are not yet operational.
* Another challenge is the limited access to e-services for citizens who fled abroad during the war. When they change the telephone number, they don’t have access to their digital signature.
* Another ongoing challenge has been the presence of archaic back-end systems that constrain the automation of processes. These legacy systems, generally characterized by incompatible interfaces, hinder the seamless integration of e-services, creating bottlenecks and inefficiencies.
* Another notable challenge in providing digital services has been the incompleteness of state register records, which accumulate data over time. Also, many old records in state registers (older than 10 years) are still not digitalized and available only on paper, which are saved in archives in other regions far from the front line, which makes the service provision even longer. The challenges with the interoperability of systems and incomplete data limited the number of Ukrainians who can access services online and has constrained the project’s ability to scale up e-services and offer streamlined, user-friendly platforms.
* Further compounding the above challenges is the project's (or even MDT’s) lack of control over adoption timelines for the various laws or regulations required to enact the reform initiatives supported by the project. While the project may contribute to policy drafts and standard development, the ultimate decision-making and implementation authority rests with the Parliament, Cabinet of Ministries or regulatory bodies. This lack of control can lead to delays in the implementation of crucial standards that promote inclusivity and equitable access to digital services, especially for vulnerable or marginalized groups. This challenge highlights the importance of coordination and fostering a shared understanding and commitment to advancing the digitalization agenda – especially, among policy-making bodies such as the Parliament.

The challenges underscore the need for continued attention to the issue of accessibility and inclusivity and the need for UNDP – and additional external – in support of the digitalization process.

### Digital Literacy and Awareness Raising

Several segments of the Ukrainian population, especially the elderly and people in remote areas, lack awareness and skills, or even access, to the devices and the digital infrastructure that are necessary for e-services. Transitioning these users to digital formats of service delivery requires more than simply providing access to online platforms. The process requires a thoughtful, human-centered approach that acknowledges the diverse needs, preferences, and limitations of different user groups. The shift to online services involves overcoming challenges related to digital literacy, accessibility of technology, trust in online systems, and adapting to new ways of interacting with public services. To address these challenges, the DIA Support project took a multi-faceted approach to improve citizen awareness and education on the adoption of digital services, utilizing both online and offline strategies. The full list of awareness-raising and educational activities undertaken by the DIA Support project is provided in ***Annex IX*** of this report.

It should be noted upfront, that the DIA Support project aligned its communication and promotional efforts primarily with the objectives of MDT. The project's promotional activities were designed to bolster MDT's initiatives. For example, large events like Diia Summit or Diia Business were organized by the MDT, with the DIA Support project contributing to some parts.[[22]](#footnote-23) This alignment has been crucial for the integration of the project’s promotional activities into a unified national digitalization vision. This approach has not only enabled good national ownership, but has also ensured that the project's promotional and educational initiatives have been strategically coordinated with broader governmental objectives

To this end, the DIA Support project has organized major forums, trainings, presentations, and media briefings to raise awareness and improve stakeholder familiarity with digital services. As can be seen from the table in Annex IX, key events related to this project component include national digital governance summits, launching events, public workshops on digital accessibility and security for librarians, presentations of research studies and survey results, forums on regional digitization, and media briefings with government partners on digital adoption. A notable activity of the project was the launch of a new section on the Diia portal called "*Diia. Barrier-free*" which took place in December 2022. Promoted by key national figures, it provided essential information on various state services and reached 22,000 viewers. Another remarkable event has been launching of the two omnibus surveys (mentioned in previous sections of this report). Community engagement has been another key element of the project’s awareness-raising strategy. The project’s regional tour with grantees and MDT representatives in eight communities and the X Forum of Civil Society Development have facilitated direct interaction with local communities and civil society organizations. These events have involved diverse audiences, ranging from high-level officials to vulnerable groups.

The project has also organized a range of information campaigns on digitization and digital literacy. Starting with urban visibility, 80 billboards were installed across multiple Ukrainian cities in 2021 to promote Diia's electronic social and pension services. According to data reported by the project, only in Kyiv these billboards garnered visibility from 1.2 million people, constituting 40% of the city's populace. To reach out to remote and digitally inaccessible communities, a collaboration with *Ukrposhta*, the national postal operator, was organized for the dissemination of 3 million leaflets. These leaflets, covering 24 regions, focused on digital education and literacy, enabling substantial outreach to an offline demographic. In a similar effort aimed at libraries serving as Digital Literacy Hubs, 5,000 information packs were distributed, containing an array of materials such as leaflets, posters, and bookmarks. Around 55,000 of these bookmarks were specifically designed to be motivational tools for digital education, targeting primarily the elderly and other vulnerable social groups. The project further expanded its informational footprint by producing materials for 984 stationary and 16 mobile TSNAPs (Administrative Service Centers). This consisted of a well-curated package of A2 size posters, A5 size flyers, and other materials, collectively aiming to reach at least 4,000 TSNAP employees.

The project launched a campaign titled "*Easy and Accessible*" in 2021 to raise awareness of new digital and mobile-based services, but it was cut short in February 2022 due to the war. Utilizing radio and digital channels, including integrations with YouTube bloggers and Instagram, the campaign reached over one million people through social media influencers. A second campaign, "*Informed and Safe*," raised awareness of humanitarian assistance services, including digital options, and to counter disinformation. Both campaigns were part of a concerted effort to promote digital services and humanitarian assistance. In these campaigns, efforts were made to involve partners and mobilize communities, with particular attention to groups such as youth and the elderly.

Communication campaigns were also designed to target specific audiences. Examples include a social media campaign to promote child adoption e-services among women aged 25-45 and mass media promotions to boost enrollments in e-learning courses. These targeted efforts were essential in reaching the intended demographics. The project further leveraged platforms such as events, conferences, and networks to disseminate awareness. Outcomes were showcased at international e-Governance meetings, and additional avenues such as a Diia podcast on YouTube were explored to enhance visibility.

Education has been another cornerstone of the project's strategy. For instance, the project tailored a digital literacy course for the elderly, which focused on their daily needs. The material was placed in the *Diia.Education platform*, which makes the content available to other beneficiaries. Another notable and creative initiative of the project was to focus on public libraries as centers for digital literacy. The project provided training to 235 library administrators from 12 regions, enabling them to organize digital literacy activities within their local communities. This work has supported the creation of a grassroots network of centers that support the transition to digitalization. Further, a month-long educational series was launched on August 11, 2021, focused on enlightening civil servants on public policy. Attracting over 1,000 views, this initiative aimed to guide policy-making to be inclusive and reflective of the needs of vulnerable populations.

Another key modality of the DIA Support project has been the “*low-value grants*” awarded by the project on a competitive basis to diverse entities ranging from civic unions to non-governmental organizations. The full list of grant initiatives is included in ***Annex X*** of this report. Amounting to a total of US $304,039, ten grant initiatives have strategically targeted the challenges of disinformation, media literacy, and gender stereotyping within the Ukrainian media landscape. With an average duration of 4-6 months, these initiatives have strengthened the capacity of media professionals and have also empowered the media audience to critically navigate a media environment increasingly fraught with disinformation risks, especially those related to the war. A summary of the activities undertaken under each grant initiative is provided in the box below.

Box : Low-Value Grant Initiatives Funded by the DIA Support Project

|  |
| --- |
| The following is a brief summary of the nine *low-value grant initiatives* funded by the DIA Support project:   1. The *Civic Union "CSO Hubs Network"* utilized its $42,000 grant towards digitalizing public services in Mykolayiv and Kirovohrad regions. Their methodology included community presentations and extensive field research. The project culminated in actionable recommendations and is marked as completed. 2. *ABO Local Media Development Agency* utilized its $9,994 budget to counter disinformation in Donetsk and Luhansk regions. The organization produced a variety of materials, from written articles to video digests, addressing disinformation, particularly about the war in Ukraine. 3. *Internews Ukraine*, with a budget of $9,940, specifically targeted misinformation on Facebook. Partnered officially with Meta, the NGO succeeded in having over 100 Facebook posts containing Russian propaganda removed. 4. The *Kharkiv Crisis Infocenter* implemented a $10,000 grant to improve digital literacy and foster media reliability in the Kharkiv region. The initiative included the development of multimedia content and a Telegram bot for fact-checking. 5. *Rivne Social Partnership Centre* used its grant of $9,100 to counter misinformation through social media platforms, distributing educational materials and garnering significant user engagement in the process. 6. *The Regional Press Development Institute* allocated its $10,000 grant to eliminate gender bias and fake news, mainly through educational texts and online trainings. 7. *Better Regulations Delivery Office* received $19,450 to optimize humanitarian aid logistics and distribution through digital systems, contributing to the war-affected Ukrainian communities. 8. The *Small and Medium Business Support Consulting Centre* received two grants totaling $145,580 to support displaced Ukrainians and their businesses, first abroad and then within Ukraine. Both initiatives were markedly successful in offering consultations and aiding in business creation. 9. The *Ukrainian Library Association* used its grant of $47,975 to enhance digital competencies among vulnerable groups through libraries registered as Digital Education Hubs in 12 Ukrainian regions. |

Overall, by utilizing a range of awareness-raising and educational channels, targeting specific segments, and fostering collaboration, the DIA Support project has made significant progress in ensuring that digital services are accessible and relevant to the diverse needs of the population. Additionally, the low-value grant initiatives have enhanced the media literacy of Ukrainians and have countered disinformation and stereotypes. The collaborative approach and the utilization of diverse media and social channels has enabled sustained social engagement and has led to an increased understanding digital services across different sections of the population. For these achievements, there are also persisting challenges that need to be addressed on a continued basis.

* One challenge that persists and will continue to persist in the process of digitalization is the intricate process of transitioning offline users to online self-service platforms. The vulnerable segments of the population noted above – i.e., the elderly, persons with disabilities, and rural communities – will continue to needs sustained support for digital awareness and skills - or even physical access to the digital infrastructure. Therefore, continued offline and in-person engagement efforts will be vital in this context to ensure that the benefits of digitalization are equitably distributed and no one is left behind in the digital transition. To successfully transition individuals who are not currently using online resources into online learners, it is crucial to expand partnerships with local libraries. Interviews for this evaluation revealed that those with little to no computer skills are unlikely to engage with free educational content on the Diia Education platform. Local libraries seem to be better equipped to serve as initial access points. Elderly people interested in improving their digital capabilities seem more promote to use them to receive personalized guidance on starting to use digital devices, which then facilitates their use of web-based tools to meet their ongoing digital needs. As such, the project’s collaboration with grassroot libraries needs to be scaled up.
* Another challenge confronting the digitalization process pertains to the selective collection of user feedback through the DIIA portal and DIIA App. While these platforms effectively capture the experiences of citizens who successfully accessed e-services, they might underestimate due to the sampling method the segment of potential users who failed to utilize these digital services. The absence of feedback from this demographic hampers a comprehensive understanding of barriers and impediments that prevent wider adoption of e-services. This oversight limits the project's ability to implement targeted improvements.

The key implication of this is that UNDP needs to continue to provide support for digital awareness, skills development, and physical access to digital infrastructure for these groups to ensure equitable distribution of the benefits of digitalization and prevent anyone from being left behind in the digital transition.

### Achievement of Project Objectives

The achievement of the project’s results based on its results framework is presented in Table 3 at the end of this section (which shows in green the targets that have been met and in red the targets that have not been met).

Overall, the analysis of the results framework revealed that the output indicators are largely coherent with the project's overarching objectives and are well-constructed, specific to the project's objectives, and measurable. What the indicators are lacking, however, is a commitment to gender-responsive approaches and inclusivity, essential for equitable service delivery in the public domain. The indicators do not recognize the differing needs, preferences, and challenges that men and women may experience. For example, as will be seen in the next section of this report on the impact of the project, while the project has collected and reported data on the number of users of the public services that have been digitalized, it is not possible to say how many of these users were women or elderly. The lack of indicators that measure the accessibility of digital services for women or elderly in rural areas, where gender and age disparities may be more pronounced, overlooks an essential aspect of inclusivity. Strengthening the indicators that capture gender and age sensitivity and broader inclusivity will enhance the project's alignment with principles of equity and human rights.

The analysis of the achievement of project indicators is presented in Box 4 below.

Box : Achievement of Project’s Output Indicators

|  |
| --- |
| The following is a summary of the achievements of the DIA Support project based on the indicators identified in the project’s Results Framework:  **Output 1: Capacity Building for Government Institutions**   * 1. **Policy Documents Development:** The actual number of policy documents developed stands at 9 against a target of 6. This indicates an effective contribution towards strengthening human rights-based approaches (HRBA) in designing and delivering citizen-oriented digital services. It also highlights the project’s success in embedding regulatory reforms, as demonstrated by the resolutions and laws adopted.   2. **Government Employee Awareness:** Data collected via an online survey organized by the project in 2023 showed that out of 4,010 respondents, 2,614 stated that they were aware of HRBA and gender mainstreaming and were using these approaches in their work. Thus, the level of awareness was estimated as 65,2% with 40% planned.   3. **Training of Government Officials:** A significant number of officials (17,685) have undergone capacity-building courses, compared to a target of 1,800. This demonstrates an expansive reach of the project's educational initiatives, allowing for a substantial enhancement in governmental capacities for the implementation of HRBA and gender mainstreaming principles.   **Output 2: Development of Client-Centered Digital Service Packages**  **2.1 Digital Public Services and Tools:** The project has not reached its target, with 38 digital tools and services developed, as opposed to the target of 40.  **2.2 Share of Users Using Digital Means:** The 38% actual share of users accessing services digitally, surpassing the 15% target, reflects a significant shift towards digital platforms.  **Output 3: Awareness and Usage among Ukrainian Men and Women**  **3.1 User Satisfaction:** Data from the omnibus survey in the Fall of 2002 demonstrated a 79% satisfaction rate, against the planned >70%.[[23]](#footnote-24)  **3.2 Increase in Digital Skills:** In the omnibus survey of the Fall of 2022, 54% citizens reported they increased level of their digital skills (>80%) planned).[[24]](#footnote-25) |

The analysis of the achievement of output targets shows that the DIA Support project had achieved 5 out of 7 output targets by the time of this evaluation, a quite satisfactory rate of achievement given the complexity of the project and its considerable level of ambition. The full list of output indicators and their status of achievement is presented in the table below.

Table 3: Achievement Status of Project Targets

| **Indicator No.** | **Indicator** | **June 2023** | **Target** | **Achievement Status** |
| --- | --- | --- | --- | --- |
| 1.1 | Number of policy documents developed to strengthen HRBA approaches to citizen-oriented digital services | 9 | 6 | Achieved / Surpassed |
| 1.2 | Level of government employee awareness of HRBA / inclusivity approaches to digital services | 78% | 40% | Achieved / Surpassed |
| 1.3 | Number of government officials trained on design and implementation of citizen-oriented services | 17,685  (online) | *1800* | Achieved / Surpassed |
| 2.1 | Number of developed digital public services and digital tools | 33 | *40* | Not Achieved |
| 2.2 | Share of users who receive service package through digital means as opposed to paper-based manner | 42% | *>15%* | Achieved/ Surpassed |
| 3.1 | Share of users who are satisfied by the way that the offered digitalized service package is functioning | 79%  (Sep-Oct 2022) | *>70%* | Achieved/ Surpassed |
| 3.2 | Share of citizens who report an increase in their digital skills due to UNDP-designed awareness materials | 54%  (Sep-Oct 2022) | *>80%* | Not Achieved |

### Project Contributions and Preliminary Impact

A few precautionary points should be made upfront in this section.

* First of all, a rigorous assessment of the impact of the DIA Support project is not possible with the resources and timeline allocated for this evaluation. The assessment of impact is an exercise of altogether different nature that requires a different approach and budget. Furthermore, an impact assessment was not a requirement of the Terms of Reference for this evaluation.
* The real impact of the DIA Support project is a continuous and long-term process that will take time to fully materialize. Changing the dynamics and mechanisms of public service delivery involves addressing deep-rooted structures, processes, and norms. These changes do not happen overnight. Furthermore, it takes time to train staff and members, implement new systems, and embed new skills, knowledge and customs. It takes even longer for these new abilities to lead to improved performance and then result in observable outcomes.
* Furthermore, when it comes to change in the way public services are delivered in Ukraine, it is impossible to separate the effects of the DIA Support project from the effects of the other entities within the government and their multiple development partners.

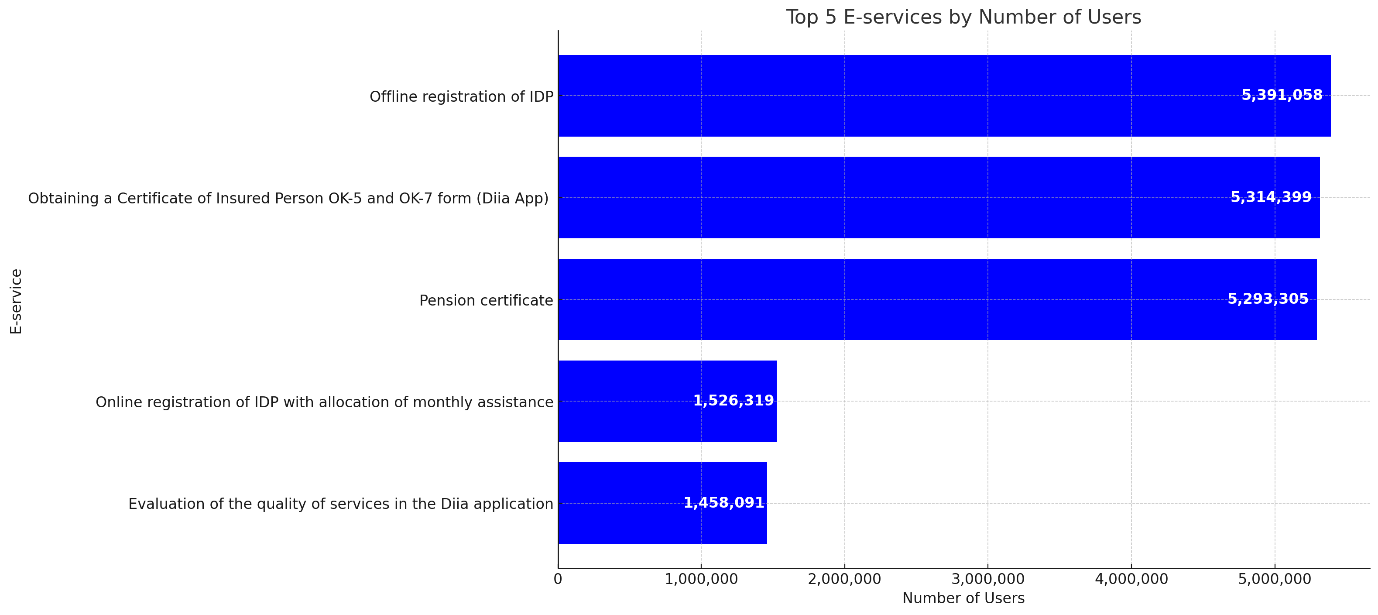
Despite these challenges, for the purpose of this evaluation, it is possible to outline in broad brushes the contributions of the DIA Support project to the digitalization of public services in Ukraine. First and foremost, due recognition should be given to the determination of Ukraine’s MDT. Far from derailing reform and modernization, the war had strengthened the Ministry’s resolve to build a transparent, efficient and digitally-enabled system of public services. Regardless of the challenges imposed by the war, the Ministry in close cooperation with development partners has forged ahead with many activities in the area of digitalization – creating an image of Ukraine as an innovative digital state.

As emphasized by several high-level MDT officials, the DIA Support project of UNDP has been the Ministry’s most important partner in the digitalization journey. Through a multi-pronged approach to strengthening Ukraine's digital governance institutions, the project has had a discernible positive impact on the Ukrainian digital governance landscape - building capacities, making services more inclusive, strengthening institutions, and driving awareness.

First of all, the DIA Support project has been instrumental in transforming the Ukrainian government's understanding of the needs of vulnerable populations. The project has been crucial for catalyzing a shift toward modernization across all government ministries, as well as a greater focus on accessibility and people-centric services. Thanks to support from the DIA Support project, there has been a substantial increase in the number of social e-services available. With the enormous increase in vulnerable populations due to the war, the project’s effort to help the government to prioritize accessibility and address the needs of vulnerable groups has been successful.

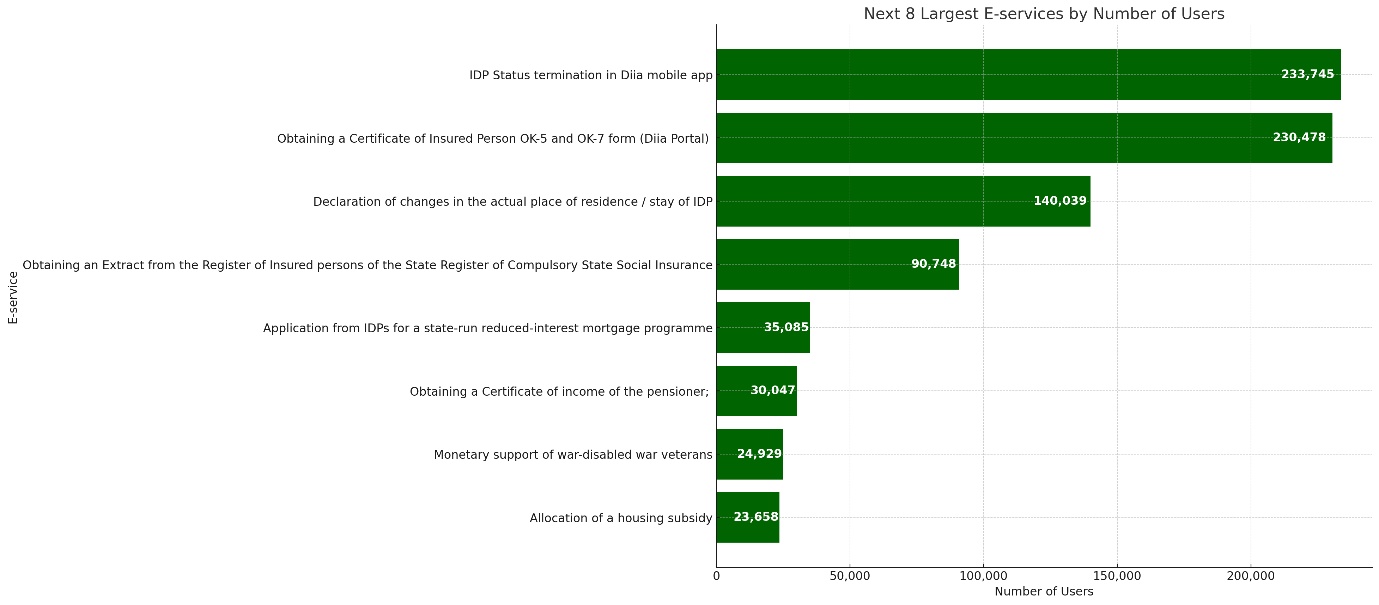
The project’s direct impact on the users of public services is enormous – unlike most UNDP projects worldwide which has a very narrow focus when it comes to impact and are usually of a demonstrative nature. The DIA Support project has not been a pilot – it has been a fully-fledged project that has supported the massive transformation of service delivery in the social sphere in Ukraine. The total number of users of the public services that have been digitalized with the support of the DIA Support project is estimated by the project team to be about 20 million.[[25]](#footnote-26) As can be seen from the figure below, the project has supported the efficient delivery of large-scale public services with more than a million users each. While the first service shown in the figure has been supported in the “offline mode of delivery”, the other four have been supported in the e-delivery format.[[26]](#footnote-27)

Figure 6: Largest Five Services Supported by the Project



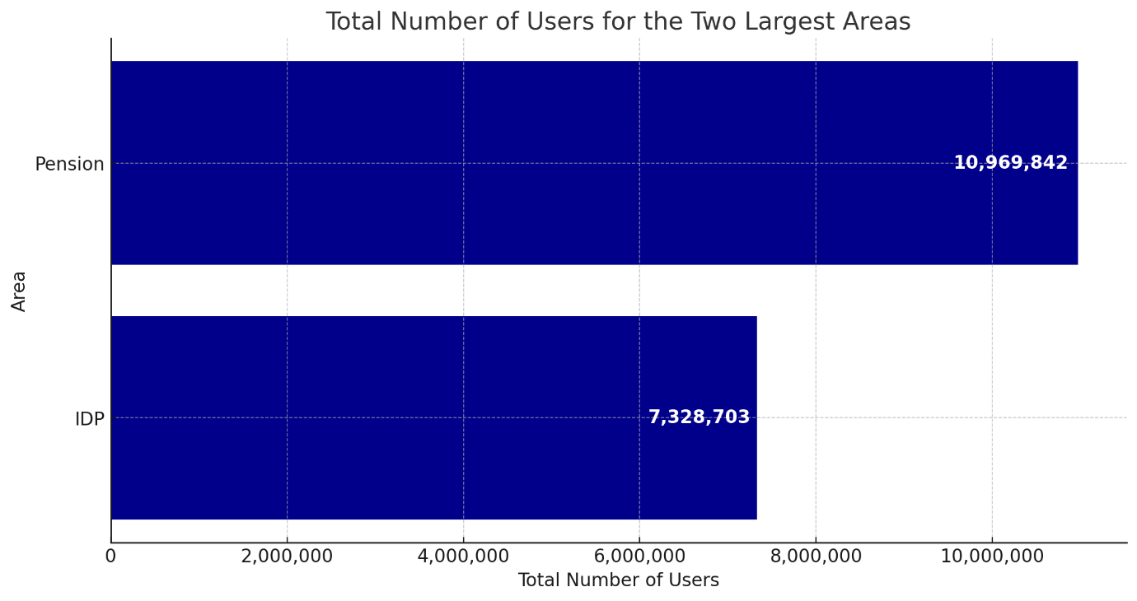
Also, the other services digitalized with the help of the DIA Support project are not less impressive in terms of their client base. The figure below shows an additional eight services that cater to between 20,000 and 250,000 users.

Figure 7: Next Eight Largest E-services Developed by the Project



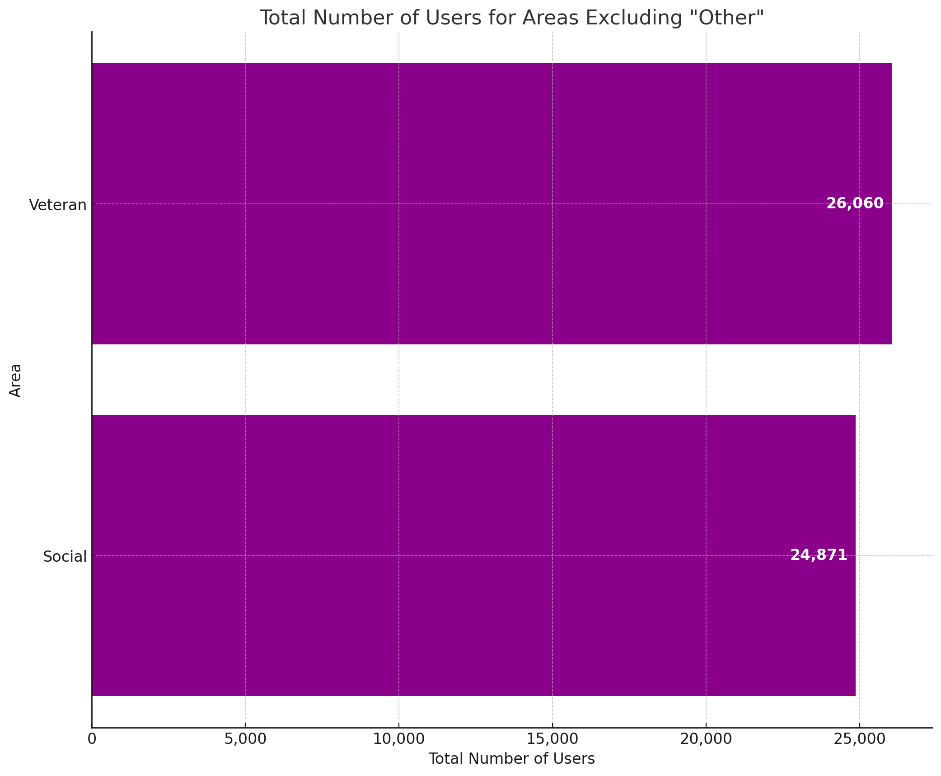
In terms of sectors, as can be seen in Figure 8 below, the sectors with the largest numbers of clients that have received the project’s main contributions have been the “*pensions*” and “*IDPs*” sectors, where the number of recipients of services is more than 18 million combined.

Figure 8: Areas with the Largest Number of Users



The figure below shows the number of users for other areas, with about 25,000 users in each.

Figure 9: Number of Users for Other Areas



Equally importantly, the 12 legal acts developed by MDT with the support of the DIA Support project have significantly streamlined and digitized various public services, with a particular focus on social welfare, internal displacement, and accessibility. E-passports are now recognized as legally equivalent to paper versions. Residency registration, provision of targeted assistance to IDPs, and procedures for state assistance to families have also been simplified and made available electronically via the Diia portal. Additionally, these reforms have extended to financial allowances for IDPs, deduplication systems to prevent double funding, all aimed at increasing efficiency and reducing administrative burdens. The acts also establish mandatory technical requirements for the accessibility of ICT products and services in the executive branch, contributing to a more inclusive digital governance ecosystem. Overall, these legal acts represent a comprehensive effort to modernize Ukraine's public administration, reduce inefficiencies, and improve citizen access to essential services.

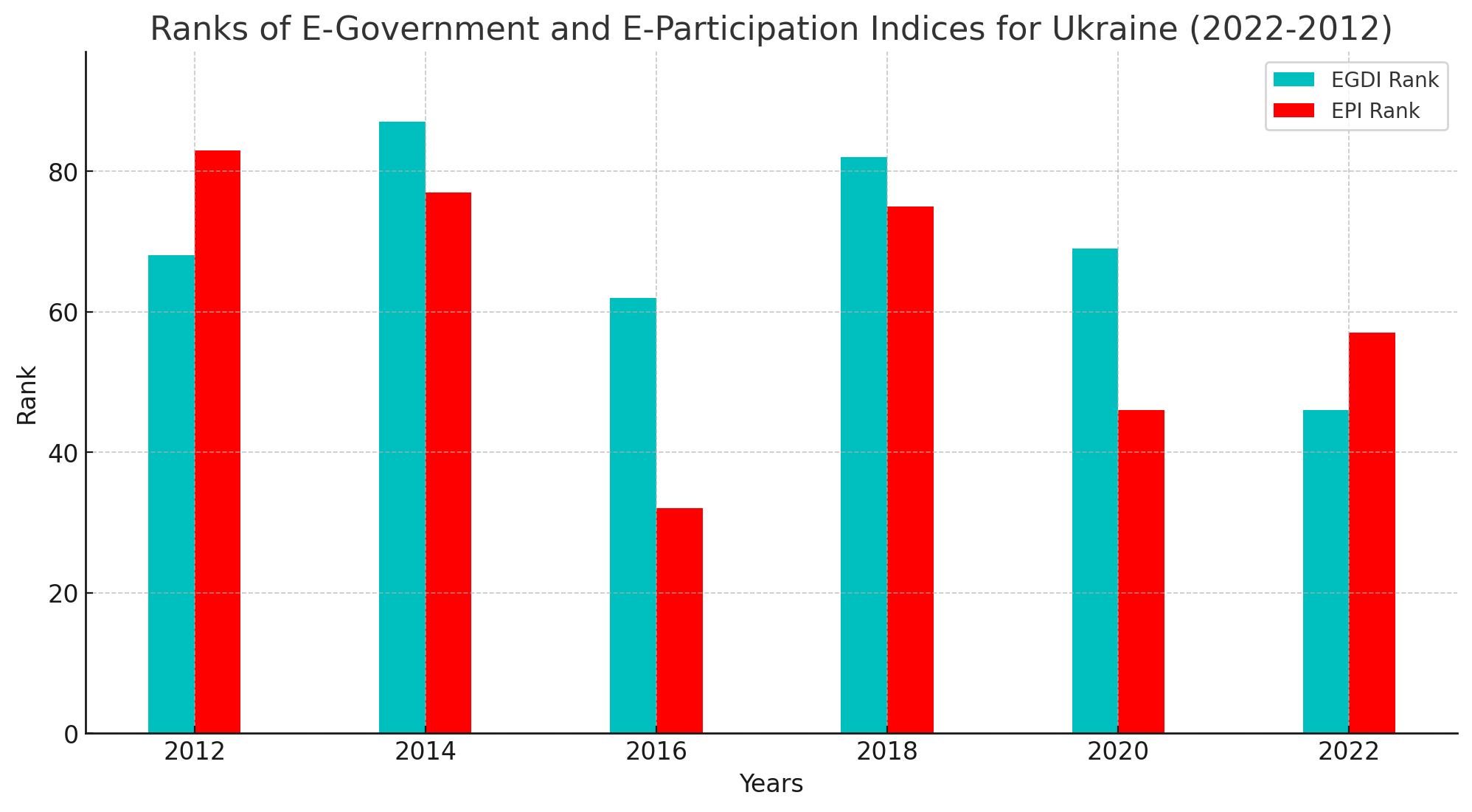
The quality of e-services has been strengthened by bringing in greater citizen engagement through participatory design mechanisms, accessibility focus, automation, feedback mechanisms and simplification of processes. Leveraging user feedback and continued upgrades has been key for further quality improvement. The project has supported the adoption of new laws and regulations on digital governance and accessibility. More government websites are meeting accessibility standards, officials gaining awareness, and citizens beginning to provide feedback. Citizens are now availing themselves of more accessible and higher-quality services. Government agencies, on the other hand, are improving their procedures, thereby saving valuable time. Furthermore, these enhancements have contributed by diminishing the potential for corruption and fostering an accountable public administration.

The 2022 omnibus survey revealed that the overall adoption of e-services in Ukraine has exhibited consistent growth, rising from 53% in 2020 to 63% in 2022. Particularly, three out of every five adult Ukrainians engaged with such services at least once in the previous year. The Diia application has become the primary channel for access, used by 52% of the respondents. User engagement with Diia has seen a four-fold increase since 2020, accelerating from 13% to 52%. The utilization of other services, such as subsidies and social payments, has shown an increase from 13% to 16%. Demographically, veterans of war are the most active users of these services at 80%, with 74% of them using Diia. They are followed by IDPs, single parents, and parents of children with disabilities who have utilization rates ranging between 71% and 76%. On the contrary, only 49% of people with disabilities and 33.5% of the elderly engaged with these services. The age gap is a conspicuous factor, as 82.5% of those aged between 18-29 have used at least one service, compared to 28% among those aged over 70.

Users predominantly reported a positive experience, with 79% stating their interactions as either "rather positive" or "very positive." Although this represents a stable sentiment compared to 2021 (78%), there is a noticeable shift towards an increase in "very positive" experiences from 19% to 25.5%. In terms of service delivery platforms, 53% of respondents prefer the online format, a slight decline from 54% in 2021. About 9% still prefer in-person visits to the Administrative Service Centre, down from 11% in the previous year. Interestingly, 28% find both methods convenient, an increase from 25% in 2021. Barriers to adoption largely include a lack of need (71%), followed by a skills gap (47%) and absence of internet-connected devices (32%). Data protection and availability of a contact phone number are cited as the most significant aspects of electronic services, gaining increasing attention from 16% to 23% and 13% to 15%, respectively, year over year. The survey also showed that 74% of respondents could envision specific life situations where an effective e-service would be beneficial, with the highest interest shown in obtaining a foreign passport, medical card data, and electronic sick leave certificates. This suggests a public willingness to extend the scope of digital services.

Overall, the adoption and satisfaction rates for public electronic services are increasing and the public is generally satisfied e-services. This is also reflected in macro indicators and Ukraine’s ranking in international indices. Two such indices, with wide use internationally, are the UN’s E-Government Development Index (EGDI) and the E-Participation Index (EPI).[[27]](#footnote-28) As can be seen from the figure below, Ukraine has made significant progress on both indices, a reflection of the progress the country has made in the digitalization process, thanks, among others, to the contributions of the DIA Support project.

Figure 10: Ukraine’s Ranking in E-Government and E-Participation Indices



For all the achievements of the DIA Support project, further efforts are needed to consolidate the gains. As noted previously, many elderly remain unaware of the DIIA platform and are unlikely to utilize it. Additionally, many individuals possess documents that are not digitized, rendering them ineligible for e-services. For instance, if a person has a pre-2005 property document for a destroyed house in the Donetsk region, he/she cannot obtain compensation due to lost or destroyed paper archives. Also, individuals residing abroad often find it difficult to access services via DIIA, and there has been a lack of responsive action to address this. In the healthcare sector, medical information of more than 35 million of the country's population is sent to the Electronic Health Care System. This allows healthcare professionals to record data in the e-Health database. At the same time, not all processes that were accompanied by paper forms are digitized, and the paper-free process is ongoing. Vulnerable populations, including those with non-digitalized documents like the elderly, remain disproportionately excluded from the digitalization process. Given these shortcomings, there is a real need for more comprehensive surveying of the impacts of the digitalization process. The omnibus surveys, which typically gather data from approximately 2,000 respondents nationwide through online or telephone methods, could be complemented with more localized approaches[[28]](#footnote-29) that capture region-specific data, including rural areas, with robust representation of vulnerable groups to provide a more accurate assessment of the digital service gaps and needs.

## Coherence

This section of the report provides an assessment of the coherence of the DIA Support project with other UNDP projects and the efforts of other development partners. This assessment was done by examining the project’s collaborative efforts with other initiatives, leveraging their resources and expertise of to amplify its effects.

Synergies with Other UNDP Projects

UNDP Ukraine is implementing several projects that are related to the digitalization process in Ukraine. These projects, including the DIA Support project, are clustered in the Democratic Governance (DG) portfolio, which is led and coordinated by the DG head. Weekly meetings are organized for the portfolio, where all project managers come together to share information concerning their individual project areas and discuss about cooperation opportunities. These meetings foster a collaborative environment that facilitates the coordination of the different projects within the DG portfolio, ensuring alignment with overarching objectives of the country programme.

Interviews with representative of several UNDP projects revealed that there is good overall coordination of the DIA Support project with these projects, especially at the level of information-sharing, but also in conducting some joint activities where feasible. The following is a brief summary of the main findings from these interviews.

* ***Government Capacity Building in Crisis Response Project***: This project aims to enhance the ability of government entities to effectively respond to crises, particularly the ongoing war in Ukraine. This is relevant to the DIA Support project because it helps ensure the digital solutions developed are resilient and can support crisis response. The two projects worked together to develop digital systems to enable patient reimbursement using the medical device and medicine registers. This coordination allowed the projects to create integrated, resilient digital solutions that can continue functioning during crises to support the MOH's emergency response and continuity of essential services.
* ***Procurement Support Services to the Ministry of Health of Ukraine Project***: This project aims to improve efficiency and transparency in public procurement at the Ministry of Health. This is extremely relevant to the DIA Support project because integrating digital solutions into procurement can increase fairness and transparency. The two projects collaborated in several ways. They shared knowledge and expertise on public procurement best practices. They also worked together to modify existing Ministry of Health e-solutions to sync registers of medical devices and medicines with the central E-Health database managed by the National Health Service, Ministry of Health, and State Enterprise National Health Procurement.
* ***Civil Society and Youth Support Project (CSYP)***: This project aims to strengthen the capacity of civil society and youth organizations to participate in public life. This is relevant to the DIA Support project because it can help to ensure that the digital solutions that are developed are responsive to the needs of citizens and that they are used to promote inclusive development. The two projects have cooperated by sharing information, especially given that the CSYP project has access to an extensive network of civil society organizations and youth groups. In collaboration with the DAI Support team, the CSYP project has promoted digital services among young people. This work has also promoted the role of young people in the promotion of digital services among other age groups. Also, the DIA Support project engaged with the CSYP project in the area of educational material for barrier-free access to public services – helping people to access e-services effectively. Co-funded the sub-section of the Diia platform on how to access services, and also creating stories for how various groups can access services.
* ***Human Rights for Ukraine (HR4U) Project***: This project aims to promote and protect human rights in Ukraine. From a digitalization perspective, this project seeks to ensure that the digital solutions that are developed respect human rights and are used to promote inclusion and equality. The project has cooperated with the DIA Support project in the promotion of the accessibility of digital services. The project supported the conduct of courses on psychological support for people affected by the war through the Diia platform. Jointly with the HR4U project, the DIA Support project has facilitated cooperation between the Office of the Ombudsperson of Ukraine with the institutions of the Ombudsperson in Sweden. The two projects have cooperated by sharing knowledge and expertise on human rights.

UNDP is involved in numerous projects focused on different facets of the digitalization process in Ukraine, a reflection not only of the government's emphasis on this area, but also UNDP’s prioritization of this country need. While existing coordination mechanisms across UNDP's projects are valuable, findings from evaluation interviews suggest that more can be done to enhance alignment and even integration across these activities. This potential for greater integration manifests at two distinct, but interconnected levels.

* Firstly, integration could be strengthened at the conceptual level by striving for a more unified approach to digitalization-related interventions. While acknowledging the challenge related to the various funding sources who fund and guide different projects, there are opportunities for a more systematic and harmonized approach to the formulation of the digitalization-related projects and activities. The DIA Support project staff can actually provide valuable advice in the process, based on their experience and knowledge of the government’s vision and priorities. Furthering the conceptual integration could involve the creation of a shared digitalization framework or toolkit that standardizes best practices, metrics, and evaluation methodologies across different projects. This toolkit could be adapted for each specific project, but would maintain a core set of principles and metrics that align with both UNDP and Ukraine's strategic goals. The DIA Support project staff, with their experience, could play an advisory role in formulating this toolkit, ensuring it is both practical and relevant.
* Second, there are also opportunities to strengthen the integration of digitalization efforts at the execution level by establishing country office structures that optimize collaboration in shared activities. Additionally, there is an opportunity to strengthen joint efforts in support of awareness raising and education related to the digitalization process, where approaches and even materials can be easily shared across projects. This would lead to more coherent and effective efforts in this area.

Synergies with the Initiatives of Other Development Partners

Several important international partners are contributing to the digitalization process in Ukraine, alongside UNDP. The European Union (EU) is providing financial aid to the government to facilitate the digitalization of public services. Alongside, they are contributing to the formulation of standards and regulations for digital services through projects such as the EU4Digital initiative (DT4Ukraine). The United States Agency for International Development (USAID) is providing technical assistance for the design and application of digital services. The World Bank is providing financial backing to support the digitalization of public services, with the added objective of enhancing governmental operational efficiency through digital means. The Organization for Economic Co-operation and Development (OECD) is engaging in technical support for the creation and deployment of digital services.

* ***Transparency and Accountability in Public Administration and Services (TAPAS)***: This USAID / UK aid-funded project supports Ukrainian citizens and the Government of Ukraine in the fight against corruption in key public administration functions and services as well as contributes to building the trust of Ukrainians in the government based on demonstrated transparency, accountability and improved quality of services. The project supports public administration and services reforms in the key areas of eProcurement, Open Data, and e-services. The DIA Support project and TAPAS project collaborated through regular coordination meetings of their multidisciplinary teams (MDTs). There was a clear delineation between the two projects regarding which e-services each would develop. The two projects took a complementary approach in their design, development, and launch of the e-service for reimbursement of destroyed civilian property. This ensured their efforts were aligned and avoided duplication.
* The ***EGAP (Electronic Governance for Accountability and Participation)*** project is focused on promoting electronic governance to improve transparency and public involvement in governmental decisions. EGAP’s focus includes the development of clear and user-friendly online public services for individuals and businesses, as well as educating Ukrainians in employing these new technologies.

All these initiatives are pertinent to the DIA Support project, as they operate towards the same goals. The DIA Support project has benefitted from the fact that it operates within a structured coordination framework steered by MDT. The Minister of Digital Transformation, who also serves as Ukraine's Vice Prime Minister, utilizes this dual role to harmonize digitalization strategies across multiple sectors. MDT has implemented several coordination mechanisms, such as joint working groups, that serve as conduits for information exchange, best practices, and issue resolution. Periodic meetings with international partners are convened to review the digitalization progress, identify gaps, and strategize on priority actions.

However, there is a prevalent perception within both the government and UNDP that digitalization is a cross-sectoral issue. This perspective has led to insufficient engagement with sectoral ministries, allowing MDT to maintain what some evaluation participants called “*an overarching gatekeeper role*” in the digitalization process. To address this, UNDP needs to engage more actively with other ministries that have an important role ad mandate in the digitalization agenda, such as the Ministry of Social Policy. Some evaluation participants also identified an opportunity for UNDP to advocate for the establishment of a dedicated working group on digitalization that assembles all key stakeholders for regular discussions and information sharing.

The above pattern is mirrored in the coordination between UNDP and other UN agencies, such as UNICEF and WFP. Both agencies collaborate closely with the Ministry of Social Policy to digitalize social services. UNICEF focuses on using digital technologies to streamline social benefits, particularly for vulnerable families and children. WFP, meanwhile, performs a dual function: providing immediate cash aid to those affected by conflict and working on building digital national systems to enhance the efficiency and transparency of social aid. Their joint efforts are also focused to the development of the Unified Information System of the Social Sphere (UISSS),[[29]](#footnote-30) as part of an effort to improve the accessibility of social services for the Ukrainian population. The engagement of the DIA Support project with these efforts spearheaded by the Ministry of Social Policy seems to have been limited. Going forward, there is an opportunity to extend the systematic and harmonized approach to digitalization noted above not only to the level of the country office programming, but also to the level of the UN, and UNDP could play a more active role in fostering this approach.

## Efficiency

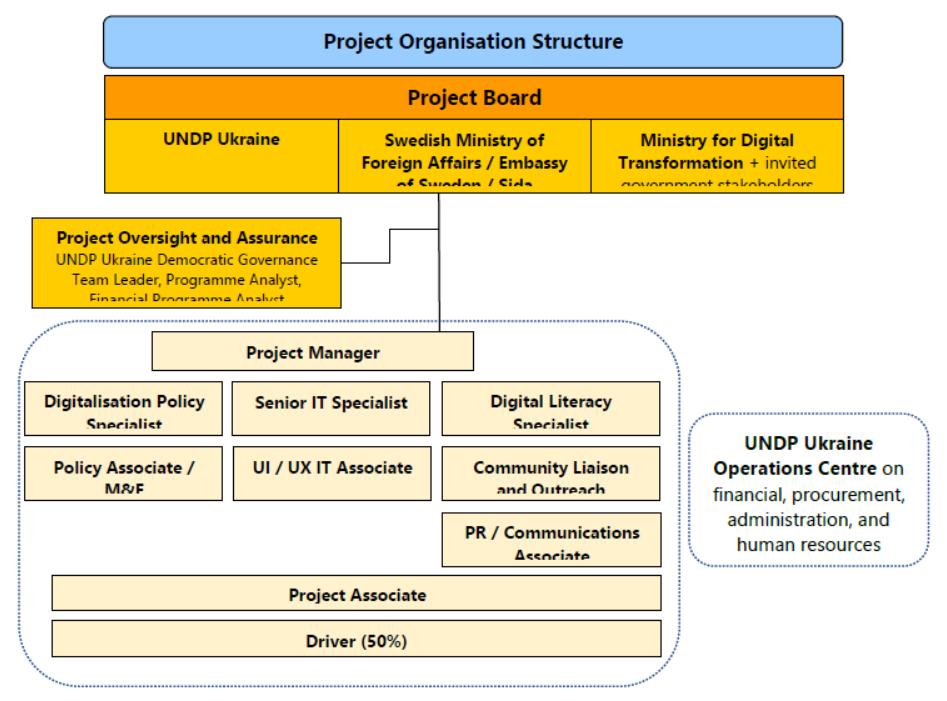
This section of the report provides an assessment of the efficiency with which the DIA Support project was planned, financed, and implemented.

Project Management

The following is a brief overview of the management and implementation mechanisms that drove the execution of the DIA Support project. It highlights the roles and responsibilities of the project team and the Project Management Board, whose role has been instrumental for the project's implementation.

The management of the project was carried out by UNDP under the Direct Implementation Modality (DIM), a framework under which UNDP bore the principal responsibility for achieving the project's outputs and outcomes. This modality allowed for effective resource utilization and management. The organizational structure of the project is shown in the figure below.

Figure : Project’s Organizational Structure



***Project Team***: The team that has led the execution of the DIA Support project has been fairly small, an indication of administrative efficiency. The members of this team are shown in the figure above. The project team was led by a Project Manager, who has been responsible for the day-to-day management of the project. The manager worked with the Project Management Board to develop the project plan, manage the budget, and track progress. The manager has also ensured that the project team was working effectively and that the project was meeting its goals. The team of experts provided technical expertise to the project. They included digitalization policy experts, IT specialists, digital literacy specialists, and community liaisons. This has been efficient team which has successfully navigated the complexities of the project, demonstrating overall good resource utilization and project management. The practice of using low-value grants was an efficient way of executing complex and transaction-intensive activities. Another distinct advantage of the project was that some of the team members had prior working experience in digitalization projects with the Ministry of Social Policy and MDT, which enhanced interactions with these ministries.

***Project Management Board***: The Project Management Board has been responsible for providing strategic oversight and assurance to the project. It has consisted of representatives from the UNDP, the Swedish Ministry of Foreign Affairs, and the Ministry for Digital Transformation of Ukraine. The Board has met regularly to review the project plan, discuss progress, and make decisions. The presence of key stakeholders in the Project Management Board has enabled sound decision-making and oversight, thus enhancing the strategic significance and performance of the project.

Four Project Board meetings have been held for coordination and consultation purposes:

* ***11 December 2020*** - The local project appraisal committee (LPAC) meeting that presented the launch of new project and its objectives. The grant selection Committee members were appointed. Mixed format - offline and via zoom.
* ***5 October 2021*** - Board meeting. Chaired by Ms. Manal Fouani, UNDP Deputy Resident representative, Mixed format - offline and via zoom.
* ***18 August 2022*** – Board meeting. Chaired by Ms. Manal Fouani, UNDP Resident Representative a.i.. Via zoom.
* ***8 March 2023*** - Board meeting. Chaired by Mr. Christophoros Politis, UNDP Deputy Resident Representative.

These meetings have brought together representatives from the Embassy of Sweden in Ukraine, top management UNDP Office and relevant UNDP projects. Two key state beneficiaries – the Ministry of Digital Transformation and the Ministry of Social Policy also were present and participated in the discussions. The meetings focused on reviewing project performance, assessing attained results, learning from experiences, and discussing strategic adjustments for the remaining project timeline. They were informed by detailed activity and financial reports submitted by the project team, reinforcing an environment of transparency and open communication.

Overall, the organizational structure of the DIA Support project has been efficient and has ensured that the project is well-managed and achieves its main goals. The project board has provided strategic oversight and assurance, whereas the project manager and the team of experts have delivered satisfactorily the day-to-day activities. By working together, these different components of the project organization structure have ensured an efficient implementation of the project.

Risk Management

The DIA Support project has operated in one of the most challenging environments possible – going through an extensive war that has inflicted major human suffering and causalities, dislocated a significant proportion of the population, reshaped the country’s priorities, and damaged significant infrastructure that is critical for the digitalization process and the delivery of e-services. Therefore, risk management has been a defining feature of the project. The table below summarizes the main risks that materialized during the project’s lifetime and the risk management response undertaken by the project team for each of the risks.

Table : Project’s Risk Management Strategy

|  |  |
| --- | --- |
| **Material Risks to the Project** | **Project’s Risk Management Response** |
| ***Security Risks***: The ongoing war put the safety of personnel employed by the project and partner organizations at a critical level. The volatile security situation increases the uncertainty and potential dangers for those involved, potentially impacting the project's ability to function efficiently in affected regions. | UNDP ensured the physical safety of the staff through a comprehensive approach that included robust security protocols, continuous risk assessment, and coordination with local authorities and security agencies. |
| ***Damages of Critical Infrastructure***: The warfare has damaged crucial digital infrastructure, encompassing IT and network equipment and other hardware vital to the project's operation. | The procurement of server equipment and other necessary hardware was conducted with the recognition that the material must not only replace the damaged components but also support a transformation toward a disaster-resistant functioning regime. It involved an evaluation of the demands of a wartime environment, which included increased security considerations, resilience to physical damages, and the adaptability to swiftly changing operational circumstances. |
| ***Cybersecurity Risks***: With the advancement of digital services, the risk of cyber-attacks or intentional malfunctions remains pertinent. This could lead to personal data being compromised, lost, or heavily damaged, undermining the trust and reliability of the system. Such incidents could have long-term implications on the project's reputation and its ability to serve its target population. | Addressing this risk required robust cybersecurity measures, regular monitoring, and cooperation with cybersecurity experts to safeguard the integrity and confidentiality of the digital platforms.  To ensure the stability and security of digital services, the project provided cryptography equipment and assisted in upgrading outdated server equipment, contributing to uninterrupted access to digital tools connected to social benefits for vulnerable groups, including IDPs. |
| ***Quality Concerns and User Satisfaction***: Dissatisfaction with the quality of new public e-services remains a potential risk. The initial years of the project's implementation witnessed issues related to service quality, leading to public discontent. | Ensuring the quality, accessibility, and efficiency of the e-services is vital to gain and retain public trust and promote widespread adoption. To ensure this, the project supported MDT in establishing continuous feedback mechanisms, independent surveys, quality control, and adaptive strategies, which enhanced user experience and mitigated the risk. |
| ***Adaptation to Rapidly Changing Technologies***: The dynamic nature of digital technologies requires continuous adaptation and updating of the hardware and software systems. | The risk of technological obsolescence or misalignment with emerging standards and practices was managed proactively to ensure that the project remains relevant and effective. To assist state partners in adapting to new technologies faster, new equipment was purchased and supplied to MSP, MJU and MDT. |

Overall, the DIA Support project has encountered extreme and multifaceted risks ranging from immediate security concerns to long-term challenges related, quality assurance, and technological adapted to the readiness of government institutions and their own pace of change. The project team has deployed efficient risk management and mitigation strategies, including physical security measures, cybersecurity protocols, quality control, and proactive adaptation to the evolving technological landscape, to navigate these challenges successfully. The project's resilience and effectiveness has - to a significant extent - been a result of the project team’s ability to understand these risks and implement tailored strategies to address them.

Project Implementation and Adaptive Management

Evaluation interviews with project stakeholders, and in particular MDT and other entities involved with the DIA Support project, provided key insights on the project team’s performance from the perspective of national partners. These partners were unanimous in assessing the work of the project as highly responsive and efficient. They valued the project’s multi-faceted approach that not only addressed immediate needs, but also adapted to emerging challenges and opportunities. The team was noted for proposing innovative ways to implement the project, including flexible approaches and result-oriented strategies. High-level representatives of MDT were particularly vocal in their appreciation of the value and assistance of the DAI Support project and the performance of the project team. One of the deputy ministers identified the DAI Support team as one of the Ministry's “*best partners*”. The project team was not only credited for delivering results but also for thinking ahead about how to sustain success, strengthen the ministry's existing capacity and contribute to implementation of the Ministry’s strategic objectives. MDT representatives praised the team's disciplined and effective implementation approach focused on the project's goals, identification of intelligent solutions, and timely completion of tasks.

The DIA Support project has had an impressive adaptive capacity, a critical quality that has enabled the project to respond proactively and effectively to the complex and evolving context marked by the war. The following are some key examples that showcase the project’s adaptive capacity.

* ***Responsiveness to Emerging Needs***: The project's design and implementation demonstrated an ability to respond promptly to new requirements and requests from different governmental bodies. The development of services for IDPs, child adoption, and war veterans, based on direct requests from relevant authorities, exemplifies this responsiveness. Furthermore, by deepening its focus on the specific needs of vulnerable populations, such as IDPs, war veterans, pensioners, and children awaiting adoption, the project demonstrated an understanding of the needs of these groups during a time of crisis.
* ***Alignment with Strategic National Priorities***: The collaboration with the Ministry of Veterans Affairs, the Ministry of Social Policy, and the Ministry of Reintegration of Temporary Occupied Territories reflects a strategic alignment with national priorities, ensuring that the project's objectives and activities remained in tune with the country's immediate and long-term needs. Furthermore, during the implementation period, Ukraine's legislative framework governing digital services underwent multiple rapid changes, which necessitated additional efforts, time, and financial resources from the project. Frequent changes in Ukrainian laws related to e-services and new technical standards have led to shifts in the project’s timeline and activities. The unpredictability of legislative processes and delays in adopting legal acts, such as the yet-to-be-approved methodology for monitoring the quality of administrative services, have forced the project team to revise original plans.
* ***Implementation Adaptivity***: In the face of significant challenges and risks, the project team has shown considerable skill and adaptability in navigating the rapidly shifting context of Ukraine in the period in question. To maintain project continuity while also addressing emerging urgent challenges, the project timeline and activities were revised. This was done in compliance with all UNDP procedures and in direct dialogue with the funding entity. These revisions did not diverge from the original Project Document; therefore, no formal amendments to that document were required. A restructured budget, complete with a comprehensive breakdown of the changes, was submitted to the donor for approval. The following are some key examples of adaptive actions by the DIA Support project team highlighted by evaluation participants.
  + During the Covid-19 pandemic and the war that began in February 2022, the project management encountered several obstacles in the planning, execution, and timely procurement of IT equipment for government stakeholders. Supply chain disruptions impacted the delivery of both equipment and services, necessitating adjustments to ensure smooth operations. Additionally, a global semiconductor shortage caused delays in hardware delivery. Consequently, the work plans underwent significant revisions, including the postponement of various events and services and the addition of new technical assistance measures.
  + Furthermore, the COVID-19 pandemic and the war imposed security constraints that limited participant numbers for the project's in-person web accessibility trainings for regional Chief Digital Transformation Officers (CDTOs). To accommodate high interest, the sessions were recorded and made available on the UNDP Ukraine YouTube channel for future viewing. The war that started in February 2022 forced postponement of a planned national education programme for CDTOs, which was originally scheduled to begin in May 2022. This programme was later adapted into an educational online video series launched on the Diia Education platform in February 2023[[30]](#footnote-31). At the time of this evaluation, the team was considering organizing similar training for web developers who build local government websites with the goal to strengthen their practical skills in overcoming web accessibility barriers.
  + The effects of the war in six oblasts, coupled with significant uncertainty in neighboring regions, impacted the execution of grant activities focused on digital literacy. These activities were initially planned in partnership with a network of libraries and digital education hubs across all oblasts/regions of Ukraine. Due to these challenges, the scope of the digital literacy training and promotion has been revised to focus on 12 regions considered to be safer.
* ***Technological Agility***: The introduction of innovative digital solutions such as e-services, cybersecurity enhancements, and the upgrade of the electronic map of affected territorial communities demonstrated technological agility. These adaptations were vital in ensuring the stable and secure provision of public services even in a wartime environment.
* ***Investment in Cybersecurity***: Recognizing the heightened risk to information and communication systems during wartime, the project's provision of cryptography equipment and support for network security reflects a keen awareness of contemporary cybersecurity challenges and a commitment to addressing them.
* ***Commitment to Continuous Improvement***: The integration of user feedback collection mechanisms and subsequent service improvements indicates a commitment to a continuous learning and improvement cycle, vital for adapting to changing user needs and expectations.
* ***Preparedness for Future Developments***: The project's participation in the elaboration of MDT and other state partners digitalization plans, launching of new services, updating of existing platforms, and expansion of functionalities, indicates a preparedness to continue evolving and adapting to future changes in the context of Ukraine.

Overall, the adaptive capacity of the DIA Support project has been impressive in several dimensions. The project has demonstrated an ability to innovate and adjust its strategies in real-time, aligning with national priorities and addressing the specific and evolving needs of various population groups. At the same time, the project stayed adherent to its mission of improving the accessibility of public services for vulnerable and marginalized groups. This adaptability has not only made the project resilient in the face of severe and challenging circumstances, but also positions it well for future development and continued success. Its achievements serve as a testament to the power of flexible, context-sensitive project design and execution, especially in environments marked by severe conflict and rapid change.

Monitoring

The work of the DIA Support project in support of the digitalization process is informed with regularity and precision by data that is gathered through well-structured and methodically sound surveys. This commitment is particularly evident in the all-Ukrainian survey titled "*Opinions and Views of the Population of Ukraine on Public Electronic Services*" in partnership with the Kyiv International Institute of Sociology.[[31]](#footnote-32) Two such national surveys have been conducted with the support of the project – with an additional one planned for September 2023. This data-grounded approach allows the project to remain responsive and aligned with the evolving digital needs and preferences of the population, contributing to a more effective and tailored implementation of digital services.

The project team has tracked effectively the project’s key deliverables, such as the development of policy documents and the number of government officials trained. This method offered a systematic approach to record-keeping and ensures that every aspect of the project implementation is documented, providing a solid foundation for assessing progress. To measure the level of government employee awareness of HRBA and inclusivity approaches, the project team has relied on a regular online survey of civil servants working in the project's partner ministries. The survey methodology and analysis are provided by the DIA Support project, while the cooperation with MDT as a key communicator assures a broad participation (up to 4,000 responses) in each round of the survey. This approach offered both quantitative and qualitative insights and allowed for targeted feedback on specific aspects of the project. As such, it has been an effective way to gauge awareness and understanding at various levels. Some indicators, such as user satisfaction with digitalized services, are measured through on Diia portal and App and the national omnibus surveys. These methods have captured the perceptions and experiences of a wide array of users, providing MDT and the other relevant ministries with key insights about the effectiveness of services from the users' perspective.

The team also used official records, logs, and supported studies to track various indicators, such as the share of users who receive service packages through digital means. By cross-referencing official data with project-supported research, the project was able to triangulate information and develop a more nuanced understanding of progress and challenges. The monitoring of the development of digital services and tools involved tracking official documents on transferring the software code to the MDT. This approach has ensured that the alignment of the project’s work with official requirements and standards.

Although the project has set significant goals, there appears to be a lack of specific monitoring tools to assess gender-responsive approaches and inclusivity. This area requires more targeted monitoring mechanisms to ensure that diverse societal needs are met.

Overall, the monitoring tools and processes utilized by the project have enabled a good review of progress across various dimensions. They included a combination of internal records, surveys, interviews, studies, and tracking mechanisms that provide both breadth and depth of understanding. While generally adequate, the monitoring approach will benefit from the introduction of specialized tools to assess gender and inclusivity aspects, ensuring a more balanced and equitable assessment of progress.

Project Budget and Expenditure

The table below summarizes the project’s financial information for each year of implementation and for all years combined. As can be seen from the table, the overall budget for the project totaled $4,827,544, with an expenditure of $4,150,972, leading to an overall execution rate of 86%. Output 1 achieved an 89% execution rate, Output 2 at 84%, and Output 3 at 91%. Support services were executed at 89%, and Facilities & Administration were the lowest across all categories at 74%. These rates are affected by the fact that the project is still ongoing and execution rates will increase for 2023 as the project keeps delivering on its activities. Overall, the financial data reveals a generally high execution rate across different output areas and years, an indication of efficiencies and consistent performance in all areas.

Table 5: Project Budget, Expenditure and Execution in USD (as of 30 June 2023)

| **No.** | **Output Area** | **Budgeted (as per ProDoc)[[32]](#footnote-33)** | **Spent[[33]](#footnote-34)** | **Execution Rate** |
| --- | --- | --- | --- | --- |
| **Year 2021** | | | | |
| **1** | Output 1 | $280,238 | $236,750 | 84% |
| **2** | Output 2 | $519,696 | $391,744 | 75% |
| **3** | Output 3 | $306,790 | $387,044 | 126% |
|  | Support services (3%) | $39,359 | $39,359 | 100% |
|  | Facilities & Administration (8%) | $91,687 | $84,574 | 92% |
| **4** | **Total** | **$1,237,770** | **$1,139,471** | 92% |
| **Year 2022[[34]](#footnote-35)** | | | | |
| **1** | Output 1 | $450,582 | $450,576 | 100% |
| **2** | Output 2 | $1,152,859 | $961,283 | 83% |
| **3** | Output 3 | $466,105 | $467,519 | 100% |
|  | Support services (3%) | $56,191 | $56,191 | 100% |
|  | Facilities & Administration (8%) | $179,478 | $154,857 | 86% |
| **4** | **Total** | **$2,305,216** | **$2,090,426** | 91% |
| **Year 2023[[35]](#footnote-36)** | | | | |
| **1** | Output 1 | $338,555 | $261,317 | 77% |
| **2** | Output 2 | $526,202 | $497,332 | 95% |
| **3** | Output 3 | $299,128 | $117,239 | 39% |
|  | Support services (3%) | $25,521 | $12,761 | 50% |
|  | Facilities & Administration (8%) | $95,152 | $32,426 | 34% |
| **4** | **Total** | **$1,284,558** | **$921,075** | 72% |
| **ALL YEARS** | | | | |
| **1** | Output 1 | $1,069,375 | $948,643 | 89% |
| **2** | Output 2 | $2,198,757 | $1,850,359 | 84% |
| **3** | Output 3 | $1,072,023 | $971,802 | 91% |
|  | Support services (3%) | $121,071 | $108,311 | 89% |
|  | Facilities & Administration (8%) | $366,317 | $271,857 | 74% |
| **4** | **Total** | **$4,827,544** | **$4,150,972** | 86% |

The table below summarizes the project’s budget execution rates across years and output area. The aggregate execution of 86% is indicative of the project’s overall effectiveness in the execution of planned activities and utilization of available resources. As in the previous table, the picture emerging from the table below is one of strong and efficient execution.

Table 6: Execution Rates by Outcome Area (as of 30 June 2023)

| **Output Areas** | **2021** | **2022** | **2023** | **Total** |
| --- | --- | --- | --- | --- |
| Output 1 | 84% | 100% | 77% | 89% |
| Output 2 | 75% | 83% | 95% | 84% |
| Output 3 | 126% | 100% | 39% | 91% |
| Support services (3%) | 100% | 100% | 50% | 89% |
| Facilities & Administration (8%) | 92% | 86% | 34% | 74% |
| **Total** | **92%** | **91%** | **72%** | **86%** |

The table below shows the project’s expenditure structure across different categories for all years, along with the percentage contribution to the total expenditure. With a total expenditure of 933,706 USD, Contractual Services constituted 22% of the project’s overall spending, representing a significant investment in external service providers. At 376,321 USD, 9% of the total project expenditure was on local consultants. Accounting for 11% of the total (436,019 USD), expenditure on events and conferences was highest in 2021, gradually declining over the subsequent years. Travel was a minimal category with only 1% of total expenditure (21,876), reflecting limited travel-related expenses that increased over the years. Comprising 2% of the total (97,459 USD), the administrative expenditures were quite low, especially when compared to other UNDP projects of a similar nature.

Table 7: Project Expenditure by Category in USD (as of 30 June 2023)

| **Expenditure Categories** | **2021\*** | **2022\*** | **2023\*\*** | **All Years** | **% of Total** |
| --- | --- | --- | --- | --- | --- |
| 1. - Contractual Services -Companies | 312,619.28 | 410,604.95 | 210,482.00 | **933,706** | 22% |
| 2. - Local Consultants | 61,206.63 | 173,655.87 | 141,458.09 | **376,321** | 9% |
| 3. - International Consultants |  |  |  | **-** | 0% |
| 4. - Events, conferences | 179,915.34 | 152,160.87 | 103,942.67 | **436,019** | 11% |
| 5. - Travel | 213.42 | 7,636.35 | 14,025.97 | **21,876** | 1% |
| 6. - Admin expenses | 38,427.06 | 53,496.49 | 5,535.63 | **97,459** | 2% |
| 7. - Other (Service contracts- Individuals, National Personnel Services Agreements, printing and publications, translation, Low Value Grant Agreements, GMS and DPC) | 547,089.00 | 1,292,871.34 | 445,631.00 | **2,285,591** | 55% |
| **TOTAL** | **1,139,471** | **2,090,426** | **921,075** | **4,150,972** | **100%** |

Overall, the budget analysis of the DIA Support project across the years 2021 to 2023 reveals an efficient execution of the project activities with a high execution rate. The focus on domestic resources, evident from the investment in local consultants and contractual services, indicates an emphasis on local resources and capacity building. Also, the limited expenditure on travel and events is a reflection of the project’s focus on local solutions and innovations.

## Sustainability

The assessment of sustainability in this section of the report is based on key factors identified by the participants of this evaluation and listed below.

***Strong National Ownership***: The project's sustainability is underpinned by strong national ownership. With its active and leading role in the digital transformation of Ukraine, MDT has also played a crucial role in DIA Support project, providing it with strong leadership and clear guidance. Interviews for this evaluation with various officials within MDT revealed a very strong collaboration between the Ministry and the DIA Support project. The project team has also forged strong cooperation with other governmental bodies, especially with the Ministry of Veterans Affairs, Ministry of Social Policy, and others, fostering a strong sense of ownership and commitment from these institutions as well.

***Comprehensiveness of the Digitalization Process***: Another key feature of Ukraine’s digitalization process that is crucial for the sustainability of efforts in this area, including the contributions of the DIA Support project, is the comprehensiveness of the digitalization process. The digitalization process in Ukraine is not a segmented pilot that is being tested in one or two isolated sections of the public sector, but a well-rounded and fully-blown effort with a wide reach across all sectors, institutions and local of governments, including sub-national governments. This process is underpinned by a well-developed national e-government strategy that outlines the goals and objectives of the digital transformation process. As part of this process, MDT is taking a number of ambitious steps that include modernizing government IT systems to make them more efficient and secure, promoting the use of open data by making government data available to the public for free, build a skilled workforce in the digital economy by providing training and education programmes, attracting foreign investment in the digital economy by creating a favorable business environment, etc. This comprehensive approach to digitalization is helping to create a more efficient, transparent, and sustainable eco-system of e-service in Ukraine. As such, the results and contributions of the DIA Support project are more likely to be absorbed more effectively by this eco-system and be maintained over time.

***Upscaling of DIA Initiatives***: The DIA Support project operates in an environment where the scaling up of tested initiatives is a common occurrence. The digitalization of public services in Ukraine is an ongoing process that has experienced considerable expansion, especially in the last five years. The Diia platform, for example, has been scaled up by making it available on mobile devices and by expanding the range of services that it offers. The use of open data has been scaled up by making it easier for businesses and individuals to access and use government data. Furthermore, the success of the digitalization process in Ukraine has become a model for other countries, extending beyond Ukraine’s borders. For example, Estonia, which has been a close partner of Ukraine in the area of digital transformation, has decided to use Ukraine's experience in order to launch an integrated governmental app for public services, using the example of Ukraine's Diia App. This is a testament to the success of the DIA Support project and the Diia App, and it shows that Ukraine is a leader in the field of digital transformation. USAID has announced that they will support five countries in implementing digitalized solutions modeled on Ukraine's example. This is another major success for the DIA Support project, and it shows that Ukraine's experience is being recognized and replicated by other countries. The MDT team is currently negotiating with several countries regarding the export of Diia App experience. This is a significant achievement, as it shows that the Diia App is a valuable and scalable solution that can be used by other countries. Such scalability of digitalization achievements has contributed to the sustainability of the DIA Support project by ensuring that the project remains relevant and continues to expand its impact.

***Lasting Change at the Legal Level***: As noted in the section on “*Establishment of E-Services*” and as can be seen from the first table in Annex XII, the DIA Support project has made lasting contributions through its support for the development of 12 legal acts. These acts have focused on multifaceted improvements, including the digitization of essential citizen identification documents, streamlining social welfare programs, and ensuring financial accountability through innovative mechanisms like deduplication systems. They create a commitment from the side of public institutions for a more transparent, efficient, and inclusive governance system

***User Feedback and Continuous Improvement***: Another feature of the digitalization process in Ukraine with important implications for the sustainability of the process and the efforts of the DIA Support project is the use of users’ feedback in service delivery. The user feedback collection mechanisms and the iterative improvement of e-services demonstrate a commitment by the government to meeting user needs and evolving with societal changes. This feedback loop allows MDT and the project team to continuously align with user requirements, contributing to the long-term relevance and sustainability of the services provided.

***Capacity Building and Human Resources***: The capacity building of respective government officials is another key sustainability factor of the DIA Support project. As seen in the previous sections of this report, the project involved extensive capacity building initiatives targeted at central and local government officials through various modalities, such as tailored training programs focused on specialized skills like human-centered design, accessibility audits, web content management; workshops on emerging technologies, international best practices, cybersecurity; attendance of global conferences and events in countries like Estonia, Sweden to expose government officials to latest innovations and knowledge exchange; study tours to institutions like Public Digital in UK for hands-on learning of successfully implemented models. Multi-stage skill development programmes with universities were organized covering areas from digital literacy to advanced data analytics. Curriculums were tailored based on skill gap analyses. These capacity development activities have built sustainable expertise within the respective government departments and have facilitated the long-term operation of e-services.

***Awareness-raising and Behavioural Change***: Awareness-raising and behavioral change are essential in the digitalization of public services because they help to ensure that citizens are aware of the benefits of digital services and are willing to use them. Even if the government provides excellent digital services, they will not be successful if people do not use them. Awareness-raising and behavioral change help increase the adoption of digital services. In this regard, the DIA Support project has played an important role with its efforts to raise awareness and promote behavioural change.[[36]](#footnote-37) The awareness-raining campaigns supported by the project have widened the outreach of digital services to citizens. Combined with participatory design processes, like co-creation workshops with citizens to identify their needs, this form of citizen engagement has ensured user ownership of the process. The project has also supported the development of key e-learning content on platforms like Diia Education, which has allowed wider access to educational material at lower costs. As another example of sustainability, the project implemented a creative and sustainable solution to foster digital literacy among offline users, especially the elderly. By collaborating with local libraries, training librarians as digital literacy guides, and considering long-term incentives like digital skills certification, the project created a locally-rooted and cost-effective approach. This strategy ensured that digital education was not only accessible but also sustainable, leveraging existing community structures and trust to provide ongoing support and guidance for those beginning their digital journey.

***Support for Critical Infrastructure***: The war has damaged a significant amount of infrastructure in Ukraine, including telecommunications, which has made it difficult to deliver public services to citizens. The project’s response to the need for disaster-resistant functioning, backup software, and technical complexes in light of ongoing attacks from the Russian Federation signifies a strategic focus by the project on maintaining critical infrastructure. This support has contributed to the resilience and sustainability of the overall digitalization process, but also the contributions of the DIA Support project.

For all these achievements and the overall sustainability of the digitalization process in Ukraine, there are also challenges, many of which are inherent to the nature of the digitalization process and which would occur in any environment.

* For example, ***digital literacy gaps***, especially amongst the elderly, persons with disabilities, and rural population remain a barrier for citizen adoption of e-services.
* At the level of the community, ***behavior change and sustaining the usage of digital services*** after initial uptake requires continued educational work and promotion.
* ***Legacy and disjointed IT systems*** across public agencies pose integration challenges for automated e-services.
* There is also the challenge of ***staff turnover and transfers of trained officials*** to other departments results in knowledge loss.
* ***Cybersecurity threats***, especially in the context of war, require robust security systems and regular health checks of digital assets. These are challenges of which MDT and the project team are well-aware of and are trying to address jointly is a systematic manner.

However, there are also challenges that are more pertinent to the DIA Support project, and as such may be more closely under the influence of UNDP and the project partners. The main sustainability challenge that both MDT and the DIA Support project are facing is the need for sustained financing for the digitalization reform. Financing is a fundamental requirement for the overall success and sustainability of the digital transformation process. The need for sustained financing goes beyond immediate challenges; it's about building a resilient system capable of withstanding not only the significant damages in infrastructure as a result of the war, but also able to adapt to future unforeseen challenges and technological shifts. Investments in the digital infrastructure will ensure that e-services become an integral, sustainable part of the governance structure, rather than a temporary project that could falter without continuous financial support. Given the context of war in which Ukraine finds itself today, external financial support from donors and development partners will be crucial for the pace and success of the digitalization reform agenda – and by extension the digitalization of public services. Financial support in this area should not be considered as mere supplementary aid – instead, it is a very strategic investment. By supporting this agenda, donors and development partners will be directly contributing to the strengthening of democratic institutions, human rights, and rule of law.

Overall, the DIA Support project has demonstrated strong sustainability through its alignment with government priorities and strong national ownership, support for a comprehensive reform agenda, investment in human capacities, focus on continuous improvement based on user feedback, focus on critical infrastructure, and other features. While challenges exist, the project's proactive approach to mitigating these challenges and its forward-looking plans underscore its commitment to maintaining and building upon its achievements. The sustainability of the project is multifaceted and reflects a comprehensive, strategic approach that bodes well for the continued success and impact of this major reform agenda in the complex and challenging context of Ukraine.

## Cross-cutting Themes

This section presents an overview of the assessment of the project against cross-cutting themes such as the Human Rights Based Approach, Gender Mainstreaming, Environmental Sustainability, Disability Inclusion, and Conflict Sensitivity and Crisis Prevention.

Human Rights Based Approach (HRBA)

Through its significant focus on accessibility and inclusivity, the DIA Support project was designed around the principles of HRBA. Transitioning public service users to digital formats of service delivery requires more than simply providing access to online platforms. It necessitates a thoughtful, human-centered approach that acknowledges the diverse needs, preferences, and limitations of different user groups. In this context, the DIA Support project has focused on overcoming challenges related to digital literacy, accessibility of technology, trust in online systems, and adapting to new ways of interacting with public services. . The creation of the state standard on web accessibility, fully aligned with EN 301 549, is a clear demonstration of this commitment.

The DIA Support project has directly addressed the inclusion of internally displaced people by tailoring digital public services to their unique needs and ensuring accessibility, thereby facilitating their seamless integration into social and administrative processes. By introducing the IDP status termination service in the Diia mobile app and portal, the project has facilitated the process for Ukrainians returning to their homes after the government regained control over certain territories. In collaboration with the Ministry of Veterans Affairs, the project introduced four e-services for war veterans, aiding their transition into civilian life and addressing their fundamental needs. These services include monetary support, participation in sports competitions like the Invictus Games, mentorship, and business grants. By responding to a request from the President’s Office in 2022, the project developed and released seven e-services related to child adoption, including services for foster parenting, guardianship, and deregistration of adoption candidates. Through such focus on inclusivity, the DIA Support project has supported the Government of Ukraine to leave no one behind.

The project has built the capacities of state institutions to design and revise policies in line with HRBA principles. By promoting the HRBA approach through specialized training, the project instilled an understanding of the principles of human-centered design (HCD), ensuring that it would be incorporated into future digital services initiatives. The project has provided specialized training to civil servants and policy-makers to foster a human-centered approach in their work. Through workshops, consultations, and feedback loops, the project ensured that the services were designed from the perspective of those who would use them. This approach ensured that the digital solutions developed were tailored to the unique requirements of these communities.

Furthermore, through the support for the monitoring of e-services, the DIA Support project has promoted a human-centric and web accessibility principles among MDT and other officials involved in creating and adapting e-services to help ensure they meet the needs of all citizens, especially vulnerable groups.

Gender Mainstreaming

The DIA Support project has also targeted the role of women in digital transformation. Activities related to the empowerment of women have focused primarily in the training component of the project. The project launched two educational programmes designed specifically for women, namely, the leadership programme for women innovators in digital transformation and the internship programme for women obtaining STEM professions.

* *Leadership Programme for Women Innovators*: This initiative has supported women in governmental institutions engaged in the digital transformation process. By enhancing the capacities of 18 mid-level women specialists in strategic planning, participatory policy cycle, HRBA, and gender mainstreaming for public policy, it is creating a network of women professionals to facilitate reforms in e-governance.
* *Internship Programme for Women in STEM*: This two-month program enables women studying STEM professions to gain knowledge and build a career in the digital transformation field. One of the interns has already received a job offer from the MDT to work on implementing new e-services.

Overall, the training events organized by the project have included a majority of women – out of an estimated total of 1,352 training participants, about 56% were women. The considerable representation of women in the trainings organized by the project highlights an emphasis on gender responsiveness.

As noted in the “*Efficiency*” section of this report, to strengthen the monitoring approach's focus on gender and inclusivity, UNDP is advised to integrate gender-sensitive indicators into existing frameworks and introduce specialized inclusivity assessment tools. Periodic monitoring should be conducted to track such metrics, and monitoring staff should undergo training on gender and inclusivity best practices. Additionally, the inclusion of relevant gender and social experts in the monitoring process is recommended to ensure a comprehensive and equitable assessment of digitalization initiatives' impacts across diverse communities.

Environmental Sustainability

The project has decreased the paper-based workload of Ukraine’s administrative services and introduce digital alternatives to printed forms and paper-based certificates, or at eliminating unnecessary services. While, in this sense, the project has a direct impact on reducing paper waste (that gets recycled minimally in Ukraine), it has also promoted the need for digital devices for the obtainment of services, thus generating demand for consumer electronic devices. The latter concern was addressed through a targeted element of the awareness-raising campaign on digital services and the promotion of more extended use of electronic devices and responsible consumerism.

Disability Inclusion

The DIA Support project has also had a good focus on disability inclusion and has directly contributed to the implementation of Ukraine’s “*National Barrier-Free Strategy*”, a key policy initiative promoted directly by the President and the First Lady.[[37]](#footnote-38) One of the key contributions of the DIA Support project has been the adjustment of various government websites to ensure that they are accessible by people with disabilities. Through the promotion of web accessibility standards and training sessions, the project emphasized the need to make digital public services accessible to persons with disabilities. The step-by-step guidelines allow public authorities to correct accessibility errors, ensuring that state-funded web resources are accessible to all, regardless of physical limitations. Training sessions were conducted for local authorities in three pilot regions (Vinnytsia, Lviv, and Poltava) to improve web accessibility. These trainings equipped local authorities with the tools and knowledge to make content more accessible to all users, especially those with visual impairments. The project also advocated for a government resolution on digital accessibility standards and conducted extensive training on overcoming website barriers. This has lowered obstacles for the vision-impaired and others to access online public services.

One suggestion for UNDP going forward is to partner more effectively with civil society organizations representing people with disabilities to inform project activities and training programmes and more importantly ensure that the created e-services meet the needs and accessibility requirements of this particular group.

Conflict Sensitivity

By dint of the extreme environment in which the DIA Support project operated, most of the analysis provided in this report is testament to the conflict sensitivity of the project. Overall, this project has exhibited a commendable conflict-sensitive approach. Its adaptive ability to swiftly cater to emerging priorities, such as the specific needs of IDPs, war veterans, and individuals seeking reconstruction funds, reflects a deep understanding of the conflict situation. The project's needs-based approach, grounded in comprehensive analysis and consultation, ensured that the digitalization efforts were not disconnected from the lived realities of conflict but contributed directly to addressing them. The risk management strategies were equally reflective of the challenging environment, addressing physical safety, digital security, infrastructure resilience, quality assurance, and technological adaptability. The overall responsiveness and the tailored strategies employed underline the project's strong alignment with conflict sensitivity principles, demonstrating a nuanced understanding of the complex and dynamic context in which it operates.

# LESSONS LEARNED

***Lesson 1: Personalities and Team Composition Play a Vital Role in a Dynamic Context***

The high adaptability demonstrated by the DIA Support project, leading to valuable achievements, was made possible by having strong teams in both the project itself and MDT. Interviews with government partners highlighted that the DIA Support project team brought together a unique combination of critical characteristics that made them a leading partner for MDT in introducing e-services. These included expertise in project management, solid IT solution experience from design to implementation, a strong understanding of government policies and procedures, in-depth knowledge of national and local government workings and gaps, excellent communication skills, and a dedicated results-oriented approach. At the same time, MDT was able to bring in a new generation of public servants with a business mindset and clear strategic vision for driving Ukraine's digital transformation across all sectors, with a primary focus on implementing e-services to remove barriers to public service delivery. The alignment of the dynamic, professional DIA Support team and MDT's forward-thinking leadership enabled highly productive collaboration in advancing impactful e-governance reforms. This underscores the importance of having capable, complementary teams on both the project and beneficiary sides.

***Lesson 2: Importance of Existing Grassroots Initiatives in the Promotion of Digital Literacy***

A key lesson drawn from the DIA Support project relates to the critical role that libraries can play in the successful transition of offline users into online learners, particularly among the elderly population with limited digital skills. During initial training sessions with local libraries, aimed at promoting online tools for older individuals, the project encountered a significant challenge. The target audience, having no or very low capacity in using computers, was hardly motivated to engage with free educational content on the Diia Education platform. This obstacle led to the realization that local libraries should serve as “*first entry*” points for the elderly interested in enhancing their digital skills. The vision entails local libraries providing individual guidance on how to begin using digital gadgets, followed by exploration of web-based tools. By leveraging existing trust and confidence in library workers, this approach offered a familiar and accessible avenue for older individuals to embark on their digital journey. The project team concluded that this method could lead to increased popularity of the project's educational series among those eager but hesitant to become digitally savvy. This approach was particularly impactful, given that a significant share of older people tends to trust library workers and are more likely to follow their advice regarding digital literacy.

Furthermore, the lesson underscores the importance of utilizing existing community structures to amplify impact in a sustainable way. By training librarians to become digital literacy focal points for local citizens, the project leveraged an existing network with an extensive grassroots presence. This strategy enabled cost-effective outreach to even remote regions. However, it is also noted that the capabilities of these libraries need regular enhancement to sustain motivation levels. Developing a digital skills certification program for librarians, for example, could incentivize continued capacity building. In summary, the lesson drawn from the UNDP DIA Support project in Ukraine highlights the importance of scaling up collaboration with grassroots libraries to effectively transition offline users into online learners. By integrating community structures and focusing on sustainable capacity building, this approach illustrates a valuable pathway to broaden digital literacy, particularly among vulnerable and remote populations.

***Lesson 3: Gradual Approach to Opening up the Public Sector to Citizen Engagement***

The experience of the DIA Support project has revealed a key lesson around the use of participatory design processes, particularly in the context of public service development, such as conceptualizing child adoption services. This approach emphasizes involving citizens directly in the creation and decision-making process, fostering greater ownership and alignment with community needs.

However, the lesson also highlights challenges that must be carefully managed, especially regarding public officials' readiness to embrace this approach. Initially, administrators in the project exhibited resistance to adopting user-centricity in decision-making. This resistance reflected a broader trend in bureaucratic structures, where traditional top-down approaches may be more familiar and comfortable.

To overcome this barrier, the project introduced immersion workshops with user groups, targeting the sensitization of these public officials. These workshops allowed administrators to engage directly with the people they serve, experiencing firsthand the perspectives, needs, and aspirations of the user community. By creating a shared understanding and empathy, the workshops were instrumental in gaining buy-in from the administrators for a more user-centric approach.

Going forward, the institutionalization of participatory design within public administration will be crucial. This not only involves integrating these methods into regular practice but also requires cultivating a culture that values and supports citizen participation. Supporting change management initiatives, ongoing education, and capacity building for public officials will be essential components of this institutionalization. Moreover, continued evaluation and adaptation of the participatory process will be necessary to ensure that it remains effective and responsive to evolving community needs. Creating mechanisms for continuous feedback from both citizens and public officials can enable a more dynamic and resilient participatory design approach.

# CONCLUSIONS AND RECOMMENDATIONS

The following are the evaluation’s main conclusions organized according to the evaluation criteria and aligned with the evaluation questions identified in the evaluation’s Terms of Reference. This section also includes a set of recommendations that will be useful to the Government of Ukraine and UNDP in the process of designing further support for the digitalization process in the country.

Relevance

* The DIA Support project has demonstrated remarkable resilience in continuing uninterrupted, despite the challenging context of war. The project has matched the government's high level of ambition on digital transformation through tangible contributions to policy implementation, capacity building and creation of impactful new digital services.
* The needs-based and participatory approach involving consultations with stakeholders has ensured the project's interventions have directly addressed key needs and requirements of beneficiaries. Aligning with the principle of "Leaving No One Behind", the project has improved accessibility of digital public services for vulnerable groups like people with disabilities, veterans, and elderly.
* Going forward, UNDP is well-positioned to assist the government in finalizing a Digital Transformation Strategy. UNDP has opportunities to boost local digitalization through capacity-building in TsNAPs and local governments, with an expanded focus to include the education sector. There is also scope for UNDP to support digitalization efforts at the local level by enhancing the capacity of local governments and TsNAPs to deliver accessible e-services. Collaboration with the Ombudsperson's Office on data protection and inclusivity in e-services is another possible area of work.

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| ***Recommendation 1: Sharpen UNDP’s Strategic Positioning in Future Interventions in Support of the Digitalization Agenda*** |
| * UNDP should firmly maintain the focus on the accessibility and inclusivity of transformed public services, working closely with MDT and engaging more closely with the Ministry of Social Policy. This is a unique niche where UNDP has built significant experience, competence, credibility, and comparative advantage. * UNDP is well-positioned to assist the Government of Ukraine in finalizing its Digital Transformation Strategy. This is critical for providing a well-defined framework within which all stakeholders can operate. Facilitating this process will allow UNDP to identify a niche role that it can best serve, providing targeted, effective support. * Following from above point, UNDP should explore the possibility of placing greater focus on supporting the capacity of local governments and Centers of Administrative Services (TsNAPs) in digital service delivery, quality monitoring, and making services inclusive. * Beyond its current emphasis on the social sphere, UNDP could also explore supporting digitalization in the education sector (including the development of e-learning platforms, digitizing education records, and building teacher capacity). * Given the emerging challenges related to data protection and digital inclusivity, there is also an opportunity for cooperation with the Ombudsperson's Office. Potential activities could include establishing formal guidelines for overseeing data protection and inclusiveness in e-services. |

Effectiveness and Impact

* The project has made significant contributions in making the design of digital services human-centric, inclusive and accessible. This was achieved through policy initiatives, building government capacity, leveraging technology, and keeping vulnerable groups at the center. The project has overseen the development and launch of a significant number of e-services across priority areas like social welfare, pensions, IDP assistance and veterans' affairs.
* The project has taken a systematic approach to the capacity building of stakeholders through comprehensive needs assessments, tailored training content and formats, and targeting government officials at multiple levels.
* The focus on topics like digital accessibility, human rights, gender equality and human-centered design has ensured inclusivity in the digitalization process. By targeting specific needs and creating tailored solutions for groups such as IDPs, children awaiting adoption, war veterans, and communities affected by the ongoing conflict, the project has fostered a more inclusive and responsive system.
* The project has improved the country’s legal and regulatory frameworks and has contributed to infrastructure upgrades for key government institutions. Adoption of accessibility standards and web monitoring has instituted mandatory requirements and quality oversight for inclusive e-service delivery.

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| ***Recommendation 2: Further Strengthening the Accessibility and Inclusivity of Digital Services*** |
| Establishment of E-services   * UNDP should continue targeted offline and in-person efforts to facilitate the digital transition for vulnerable groups such as the elderly, persons with disabilities, and rural communities. This involves not only digital awareness campaigns, but also skill development and providing physical access to digital infrastructure. Especially for the elderly, there is a need to further develop and deploy tailored digital literacy programmes and awareness campaigns about the DIIA platform and available e-services. * UNDP should further its partnership with local libraries as entities that are capable to offer personalized, face-to-face digital literacy training. * Efforts should be made to augment the current feedback collection system on the DIIA portal and DIIA App to capture experiences from potential users who were unable to access the digital services. This broader scope of feedback is essential for identifying barriers and implementing targeted solutions to improve e-service adoption rates. * It will also be important to utilize the expanded feedback mechanism to make data-informed improvements in the e-services, enhancing user experience for those who successfully accessed the services and lowering barriers for those who have not. * UNDP and MDT should consider complementing the existing omnibus surveys with localized approaches to capture data from underrepresented groups and regions. This will offer a nuanced understanding of the digital service gaps and needs, particularly for vulnerable populations. They should ensure that the survey methodologies used in evaluating the impacts of digitalization include adequate representation from vulnerable groups and rural areas.   Capacity Building   * UNDP should place greater attention on the creation of specialized centers within government institutions responsible for web accessibility assessments, technical support for local web resources, and digital literacy training. If established, such centers could serve as hubs of expertise and provide much-needed support to ministries and local governments. * UNDP should prioritize the development and organization of more comprehensive "training for trainers" programmes. This will create a cascade effect, enabling trained experts to subsequently train others, thus addressing the expertise gap more systematically. * UNDP should also forge greater cooperation with universities and NGOs to expand the pool of competent experts and instructors, particularly at local levels. * Additionally, this focus on the creation of expertise could include the development of a certification course on digital accessibility to build a cadre of experts who can provide technical assistance across sectors and government levels. |

Coherence

* There has been good overall coordination between the DIA Support project and other UNDP projects focused on digitalization, especially at the level of information-sharing. Some notable examples of cooperation include developing integrated solutions for the medical device and medicine registers and promoting digital services among youth. However, there is room to further strengthen integration across UNDP's digitalization efforts at both the conceptual level and the implementation level.
* Ukraine's dual leadership structure, with the Minister of Digital Transformation also serving as Vice Prime Minister, has helped harmonize the digitalization efforts of development partners across sectors. However, more engagement with sectoral ministries is needed.
* Coordination between UNDP and other UN agencies like UNICEF and WFP on digitalization of social services seems limited. There is an opportunity for UNDP to play a more active role in fostering a systematic, harmonized UN-wide approach.

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| ***Recommendation 3: Strengthen the Synergy of UNDP Activities in Support of Ukraine’s Digitalization Agenda*** |
| * UNDP should develop at the country programme level a unified digitalization framework (or toolkit) that standardizes best practices, metrics, and methodologies across its projects. This framework will help the CO maintain a core set of principles that align with both UNDP’s strategic goals and country priorities. The DIA Support project staff should play an advisory role in the creation of this toolkit, leveraging their experience and understanding of the government's vision. * UNDP could consider establishing country office mechanisms that facilitate enhanced coordination and collaboration in digitalization-related activities. This could include dedicated responsibilities for overseeing cross-project alignment of digitalization activities and helping to identify more effectively synergies between different projects. A regular review mechanism to assess the level of integration and coordination across all digitalization projects might be a useful mechanism. * UNDP should streamline its efforts in awareness-raising and education related to digitalization. Existing resources, such as educational and promotional materials, should be shared across projects to achieve greater coherence and efficacy in informing the public about the digitalization process. * UNDP should actively seek to strengthen its coordination with other key players in the digitalization realm, including key government ministries, such as the Ministry of Social Policy, and UN agencies, such as UNICEF and WFP. * There is also potential for UNDP to improve coordination with ongoing and upcoming digitalization projects funded by the World Bank, USAID, EU, Swiss Government and other donors. |

Efficiency

* The project has had an efficient organizational structure, with a small project team overseen by a Project Management Board that provided strategic guidance. The project team has demonstrated good performance, adaptability, and responsiveness. The team was highly praised by evaluation stakeholders for their expertise, innovative solutions and focus on results.
* The project has exhibited impressive adaptive management in responding to emerging needs, aligning with national priorities and adjusting implementation to the extremely challenging conditions of war and the COVID-19 pandemic.
* The project’s risk management strategies have effectively addressed multifaceted challenges related to the pandemic, war, and cybersecurity threats. Monitoring mechanisms like surveys, interviews, and tracking tools have enabled data-driven implementation and assessment of progress. Areas like gender and inclusivity require more specialized monitoring tools to ensure balanced progress.
* The project has achieved a strong 86% budget execution rate across outputs and years, indicating consistent and efficient performance.

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| ***Recommendation 4: Tracking the Gender Distribution of the Project’s Contributions*** |
| * UNDP should integrate gender-sensitive indicators into the results frameworks of projects like the DIA Support project and should introduce specialized inclusivity assessment tools for its contributions. * Periodic monitoring should be conducted to track gender-sensitive indicators, and monitoring staff should undergo training on gender and inclusivity best practices. Additionally, the inclusion of relevant gender and social experts in the monitoring process is recommended to ensure a comprehensive and equitable assessment of digitalization activities' impacts across diverse communities. |

Sustainability

* Strong national ownership of the digitalization process by the Ministry of Digital Transformation and other government partners has contributed to the project’s sustainability. Also, the comprehensive nature of the digitalization reform across diverse sectors, multiple levels of government, and a wide range of services have fostered an enabling environment for sustainability.
* By supporting the development of key legal acts, the project created lasting change by formalizing digital systems. The improvements in websites’ accessibility that have been launched with training and online courses series will continue due to legislative requirements and a high interest on the government’s side.
* Furthermore, the capacity building contribution of the project has built sustainable expertise among government departments responsible for the provision of services. At the same time, awareness campaigns and behavioral change initiatives have increased citizen adoption.
* The user feedback mechanisms supported by the project have allowed for continuous alignment of project activities with the country’s evolving needs.
* An ongoing need of the project to fully support Ukraine’s digitalization reform is the need for sustained financing. This is matter that UNDP and MDT should address in a strategic fashion, aiming for a multi-year financing strategy.

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| ***Recommendation 5: Establishing a Multi-Year Financing Strategy*** |
| * This evaluation recommends to continuation of the partnership of MDT, UNDP Ukraine and the Government of Sweden on the basis of the solid foundations laid by the DIA Support project. Ideally, the partners should seek to collaboratively establish a multi-year financing strategy. This should involve identifying additional funding sources, including other development partners. * UNDP, in close collaboration with MDT, could explore the feasibility of public-private partnerships as an additional route for sustainable financing. Companies invested in digital infrastructure might be able provide both capital and technical expertise, creating a win-win scenario for all parties involved. |

Human Rights Based Approach, Gender Mainstreaming and Disability Inclusion

* The DIA Support project has adopted a human rights-based approach through its extensive focus on accessibility, inclusivity and meeting the needs of vulnerable groups. It has directly addressed the emerging issue of the inclusion of IDPs and war veterans through tailored services catering to their unique needs. The project’s capacity building activities have instilled human-centered design principles in government partners.
* The project has involved a large number of women in its training programmes, demonstrating a focus on gender mainstreaming. More gender-sensitive indicators are needed in monitoring frameworks. The project has improved web accessibility for people with disabilities, advancing disability inclusion, but partnerships with disability organizations could be strengthened.
* The project has promoted environmental sustainability and has exhibited good conflict sensitivity through adaptive, context-specific strategies.

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| ***Recommendation 6: Strengthening Partnerships with PwD CSOs*** |
| * UNDP should collaborate more actively with civil society organizations that represent people with disabilities to incorporate their insights and expertise into project activities and training programmes. Such collaboration should be the basis for ensuring that all e-services developed or supported by UNDP meet the accessibility requirements specific to people with disabilities. |

# ANNEX I: EVALUATION’S TERMS OF REFERENCE

# ANNEX II: PROJECT’S RESULTS FRAMEWORK

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|  | **Intended Outcome, as stated in the UNDAF/Country Programme Results and Resource Framework:**  *UNDAF OUTCOME: 3. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services* | | | | | | | | | | | |
|  | **Context indicators as relevant to the project** (beyond the direct influence of the project but used to track the broader context in which the project operates):   * ‘Government effectiveness’ indicator (defined in the Worldwide Governance Indicators methodology as ‘perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies’). Baseline: percentile rank – 38,46 [2018], 39,90 [2019]. Target [2023]: ≥ 50. * ‘Fundamental Rights’ indicator, metrics 4.1 - Equal treatment and absence of discrimination and 4.6 - Freedom from arbitrary interference with privacy is effectively guaranteed. Baselines: 0,67 points (from 0 to 1 scale) [2020] for metric 4.1; 0,43 points (from 0 to 1 scale) [2020] for metric 4.6. Targets [2023]: 0,75 points for metric 4.1; 0,6 points for metric 4,6.   Rank as per the UN E-Government Survey 2022[[38]](#footnote-39). Baseline: Ranking amongst all countries assessed: 82nd [2018]. Target [2022]: ≥ 65th. | | | | | | | | | | | |
|  | **Output indicators, as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  Number of people with scaled-up access to administrative services with UNDP support (baseline: women 12496, men 13621 [2017], Target [2022]: women – 26500, men 23,500 | | | | | | | | | | | |
|  | **Applicable Output(s) from the UNDP Strategic Plan:** 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions | | | | | | | | | | | |
|  | **Project title and Atlas Project Number:**  *Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support)* | | | | | | | | | | | |
| **EXPECTED OUTPUTS** | | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **ACTUAL** | **TARGETS (by frequency of data collection)** | | | | **DATA COLLECTION METHODS & RISKS** | **COMMENTS** |
| **Value** | **Year** | **June 2023(results)** | **2021** | **2022** | **2023** | **FINAL** |
| **Output 1** Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-  oriented services in line with HRBA and gender mainstreaming principles | | **1.1** Number of policy documents developed with UNDP assistance that strengthen HRBA approaches to design and delivery of citizen-oriented digital services (including complex services around life situations) | Project records | 0 | *2020* | 9 | *2* | *4* | *6* | *6* | The data will be collected by the relevant project staff. A usual risk with such metrics is that achievement of the indicator lies beyond the full control of the UNDP and depends on many factors that hinge on the cooperativeness of state bodies and political considerations | The actual indicator shows the cumulative number of normative documents adopted during the project implementation:   1. Resolution of the CMU “On Approval of the Procedure for the Formation and Verification of Internal E-Passports and E-Passports for Travel Abroad, Their Electronic Copies” from 18.08.2021 2. Law of Ukraine “On Provision of Public (Electronic Public) Services for Declaration and Registration of Residence in Ukraine” from 05.11.2021 3. Resolution of the CMU “On Amendments to the Procedure for Providing Monthly Targeted Assistance to Internally Displaced Persons to Cover Accommodation Expenses, Including Payment for Housing and Communal Services” form 03.11.2021 4. Resolutions of the CMU “On Amendments to the Procedure for Registration and Issuance of a Certificate of Registration of an Internally Displaced Person” from 09.12.2021 5. Resolution of the CMU "Some issues of payment of housing allowance to internally displaced persons" from 20.03.2022 6. Resolution of the CMU "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine #1137" from 16.08.2022 regarding the subsystem of deduplication of charitable assistance programs in monetary form. 7. Resolution of the CMU "On Amendments to the Procedure for Assigning and Paying State Assistance to Families with Children." from 06.01.2023 8. Resolution of the CMU "Some issues of the implementation of an experimental project on the organization of health and recreation of children who need special social attention and support in children's health camps of state enterprises "International Children's Center "Artek", "Ukrainian Children's Center "Young Guard" and in children's health and recreation facilities of the highest category contained in the State Register of property facilities for children's health and recreation and located in the Carpathian region, according to the principle "money follows the child" from 9.05.2023 9. Resolution of the CMU "Simplification of the experimental project on improving the procedure for providing subsidies to the population to reimburse the costs of paying for real housing and communal services, the purchase of liquefied gas, solid and economical stove household fuel" from 13.06.2023 |
|  | | **1.2** The level of government employee (including officers at Centres for Administrative Service Provision) awareness of HRBA / inclusivity approaches to the delivery of digital services | Project-administered questionnaires and validation interviews annually | *TBD* | *2020* | 78% | *>15%* | *>25%* | *>40%* | >40% | The data will be collected through a brief survey administered with support from the MDT and other government partners (for instance, the National Agency for Civil Service / Ukrainian School of Governance). An inherent risk in such measurements is that every iteration of the analysis will have a different sample (different respondents and various sample sizes, as it cannot be made mandatory). As such, the data received will point out a specific trend, rather than a mathematically precise situation. Finally, the self- selection bias of the respondents has to be taken into account (those who feel more confident, are more likely to respond). | The data was collected via online survey of employees working in the project partner ministries and national authority institutions. Out of 2,168 respondents, 1,682 stated that they were aware of HRBA and gender mainstreaming and were using these approaches in their work. Thus, the level of awareness is calculated as 77,5%. In addition, the average self-assessed level of awareness from all respondents was 7,3 out of 10.  *As was practised previously, the indicator will be updated via an online survey in November-December 2023.* |
|  | | **1.3** Number of government officials who have undergone UNDP- designed capacity- building courses, events and training on design and implementation of citizen-oriented services in line with HRBA and gender mainstreaming principles | Project records | *0* | *2020* | 17,685  (online) | *300* | *800* | *+1800* | 1800 | The indicator will be tracked through project records of training events, certificate courses, online educational / training events, etc. While a very straightforward metric, the risk of multiple counts of the same individuals persists – as some persons will partake in various events and thus there is a risk of counting their presence each time. At the same time, the collection of a personalised list of names of individuals who have gone through training could be too burdensome for data- management purposes and risky in terms of personal data protection. | The indicator consists of the participants of offline training on the design of citizen-oriented e-services (40), as well as a cumulative number of the alumni of two educational series: 1) on public policy (12,481) and 2) on monitoring of administrative services (515). Both online series, while having an open registration, were developed specifically for civil servants with a certificate of competition equal to 0.2 ECTS credits. |
| **Output 2** Government institutions have at least two client-centred digital service packages built around  life situations designed in a participatory and gender-responsive manner | | **2.1** Number of digital public services deployed on the Diia platform **[[39]](#footnote-40)** | Project records, official documents on transferring the software code to the MDT | *0* | *2020* | 33 | *14* | *30* | *40* | 40 | While easy to track, it is essential to emphasise that for UNDP purposes, certification of the software package developed (TZI, KZI) will be sufficient to mark the target as achieved. At the same time, according to Ukrainian legislation, existence only of a certificate for the whole IT system (KSZI – including software, hardware, information transmission channels, and other components) would allow the digital service to count as ‘completed’. | *Brief description of the e-services and digital tools:*  *8 IDP services,*  *7 pension services,*  *7 services on child adoption,*  *4 war veterans services,*  *1 social service,*  *1 quality evaluation service in Diia mobile app,*  *5 service-oriented web portals include landing pages for the MSP humanitarian aid and the Barrier-free section on the Diia portal.* |
| **2.2** Share of users who receive the service package in question through digital means as opposed to the traditional paper-based manner | Project-supported surveys and studies, official records, and logs | *0* | *2020* | 42% | *-* | *-* | *>15%* | >15% | Data to track this indicator will need to include both official records of ministries/agencies and centres for administrative service provision and UNDP-supported studies/ interviews/ client feedback loops. | The actual for this indicator is calculated from the number of applications to 17 e-services introduced by the project that is tracked by the MDT and respective state bodies. As of 31 December 2022, the total number of online applications was 5,352,223 whereas the number of offline applications was 7,427,096. Dividing the first number by the cumulative number of online and offline applications (12,779,319), the indicator is counted for 42%. |
| **Output 3**  Ukrainian women and men know more about digital and mobile- based services available to them and use these services more to meet their needs | | **3.1** Share of users who are satisfied by the way that the offered digitalised service package is functioning | Project-supported surveys and studies, official records, and logs | *0* | *2020* | 79% | *-* | *-* | *>70%* | >70% | While the wording of the question in the relevant measurement tools will likely vary, the idea is to capture the share of those who are ‘fully satisfied’, ‘satisfied’ and ‘rather satisfied than not’. Data to track this indicator will need to include both official records of ministries/agencies and centres for administrative service provision and UNDP-supported studies/interviews/client feedback loops. | The data was obtained via an omnibus survey conducted by Kyiv International Institute of Sociology in September-October 2022. 79% of respondents estimated their experience in using state e-services as ‘highly positive’ or ‘rather positive’.  *The updated data will be obtained in the next omnibus survey to be conducted in September 2023.* |
| **3.2** Share of citizens who, having benefitted from the UNDP-designed awareness-raising materials, report an increase in their digital skills due to this support | Project-supported surveys and studies | *0* | *2020* | 54% | *>80%* | *>80%* | *>80%* | >80% | Data will be gathered through omnibus surveys or dedicated full-scale national-level representative surveys. The UNDP will consider the feasibility of transposing the methodology of the most extensive longitudinal study on anti-corruption (10 000 respondents done biannually) to the theme of digital skills and digital services, pending the availability of funds for such a regular exercise. | The data was obtained via the same 2022 omnibus survey, where 54% of respondents answered that they saw the awareness-raising materials and became motivated to either start using e-services or increase their level of digital literacy. In previous reporting periods, this indicator was around 90%, however, due to ongoing war, the daily priorities of Ukrainians have changed dramatically. The survey also revealed that 42,5% of respondents had no urging necessity in improving their digital literacy, which might explain a decrease in this project indicator.  *Following established practice, this indicator will be measured in the next omnibus survey in September 2023.* |

# ANNEX III: EVALUATION CRITERIA AND KEY QUESTIONS

|  |  |
| --- | --- |
| **Relevant evaluation criteria** | **Key questions suggested** |
| **Relevance** | * How relevant is the project to the intervention’s target groups, including government’s needs and priorities and the current evolving country context? * To what extent is the Project relevant to address the needs of government partners, notably the newly emerging priorities in the crisis settings? What type of needs and priorities is the Project unable to tackle (if any)? To what extent is the Project tackling the vulnerable groups (IDPs, elderly, and others as per Project Document) and gender issues in the digitalization of state e-services? To what extent do the Project’s interventions align with the needs of partner Ministries of Ukraine as the main Project’s recipients? * Does the project remain relevant considering the changing environment in the face of the ongoing war waged by the Russian Federation against Ukraine on 24 February 2022, while taking into consideration the risks/challenges mitigation strategy? Do the Project objectives, impact, outcome and output indicators remain pertinent in the current context? What can be done additionally to better capture the needs of the target groups relevant to the focus of the Project? Suggest Project adaptation strategies to the crisis settings and potential scale-up directions focusing on the war response and recovery. * Does the Project design incorporate the lessons learned from the midterm review (MTR)? Is there a need to reformulate the project design and the Project results framework given changes in the country context, including those caused by the full-scale Russian invasion of Ukraine and its effect on the operational context? What measures can be taken to improve the relevance of the Project? * How the Project goals and objectives could be reviewed, adjusted and scaled up to frame the development of the potential follow-up Project phase to support the government partners targeting their newly emerging needs in consideration of the ongoing war and post-war recovery? * To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches? |
| **Coherence** | * To what extent was the project aligned with the policies and strategies of the Government, the UN 2030 Agenda for Sustainable Development as well as the UNDP Country Programme Document / UN Partnership Framework / UN Transitional Framework? Is the Project in line with Ukraine’s Recovery and Development Plan2 and UNDP Resilience Building and Recovery Framework for Ukraine3 developed after the onset of the full-scale war? * To what extent is the Project contributing to the SDGs, the UNDP Strategic Plan, the Country Programme Document, UNDP Resilience Building and Recovery Framework for Ukraine outcomes and outputs? * Have there been sufficient cooperation and exchange of information between the partners of the Project? How do they correspond to each other and contribute to the achievement of the UN 2030 Agenda for Sustainable Development? * Is the Project building upon/seeking synergies with existing programmes, projects and strategies in order to maximize impact, efficiently allocate resources and avoid duplications? |
| **Effectiveness** | * Assess the overall performance of the Project with reference to its respective Project document / cost-sharing agreement, strategy, objectives (or lack of thereof) and indicators, and identify key issues and constraints that affected the achievement of Project objectives including per individual Project components, accounting for the crisis settings. Were the planned objectives and outcomes achieved according to the results framework? Are the set targets feasible in the current country context? To what extent have the results at the outcome and output levels generated results for gender equality, empowerment of women involved in the digital transformation of Ukraine and promoting sustainable practices? What are the results achieved beyond the logical framework? How can the Project build on or expand the achievements, particularly focusing on the government’s response to the war? * How effective was the adjustment and administration of the Low Value Grants (LVGs) competitions in the current country context? To what extent were the eight (8) grant projects supported under the three competitions effective in addressing the emerging needs of the government and people of Ukraine against the backdrop of the war? * Was the cooperation with Project beneficiaries and key Project partners, including but not limited to the Ministry of Digital Transformation, Ministry of Justice and Ministry of Social Policy successfully achieved and contributed to the achievement of the Project’s goals? How the role of the state partners in the project could be enhanced? * How have stakeholders been involved in the Project implementation? Has the Project effectively cooperated with the Ukrainian Association of Libraries in establishing Digital Hubs for the general population of Ukraine? To what extent has the Project been successful in promoting digital skills and resources for their improvement? * How effective is the Project in delivering capacity development initiatives (training sessions, educational series) for civil servants engaged in digital transformation? What measures/interventions could be implemented to enhance the Project’s impact or broaden its coverage? |
| **Efficiency** | * Has the Project demonstrated cost-effectiveness? Have resources (funds, human resources, time, expertise, etc.) been strategically allocated to achieve the intended outputs, outcomes and to address inequalities and gender issues? Was the use of resources allocated to LVGs efficient in achieving the anticipated results * Are the Project’s activities aligned with the schedule of activities as defined by the Project team and annual work plans? Are the disbursements and Project expenditures in line with budgets? Do the adjustments in Project’s activities and budget revisions adequately reflect the changes in operational circumstances and the programmatic environment? Have the project activities been coordinated and implemented in a timely manner? * Is the Project management, coordination and monitoring efficient and appropriate? * Does the monitoring consider gender equality and women empowerment issues? To what extent project monitoring results and clients’ feedback are incorporated in project design and delivery? |
| **Sustainability** | * Are the measures applied by the Project ensure that Project results (impact, if any, and outcomes) are likely to continue after the Project ends? Define the most promising areas requiring further support and scaling-up in the course of future interventions, considering the current evolving country context. * Is there sufficient public/stakeholder awareness in support of the Project’s long-term objectives? * What are the financial, social or political risks that may jeopardize the sustainability of Project results? Define the possible risks/challenges mitigating approaches.  Are the grant activities or initiatives supported by the Project likely to continue, be scaled up, replicated and increasingly contribute to the inclusive gender-responsive socio-economic development at the national and/or local level after the Project ends? * To what extent the interventions have well-designed and well-planned exit strategies? * Has the Project contributed to gender equality, women’s empowerment, promotion of human rights and social inclusion? To what extent were capacity development initiatives adequate to ensure sustainable improvements for women, men and vulnerable groups, and promote responsible practices and HRBA-oriented principles among civil servants? What can additionally be done to improve the sustainability of the Project? * Has the Project contributed or is likely to contribute to long-term social and economic improvements, considering the current evolving country context? * What could be potential priority areas of engagement and corresponding recommendations for the remaining part of the Project and further Sweden’s and UNDP’s interventions in terms of digital transformation, taking into account emerging needs and priorities of the Project beneficiaries? Findings, conclusions and recommendations should reflect gender equality, women empowerment and social inclusion. |
| **Cross-cutting Issues** | * To what extent did the project address discrimination against, inequality and/or exclusion of marginalized and vulnerable groups? Were vulnerable groups’ needs and priorities reflected in the project design, interventions, monitoring (disaggregated data) and reporting? * To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project? * Is the gender marker data assigned to this project representative of reality? * To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects? |

# ANNEX IV: EVALUATION MATRIX

| **Evaluation Criteria** | **Key Questions** | **Sub-Questions** | **Indicators/Success Standard** | **Data Sources** | **Data Collection Methods/Tools** |
| --- | --- | --- | --- | --- | --- |
| Relevance | How relevant is the project to the intervention’s target groups, including government’s needs and priorities and the current evolving country context? | Which aspects of the project directly align with the needs and priorities of the target groups? | Degree of alignment between project objectives and needs of target groups; satisfaction level of government and target groups | Project documents, government strategy documents, UNDP CO staff, MDT and other government agencies, survey responses | Documentary Review, Interviews, |
| To what extent is the Project relevant to address the needs of government partners, notably the newly emerging priorities in the crisis settings? | What are the emerging priorities in the crisis settings that the project addresses? Which are left unaddressed? | Number of emerging priorities addressed by the project; unmet needs identified | Government reports, project progress reports, government partners, SE, UNDP CO staff, | Documentary Review, Interviews, |
| To what extent is the Project tackling the vulnerable groups (IDPs, elderly, etc.) and gender issues in the digitalization of state e-services? | How effectively are vulnerable groups' needs addressed in the digitalization process? What strategies are used to address gender issues? | Number of interventions targeted towards vulnerable groups and gender issues; effectiveness of interventions as perceived by target groups | Project reports, DIIA portal and mobile App users’ surveys, feedback forms, analytical research, Ministry of Social Policy, MDT and other authorities, survey responses, | Documentary Review, Online Survey, |
| Does the project remain relevant considering the changing environment in the face of the ongoing war waged by the Russian Federation against Ukraine? | How have the project objectives and strategies adapted to the changing environment? What additional actions are needed to better meet the needs of target groups? | Degree of alignment between project strategies and the current context; potential improvements identified | Project documents, UNDP SP 2022-2025, UNDP CDP, IRRF SP 2022-2025, government, UNDP CO and other UNDP programs, CSOs , | Documentary Review, Interviews, |
| Do the Project objectives, impact, outcome and output indicators remain pertinent in the current context? | How well do the project's objectives and indicators align with the current context? What adaptations can be made to better serve the target groups? | Pertinence of project objectives and indicators; possible adaptation strategies | Project documents, board notes, RF, feedback forms, government, CSOs, | Documentary Review, Interviews, |
| Does the Project design incorporate the lessons learned from the midterm review (MTR)? Is there a need to reformulate the project design given changes in the country context? | How effectively were lessons from the MTR incorporated into the project design? What changes can be made to improve relevance given the country's evolving context? | Implementation of MTR recommendations; needed changes in project design | MTR report, project documents, SE, UNDP CO staff, Project Team | Documentary Review, Interviews |
| How could the Project goals and objectives be reviewed, adjusted and scaled up for the potential follow-up Project phase to support government partners targeting newly emerging needs? | What adjustments could be made to the project's goals and objectives for a potential follow-up phase? | Potential adjustments and scale-up strategies for the follow-up phase | Project documents, government, project team, other UNDP projects, UNDP CO staff, | Documentary Review, Interviews, |
| To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches? | How effectively were gender-sensitive, human rights-based and conflict-sensitive approaches incorporated into the project? | Level of incorporation of gender-sensitive, human rights-based and conflict-sensitive approaches | Project documents, interview responses, ministries, participants of gender and HRBA related training; project team | Documentary Review, Interviews, online survey |
| Coherence | To what extent was the project aligned with the policies and strategies of the Government, the UN 2030 Agenda for Sustainable Development and other key frameworks? | How well do the project's goals align with these frameworks and strategies? | Degree of alignment between project goals and external policy frameworks | Policy documents, project documents, UNDP SP 2022-2025, UNDP CDP, IRRF SP 2022-2025, | Documentary Review |
| To what extent is the Project contributing to the SDGs, the UNDP Strategic Plan, the Country Programme Document, and other key frameworks? | What contributions has the project made towards these key frameworks and goals? | Contributions made towards key frameworks and goals | Project documents, progress reports  UNDP SP 2022-2025, UNDP CDP, IRRF SP 2022-2025, | Documentary Review, Interviews |
| Have there been sufficient cooperation and exchange of information between the partners of the Project? | How effective has the cooperation and information exchange been between project partners? | Degree of cooperation and information exchange between project partners | Meeting minutes, project documents, other UNDP programs, UNDP CO staff, project team | Documentary Review, Interviews |
| Is the Project building upon/seeking synergies with existing programmes, projects and strategies to maximize impact, efficiently allocate resources and avoid duplications? | How effectively has the project built on existing initiatives and sought synergies? | Evidence of synergies and building upon existing initiatives | Project documents, progress reports, other UNDP programs, UNDP CO staff, project team | Documentary Review, Interviews |
| Effectiveness | Assess the overall performance of the Project with reference to its respective Project document, strategy, objectives and indicators. Were the planned objectives and outcomes achieved according to the results framework? | What was the overall performance of the project? Have the planned objectives been achieved as per the results framework? | Achievement of objectives and outcomes as per the results framework | Project documents, progress reports, output data | Documentary Review, Interviews, Online Survey |
| Are the set targets feasible in the current country context? | How feasible are the set targets given the current context? | Feasibility of set targets in current context | Project documents, project team, UNDP other projects, government partners, | Documentary Review, Interviews |
| To what extent have the results at the outcome and output levels generated results for gender equality, empowerment of women and promoting sustainable practices? | What impact have the project results had on gender equality, empowerment of women and promoting sustainability? | Evidence of impact on gender equality, women's empowerment, and sustainability | Project documents, progress reports, output data, trainees, government | Documentary Review, Interviews, Online Survey |
| What are the results achieved beyond the logical framework? How can the Project build on or expand the achievements, particularly focusing on the government’s response to the war? | What achievements has the project made beyond the logical framework? How can the project expand on these achievements in light of the current crisis? | Achievements beyond the logical framework and recommendations for expansion | Project documents, progress reports, project team, government partners | Documentary Review, Interviews, Online Survey |
| How effective was the adjustment and administration of the Low Value Grants (LVGs) competitions in the current country context? To what extent were the eight (8) grant projects supported under the three competitions effective in addressing the emerging needs of the government and people of Ukraine against the backdrop of the war? | How effective was the management and adaptation of the LVGs in the current context? How well did the eight grant projects meet the emerging needs of the Ukrainian government and its people during the war? | Effectiveness of LVGs administration and responsiveness of grant projects to emerging needs | LVGs administration data, grant project reports, government, CSOs, project team , feedback forms | Interviews, Online Survey, Documentary Review |
| Was the cooperation with Project beneficiaries and key Project partners, including but not limited to the Ministry of Digital Transformation, Ministry of Justice and Ministry of Social Policy successfully achieved and contributed to the achievement of the Project’s goals? | How effective was the cooperation with project beneficiaries and key partners? How did this cooperation contribute to achieving the project's goals? | Quality and effectiveness of cooperation, contributions to project goals | Partners' and beneficiaries', project progress reports, government partners, CSOs, other UNDP projects | Interviews, Documentary Review |
| How have stakeholders been involved in the Project implementation? Has the Project effectively cooperated with the Ukrainian Association of Libraries in establishing Digital Hubs for the general population of Ukraine? | How were stakeholders involved in the project implementation? How effective was the cooperation with the Ukrainian Association of Libraries in establishing Digital Hubs? | Stakeholder involvement, effectiveness of cooperation in Digital Hubs establishment | Stakeholder feedback, CSOs and Digital Hubs implementation reports, project team, | Interviews, Online Survey, Documentary Review |
| How effective is the Project in delivering capacity development initiatives (training sessions, educational series) for civil servants engaged in digital transformation? | How effective were the capacity development initiatives for civil servants engaged in digital transformation? | Effectiveness of capacity development initiatives, number and quality of training sessions | Training session records, feedback from civil servants, project team, governments | Interviews, Online Survey, Documentary Review |
| Efficiency | Has the Project demonstrated cost-effectiveness? Have resources (funds, human resources, time, expertise, etc.) been strategically allocated to achieve the intended outputs, outcomes and to address inequalities and gender issues? Was the use of resources allocated to LVGs efficient in achieving the anticipated results? | How cost-effective was the Project? Was there strategic resource allocation? Was the use of resources for LVGs efficient? | Cost-effectiveness ratio, resource allocation efficiency, LVGs resource use efficiency | Financial reports, human resources data, LVGs data, CSOs | Documentary Review, interviews |
| Are the Project’s activities aligned with the schedule of activities as defined by the Project team and annual work plans? Are the disbursements and Project expenditures in line with budgets? Do the adjustments in Project’s activities and budget revisions adequately reflect the changes in operational circumstances and the programmatic environment? | Were project activities on schedule? Were disbursements and expenditures in line with budgets? Were adjustments to activities and budgets reflecting changes in circumstances and environment? | Schedule adherence, budget adherence, appropriateness of adjustments | Project reports, financial data  Project team | Documentary Review, interviews |
| Is the Project management, coordination and monitoring efficient and appropriate? | How efficient and appropriate was the project management, coordination, and monitoring? | Efficiency and appropriateness of management, coordination, and monitoring | Project management reports, coordination meeting minutes,  UNDP CO staff, | Interviews, Documentary Review |
| Does the monitoring consider gender equality and women empowerment issues? To what extent project monitoring results and clients’ feedback are incorporated in project design and delivery? | Did the monitoring consider gender equality and women empowerment? How much were monitoring results and feedback incorporated in project design and delivery? | Incorporation of gender issues in monitoring, incorporation of monitoring results and feedback | Monitoring reports, feedback data, trainees | Interviews, Online Survey, Documentary Review |
| Sustainability | Are the measures applied by the Project ensure that Project results (impact, if any, and outcomes) are likely to continue after the Project ends? | What measures are in place to ensure project results continue after the project ends? | Measures for project result continuity | Project documents, policy documents, government, SE, CSOs, project team | Interviews, Documentary Review |
| Define the most promising areas requiring further support and scaling-up in the course of future interventions, considering the current evolving country context. | Which areas require further support and are most promising for future interventions? | Identified promising areas for further support and scaling-up | Stakeholders in government, CSO, SE, other UNDP projects, Project reports, | Interviews, |
| Is there sufficient public/stakeholder awareness in support of the Project’s long-term objectives? | How aware are the public/stakeholders of the project's long-term objectives? | Level of public/stakeholder awareness | Stakeholder interviews, | Interviews, |
| What are the financial, social or political risks that may jeopardize the sustainability of Project results? | What potential risks could jeopardize project results' sustainability? | Identified financial, social, and political risks | Risk assessments, stakeholder interviews | Interviews, Documentary Review |
| Define the possible risks/challenges mitigating approaches. | What approaches could mitigate identified risks/challenges? | Identified risk/challenge mitigation approaches | Risk assessments, independent research of the context, government, SE, UNDP CO staff | Interviews, Documentary Review |
| Are the grant activities or initiatives supported by the Project likely to continue, be scaled up, replicated and increasingly contribute to the inclusive gender-responsive socio-economic development at the national and/or local level after the Project ends? | How likely are grant activities/initiatives to continue, scale-up, and contribute to inclusive development after the project ends? | Likelihood of grant activity/initiative continuation, scaling-up, replication and contribution | Grant reports, Stakeholders - government, SE, trainees | Interviews, Online Survey |
| To what extent the interventions have well-designed and well-planned exit strategies? | What is the quality of exit strategies of the interventions? | Quality of exit strategies | Project documents, Stakeholder interviews | Interviews, Documentary Review |
| Has the Project contributed to gender equality, women’s empowerment, promotion of human rights and social inclusion? | What are the tangible contributions of the project to gender equality, women’s empowerment, promotion of human rights and social inclusion? | Evidence of contribution to gender equality, women’s empowerment, human rights, and social inclusion | Project reports, Stakeholder interviews | Interviews, Online Survey |
| To what extent were capacity development initiatives adequate to ensure sustainable improvements for women, men and vulnerable groups, and promote responsible practices and HRBA-oriented principles among civil servants? | How adequate were capacity development initiatives in ensuring sustainable improvements for all target groups and promoting responsible practices? | Adequacy of capacity development initiatives | Training reports, Participant feedback | Online Survey, |
| What can additionally be done to improve the sustainability of the Project? | What additional actions could improve project sustainability? | Identified actions for improving sustainability | Stakeholder interviews, government agencies, SE, UNDP CO staff, Project documents | Interviews, Documentary Review |
| Has the Project contributed or is likely to contribute to long-term social and economic improvements, considering the current evolving country context? | How has the project contributed or is likely to contribute to long-term social and economic improvements? | Evidence of long-term social and economic improvement contributions | Project reports, independent research available on the context, government, CSOs | Interviews, Documentary Review |
| Cross-cutting Issues | To what extent did the project address discrimination against, inequality and/or exclusion of marginalized and vulnerable groups? Were vulnerable groups’ needs and priorities reflected in the project design, interventions, monitoring (disaggregated data) and reporting? | What measures were taken to address discrimination, inequality and/or exclusion of marginalized groups? Were the needs of vulnerable groups considered in project design and implementation? | Measures taken against discrimination and inequality; Inclusion of vulnerable groups' needs in design and implementation | Project documents, government, SE, project team. CSOs, trainees | Interviews, Online Survey, Documentary Review |
| To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project? | How have the project design, implementation, and monitoring addressed gender equality and women empowerment? | Evidence of gender equality and women empowerment consideration in design, implementation, and monitoring | Project documents, Stakeholder - SE, project team, MDT and other ministries | Interviews, Documentary Review |
| Is the gender marker data assigned to this project representative of reality? | How accurately does the gender marker data reflect the actual situation? | Accuracy of gender marker data | Gender marker data, Stakeholder interviews | Interviews, |
| To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects? | What positive changes in gender equality and women empowerment has the project promoted? Were there any unforeseen impacts? | Evidence of positive changes in gender equality and women empowerment; Identification of unintended effects | Project reports, project team, UNDP CO staff, other UNDP projects, government agencies, CSOs, trainees | Interviews, Online Survey, |

# ANNEX V: INTERVIEWED STAKEHOLDERS

| Entity | Representatives | Date | Stakeholder Type |
| --- | --- | --- | --- |
| Ministry of Digit Transformation | Zoriana Stetsiuk | 18 Aug | Government |
| Ministry of Digit Transformation | Valeria Ionan, deputy minister | 21 Aug | Government |
| Ministry of Digit Transformation | Mstyslav Banik | 16 Aug | Government |
| Ministry of Social Policy | Kostiantyn Koshelenko, CDTO | 15 Aug | Government |
| Ministry of Veteran Affairs | Anna Kalyta, CDTO | 15 Aug | Government |
| Ministry of Justice | Serhii Orlov, deputy minister | 15 Aug 16:00 | Government |
| Ministry of Health | Mariia Karkevych, deputy minister | 18 Aug | Government |
| Virtual Center for IDPs | Anastasiia Kucheriava, Head of CSO | 17 Aug | CSO |
| Rivne Social Partnership Center (countering media fakes) | Aliona Romaniuk, grant coordinator | 22 Aug | CSO |
| BRDO (humanitarian assistance) | Oleksii Dorogan, head of CSO | 22 Aug | CSO |
| Association of Libraries (digital literacy) | Yaroslava Sosnytska, Head of Association | 23 Aug | CSO |
| Network of Hubs | Viktoriia Savchuk, Head of CSO | 21 Aug | CSO |
| Swedish Embassy | Iryna Skaliy, project coordinator | 30 Aug | Donor |
| EGAP | Olena Saienko, project manager | 22 Aug | Other International technical assistance projects |
| TAPAS | Danylo Molchanov, Head of project | 18 Aug | Other International technical assistance projects |
| EU4Digital (DT4Ukraine) | Andrii Piskun, Head of project | 16 Aug | Other International technical assistance projects |
| Civil Society and Youth Support Project | Oksana Kosenko, project manager | 23 Aug | Other UNDP Projects |
| Government Capacity Building in Crisis Response Project | Nazar Grom, project manager | 22 Aug | Other UNDP Projects |
| Human Rights for Ukraine (HR4U) Project | Svitlana Kolyshko, project manager | 23 Aug | Other UNDP Projects |
| Procurement Support Services to the Ministry of Health of Ukraine Project | Ivan Gorokh, project manager | 22 Aug | Other UNDP Projects |
| DIA Support Project Team | Pavlo Radchenko - Business Analysis Associate  Oleksii Zelivianskyi, Senior IT Specialist  Anton Aloshyn, Policy and M&E Associate  Oksana Grechko, Digitalization Policy Specialist  Mykola Yabchenko, Digital Literacy Specialist  Olha Matiahina, PR/Communication Associate | 23 Aug | UNDP |
| UNDP Democratic Governance Team Leader | Olena Ursu, DG Team Leader | 18 Aug | UNDP |
| UNDP Strategic Planning, Partnerships, RBM unit | Lesia Shyshko, Team Leader, | 22 Aug | UNDP |

# ANNEX VI: ETHICAL CONSIDERATIONS

This evaluation was conducted in accordance with the principles outlined in the UNEG “*Ethical Guidelines for Evaluation*”. The evaluation team has safeguarded the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluation team has also ensured security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process is solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

# ANNEX VII: LIST OF TRAININGS

| **No** | **Training Title** | **Format**  **(online/in person)** | **Thematic Area and Relation to Digitalization Process** | **No. of Days** | **Month/Year of Delivery** | **Number of Individual Participants** | **Number of Women** | **Number of Government Agencies Represented in Trainings** | **Number of CSOs Represented in Trainings** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Digital Accessibility | In person | First trainings for civil servants working in digitalization domain | 5 days | October 2021 | 228 | 145 | 129 | N/A |
| 2 | HRBA in Public Policy | In person | Human rights and gender mainstreaming in digitalization policy | 2 days | November  2022 | 63 | 41 | 12 | N/A |
| 3 | Web Accessibility for employees of SE Diia | In person | Web accessibility principles to be incorporated in Diia mobile app, the most popular provider of state e-services | 1 day | November 2022 | 19 | 7 | 1 | N/A |
| 4 | Web Accessibility for Public Servants (Content Management) | In person | Web accessibility requirements to be used for production of content for state-funded websites | 1 day | November 2022 | 21 | 17 | 8 | N/A |
| 5 | Series of trainings on informational security and cybersecurity for the members of the Ukrainian Library Association, IDPs and local dwellers (five trainings, each lasted 5 days) | Hybrid | Increasing digital literacy among Ukrainians; rapid response to Russian invasion and raised digital security issues | 5 days | April-June 2022 | 250 | No info | N/A | No info |
| 6 | A series of trainings to strengthen capacity of librarians who are Digital Education Hub coordinators (12 five-day trainings) | Online | Increasing digital literacy among Ukrainians | 5 days | May-June 2023 | 235 | 221 | N/A | No info |
| 7 | Web Accessibility Basics for Regional Authority Bodies (Vinnytsia) | Hybrid | Web accessibility principles for administration of state-funded websites | 2 days | June 2023 | 122 | 78 | 44 | N/A |
| 8 | Training on Web Accessibility Basics for Regional Authority Bodies (Lviv) | Hybrid | Web accessibility principles for administration of state-funded websites | 2 days | June 2023 | 124 | 75 | 82 | N/A |
| 9 | Training on Web Accessibility Basics for Regional Authority Bodies (Poltava) | Hybrid | Web accessibility principles for administration of state-funded websites | 2 days | July 2023 | 290 | 177 | 185 | N/A |

# ANNEX VIII: LIST OF E-SERVICES

| **No.** | **E-service** | **Area** | **Platform** | **Status** | **Planed launch date** | **Beta test start date** | **Actual date of launch** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Application from IDPs for a state-run reduced-interest mortgage programme | IDP | Diia Portal | Launched | 5/17/2021 |  | 5/17/2021 |
| 2 | Allocation of a housing subsidy | Social | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 3 | Allocation of pension | Pension | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 4 | Recalculation of pension | Pension | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 5 | Obtaining a Certificate of Insured Person OK-5 and OK-7 form (Diia Portal) | Pension | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 6 | Obtaining a Certificate of Insured Person OK-5 and OK-7 form (Diia App) | Pension | Diia Mobile app | Launched | 2/8/2022 |  | 7/18/2022 |
| 7 | Obtaining a Certificate of income of the pensioner; | Pension | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 8 | Obtaining an Extract from the Register of Insured persons of the State Register of Compulsory State Social Insurance | Pension | Diia Portal | Launched | 11/29/2021 |  | 11/29/2021 |
| 9 | Prolongation of IDP monthly targeted assistance for living expenses and utilities | IDP | Diia Portal | Terminated | 2/8/2022 |  | 2/8/2022 |
| 10 | Termination of IDP monthly targeted assistance for living expenses and utilities | IDP | Diia Portal | Terminated | 2/8/2022 |  | 2/8/2022 |
| 11 | Online registration of IDP with allocation of monthly assistance | IDP | Diia Mobile app | Launched | 4/8/2022 |  | 4/19/2022 |
| 12 | Offline registration of IDP | IDP | Diia Portal | Launched | 3/28/2022 |  | 3/28/2022 |
| 13 | Declaration of changes in the actual place of residence / stay of IDP | IDP | Diia Mobile app | Launched | Q2 2022 |  | 13.12.2022 |
| 14 | Allocation and processing of child benefits to single parent | Social | Diia Portal | In development | Q2 2022 | 5/1/2023 |  |
| 15 | Allocation and processing of child adoption benefit | Social | Diia Portal | In development | Q2 2022 | 5/1/2023 |  |
| 16 | Allocation and processing of social assistance to persons with disabilities from childhood and children with disabilities | Social | Diia Portal | In development | Q2 2022 | 5/1/2023 |  |
| 17 | Allocation and processing of benefits to a person caring for a sick child who has not been diagnosed with a disability | Social | Diia Portal | In development | Q2 2022 | 5/1/2023 |  |
| 18 | Consultation on the adoption procedure | Social | Diia Portal | Launched | 6/1/2022 |  | 6/1/2022 |
| 19 | Registration of Ukrainian citizens wishing to adopt a child as candidates for adoption | Social | Diia Portal | Launched | 8/31/2022 |  | 09.09.2022 |
| 20 | Extension of the validity of the conclusion on the possibility of being an adoptive parent | Social | Diia Portal | Launched | October 2022 | 12/19/2022 | 08.02.2023 |
| 21 | Deregistration of candidates for adoption | Social | Diia Portal | Launched | October 2022 | 12/19/2022 | 08.02.2023 |
| 22 | Registration of citizens as potential foster parents | Social | Diia Portal | Launched | October 2022 | 12/19/2022 | 08.02.2023 |
| 23 | Registration of a citizens as potential guardians, trustees | Social | Diia Portal | Launched | October 2022 | 12/19/2022 | 08.02.2023 |
| 24 | Registration as a second poster parent of guardian, trustee | Social | Diia Portal | Launched | October 2022 | 12/19/2022 | 08.02.2023 |
| 25 | IDP Status termination in Diia mobile app | IDP | Diia Mobile app | Launched | December 2022 |  | 13.12.2022 |
| 26 | IDP Status termination | IDP | Diia Portal | Launched | December 2022 | 1/20/2023 | 01.02.2023 |
| 27 | Pension certificate | Pension | Diia Mobile app | Launched |  |  | 31.08.2022 |
| 28 | Evaluation of the quality of services in the Diia application | Other | Diia Mobile app | Launched | 1/16/2023 | 12/21/2022 | 01.02.2023 |
| 29 | Monetary support of war-disabled war veterans | Veteran | Other | Launched | 2/16/2023 | 2/16/2023 | 3/22/2023 |
| 30 | Submitting applications in electronic form for participation in the all-Ukrainian competitions "Invictus Games" | Veteran | Other | Launched | 2/6/2023 |  | 14.02.2023 |
| 31 |  | Other | Diia Mobile app | Canceled | During 2023 |  |  |
| 32 | Submission of applications for veteran mentorship within the framework of the "Veteran's Assistant" project | Veteran | Other | Launched | During 2023 |  | 30.06.2023 |
| 33 | Application for a business grant for veterans | Veteran | Diia Portal | Launched | During 2023 |  | 10.04.2023 |
| 34 | Simplified electronic application submitting for housing subsidy e-service (Subsidies 3.0) | Social | Diia Portal | In development | During 2023 |  |  |
| 35 |  | Social | Other | Planed | During 2023 |  |  |
| 36 | Transition of veterans from military to civilian life | Social | Other | In development | During 2023 |  |  |

# ANNEX IX: LIST OF AWARENESS-RAISING EVENTS

| **No** | **Title of Event** | **Description of the Purpose of the Event** | **Agencies or Entities involved in the Event** | **Month/Year of Event** | **Location of the Event** | **No. of People Reached** | **No. of Women Reached** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Diia Summit 2.0 | The Diia Summit 2.0 for digital governance in Ukraine was held on 17-19 May, presenting the latest developments in Ukraine’s digitalisation efforts. The three-day e-governance forum highlighted the latest advances and new features in the government’s Diia electronic services platform. UNDP provided organizational support for the event, with financial support from the Swedish Embassy, among other partners. Also, a new electronic service for internally displaced persons (IDPs) was presented at the event by the Ministry of Digital Transformation (MDT) - IDPs could apply to take part in the state programme of subsidised mortgage loans. | MDT, UNDP, other international organisations | 17-19.05.2021 | Kyiv | 30,000 views on MDT YouTube channel | n/a |
| 2 | Presentation of the new online series ‘Public Policy and how to shape it’ | New educational series on public policy was launched on Diia portal. The new online series was intended to teach civil servants about public policy and how to shape it so that the interests of all people, including those from the most vulnerable groups, are protected.  <https://www.facebook.com/watch/live/?v=392011909207576&ref=watch_permalink> | UNDP, MDT | 11.08.2021 | Kyiv, Cabinet of Ministries of Ukraine | 1000 views on UNDP Facebook page; 707 views on MDT YouTube channel | n/a |
| 3 | Presentation of two studies on digital accessibility | Two studies on digital accessibility in Ukraine, initiated by UNDP, in partnership with the Ministry of Digital Transformation and the Government of Sweden, were presented: “Inclusiveness and human rights at the forefront. Accessibility of e-government services and tools for citizens in Ukraine” and “International practices on the accessibility of mobile applications of public authorities.” The authors of the last one recommended to adopt the harmonised standard EN 301 549 in Ukraine.  <https://www.youtube.com/watch?v=vAOrnJTkWsA>  <https://www.facebook.com/watch/?v=231527742319285> | UNDP, MDT, Ombudsperson’s office, Advisors to President of Ukraine on Barrier-Free Society and Rights of People with Disabilities | 14.09.2021 | Conference hall in the Cabinet of Ministries | 445 views on MDT Youtube channel; 208 views on UNDP Facebook page | n/a |
| 4 | Strategic session with librarians | Representatives of libraries from all over the country at a three-day strategic session held in Kyiv discussed the preparation of guiding materials for the further transformation of libraries into Digital Education Hubs. The discussions took place during the “Development of Libraries as Digital Education Hubs” strategic session, which was organised by UNDP and the Ukrainian Library Association. | UNDP, Ukrainian Library Association | 05.11.2021 | Kyiv, Alfavito hotel | 22 | 20 |
| 5 | Diia Digital Education event | At the event, MDT presented updates on the platform and the English-language version of the Diia.Digital Education site; new framework of digital competences, etc.  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=269245801836575>  <https://www.youtube.com/watch?v=CuR5PwNM2qU> | MDT, UNDP, other international organisations | 29.11.2021 | MDT press-centre | 5100 views on UNDP Facebook page; 2500 views on MDT YouTube channel | n/a |
| 6 | Diia Business event | MDT presented the results and plans of the Diia.Business project: Diia.Business 2.0, new sections and services for entrepreneurs; a marketplace of financial opportunities for business, etc.  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=1137810096751772> | MDT, UNDP, other international organisations | 29.11.2021 | MDT press-centre | 1900 views on UNDP Facebook page; 1100 views on MDT Youtube channel | n/a |
| 7 | Diia Summit Online | Online Summit was organised in cooperation with the Ministry of Digital Transformation as part of the DIA Support Project. Seven new online social and pension services, developed with support from UNDP and Sweden, were presented there. Namely, applying for a subsidy or a pension is now possible via the Diia platform.  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=268958281873718>  <https://www.youtube.com/watch?v=idEHCb56AWQ&pp=ygUSRGlpYSBTdW1taXQgT25saW5l> | MDT, UNDP, other international organisations | 29.11.2021 |  | 11000 on MDT Youtube; 6800 on UNDP Facebook |  |
| 8 | X Forum of Civil Society Development | UNDP was among the partners and donors that supported the annual Civil Society Development Forum. The project organised a workshop on web accessibility. DIA Support project experts Roman Borenko and Anna Mysyshyn demonstrated how people with visual impairments use web resources and shared key recommendations on creating accessible web content. Visitors to the UNDP information point could also test their websites and check what accessibility issues they might have.  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=427570905591659> | “Ednannia” Initiative Centre to Support Social Action | 30.11.2021 | NSK “Olimpiyskyi’, Kyiv | 450 persons participated in the Forum | n/a |
| 9 | Regional tour with grantees and MDT representatives in two regions of Ukraine | The awareness raising tour implemented by the grantee Civic Union ‘CSO Hubs Network’ was aimed at collecting feedback on e-services and testing the modalities for the 2022-year activities. The initiative started in 2021, but because of the COVID-19 restrictions, the last interactions with hromadas were postponed to January and February 2022. The grant project also studied the views of the residents of remote communities and vulnerable groups on e-services and digital transformation. The meetings with hromodas inhabitants include presentations of existing public e-services and Q&A sessions. | UNDP, MDT, NGO Success Territory, Ukrainian parliament’s Commissioner for Human Rights in Kirovohrad oblast | 14-16.12.2021 | 8 communities of Mykolayiv and Kyrovohrad oblasts: Kompaniivka, Velyka Severynka and Novoukrainka communities (villages and towns of Kompaniivka, Poltavka, Rozdollya, Novoukrainka, Zvirivka, Maryanopil, Velyka Severynka, Osytnyazhka, and Sozonivka) | 455 | 348 |
| 10 | Diia Summit 2022 | UNDP supported the organisation of the event. Two new services supported by UNDP for IDPs were also presented at Diia Summit. They will enable IDPs to apply to prolong or terminate IDP monthly targeted assistance on the Diia portal of government e-services.  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=928076047898043>  <https://www.youtube.com/watch?v=n0FsIxDc6Iw&pp=ygUSRGlpYSBTdW1taXQgT25saW5l> | MDT, UNDP, other international organisations | 08.02.2022 | Kyiv, Ukraine’s Palace [Palats Ukrainy] concert hall | 53000 on MDT Youtube; | n/a |
| 11 | Training on Digital and Cybersecurity | The Ukrainian Library Association (ULA) organized an online public workshop on digital security for over 250 participants. The workshop was broadcasted on the UNDP Facebook page with over 100 people watching the webinar live. The total number of views on Facebook exceeded 2,000 views, with over 50 mentions on social media.  The recording of the workshop is available here:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=413856207228985> | UNDP, ULA | 12.05.2022 | Online | 250 participants | n/a |
| 12 | Press Conference with the Ministry of Justice | The project organized a press-conference to present and discuss the joint initiatives of the Ministry of Justice of Ukraine, the Ministry of Digital Transformation of Ukraine and the UNDP in strengthening the country's IT infrastructure during the war.  Recording of the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=449606817036055> | UNDP, MinJust, MDT | 03.08.2022 | Kyiv, Ukrinform press office | 316 views on UNDP Facebook page | n/a |
| 13 | Press briefing "The child is not alone. Adoption in progress" | On the occasion of Adoption Day, UNDP initiated the public talking about steps the state is taking to protect children left without parental care (including due to war), about the digitalization of the adoption process while mentioning DIA Support project’s e-services in this area.  Recording of the briefing:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=466478298849864> | Adviser – Commissioner of the President of Ukraine for Children's Rights and Children's Rehabilitation, the Ministry of Social Policy of Ukraine, the Ministry of Digital Transformation of Ukraine, UNICEF, UNDP, SOS Children's Villages Ukraine | 30.09.2022 | Kyiv, Ukrinform press office | 239 views on UNDP Facebook page |  |
| 14 | Digital Regions Week | Regional digital transformation forums took place in eight oblasts across Ukraine. The Ministry of Digital Transformation initiated the Digital Regions Week to discuss regional digitalisation together with representatives of government and local authorities, businesses, and IT sector. The project supported three forums – in Bucha, Ternopil and Zhytomyr. Only in Ternopil the forum was attended by 200 guests including CDTOs from five oblasts.  The recording of the event in Ternopil:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=677877423653832> | UNDP, MDT, State Oblast Administrations | 1-11.11.2022 | Bucha, Ternopil, Zhytomyr | 392 participants;  Also, 1100 viewers on UNDP Facebook page. | 159 |
| 15 | Presentation of omnibus survey results (2021) | Presentation of a sociological study conducted by the Kyiv International Institute of Sociology (KIIS) in September 2021 at UNDP's request. It showed that one out of six Ukrainians used electronic services at least once over the year.  The recording of the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=622046259088298> | UNDP, MDT, KIIS | 24.11.2022 | Kyiv, UkrInform press center | 1600 viewers on UNDP Facebook page; 195 viewers on MDT Youtube channel | n/a |
| 16 | Training on Digital Accessibility for communications personnel and grantees | The project organized a digital accessibility training for CSO grantees and UNDP communications officers. The participants from partner civil society organisations, UNDP communication and project specialists learned how to deliver information about organisations’ activities in an inclusive way so that it is accessible to everyone. The project initiated such training as a follow-on step for one of the lessons learned that the digital accessibility should be an inevitable part of materials produced by the project and UNDP. | UNDP, partner CSOs | 8-10.12.2022 | Lviv, Ukraine | 30 | 22 |
| 17 | Presentation of a new section on the Diia portal - "Diia. Barrier-free" | First Lady of Ukraine Olena Zelenska and Deputy Prime Minister - Minister of Digital Transformation Mykhailo Fedorov presented a new section on the Diia portal with all the necessary information about state services available. The section consists of articles for IDPs, people with disabilities, parents, the elderly and job seekers. For example, here you can find information on how to use the electronic pension book, how to find a job without experience, how to apply for a housing subsidy or what parents of a newborn need to know.  Recording og the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=834739137803427> | UNDP, MDT | 20.12.2022 | Online | 22000 viewers on UNDP Facebook page | n/a |
| 18 | Presentation of omnibus survey results (2022) | How often do Ukrainians use electronic services? How much time do they spend online? How often do they use Diia and what services are the most in demand among Ukrainians? These and other issues were studied as part of an annual survey conducted by the Kyiv International Institute of Sociology (KIIS) at the request of UNDP in partnership with the Ministry of Digital Transformation of Ukraine.  Recording of the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=895515434993512> | UNDP, MDT, KIIS | 25.01.2023 | Kyiv, UkrInform press center | 1000 viewers on UNDP Facebook page | n/a |
| 19 | Presentation of the online course “Web Accessibility” | The educational series “Web Accessibility” which was produced by UNDP in cooperation with the MDT was presented to the general public via thematic discussion with participation of the series’ expert Dmytro Popov.  Recording of the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=679715787229913> | UNDP, MDT | 02.02.2023 | Online | 2100 viewers on UNDP Facebook page | n/a |
| 20 | CDTO Forum | More than 90 officials in charge of digital transformation, from Ukrainian ministries and regional military administrations participated in the forum for chief digital transformation officers (CDTOs) where they had a chance to exchange ideas, experience, and discuss plans for 2023 | UNDP, MDT, other ministries represented by respective CDTOs | 24-25.03.2023 | Kyiv | 93 | 14 |
| 21 | Presentation of results of web accessibility monitoring 2022 | The study was carried out at the crossroad of 2022 and 2023 with the aim to analyse the state of basic digital accessibility of a hundred state-owned websites and to enable government authorities to effectively overcome digital barriers. Also, while having the results of the last year’s monitoring, the project compared the updated data and identified a certain degree of progress: more websites became partially accessible.  Recording of the event:  <https://www.youtube.com/watch?v=iL3cLtnSons> | UNDP, MDT | 11.05.2023 | Kyiv, UkrInform press center | 320 viewers on UkrInform Youtube channel | n/a |
| 22 | Presentation of the online course “Basic Digital Skills for People of the Elegant Age” | The project organized a presentation of a new educational series about digital skills for elderly people, as well as an updated Diia.Education platform. The presentation was especially aimed at librarians and educators, because in addition to educational resources, it was explained how to create an official digital education hub in a village or a small city and how to join the development of a digital state.  Recording of the event:  <https://www.facebook.com/watch/live/?ref=watch_permalink&v=663488168718913> | UNDP, MDT, ULA | 01.08.2023 | Online | 2700 viewers on UNDP Facebook page | n/a |
| **Information campaigns** | | | | | | | |
| 1 | City billboards for project e-services’ promotion | In order to increase citizens awareness of new electronic social and pension services in Diia and invite people to use them, in 2021 the Project helped produce and install 80 advertising billboards in various cities all over Ukraine. According to the monitoring system of billboards’ managing company, in Kyiv alone 10 billboards were seen by 40% of the city population; this share accounted for 1.2 million people. | UNDP | 2021 | Kyiv | 1.2 mln | n/a |
| 2 | Information leaflets with Ukrposhta | To reach out to new audiences on the opportunities of digital education offered by the MDT, in 2021 the DIA Support Project initiated an information campaign to activate those who are available only offline and in distant oblast locations. For this purpose, a wide advertising campaign was launched in collaboration with MDT and national postal operator Ukrposhta. During this campaign 3 million leaflets on digital literacy opportunities provided via the Diia.Digital Education portal were delivered to post-boxes of Ukrainians in 24 regions of Ukraine. | UNDP, MDP, Ukrposhta | 2021 | All Ukraine | 3 mln | n/a |
| 3 | Information packs for Hubs of Digital Education | To boost the visibility of the libraries that function as Digital Literacy Hubs, 5000 packs of materials containing posters, leaflets, bookmarks and various stickers were produced and delivered to the libraries that function as Hubs of Digital education. The materials also contained 50,000 bookmarks that combine inspirational reading quotations as well as motivation to acquire digital skills at the Diia.Digital education portal. The packages both boosted the visibility of the Hubs and motivated their audiences (often the elderly and representatives of other vulnerable groups) to acquire digital skills. | UNDP, MDT | 2021 | All Ukraine | 55,000 | n/a |
| 4 | Information campaign in TSNAPs | The project team facilitated the production of the information materials for 984 stationary TSNAPs in Ukraine and 16 mobile ones. The posters were dedicated to the topics of the most popular administrative services and new digital services. The pack comprised of 31 A2 size posters, 100 A5 size flyers (10 copies per 5 the most popular services), 10 A5 size greeting cards to administrators on the occasion of their professional holiday, a leaflet about the project, and a letter to administrators. | UNDP, MDT | 2021 | All Ukraine | At least 4000 employees of 1000 TSNAPs | n/a |
| 5 | “Easy and Accessible” | The campaign launched in 2021 to raise citizen awareness of the new digital and mobile-based services and promote their usage finished prematurely in mid-February 2022 due to the start of the large-scale war. The campaign exploited radio and digital channels to reach its target audiences. In particular, the following products were prepared: two ads for five radio stations, eight digital banners; two integrations with bloggers on YouTube (two videos) and two integrations on Instagram (eight video stories and two posts in total). The total reach of the campaign via social media accounted for more than 1.5 million people. | UNDP | 2021-2022 | All Ukraine | 1.5 mln | n/a |
| 6 | “Informed and Safe” | The campaign was aimed at the promotion of digital humanitarian assistance services for people in need, to refute disinformation and help the MDT disseminate its materials on these topics. In total, eight messages about four services launched within the project (on application and recalculation of pension, on online consultation and registration for child adoption) were developed. Trying to reach people living in war-affected areas, the campaign exploited various social media platforms and messengers. The total reach of unique social media users exceeded 6 million people, and the total number of interactions with content on social networks was over 40,000.  Additionally, the campaign created four posters in Ukrainian and English languages about the humanitarian eDopomoga platform, which was designed by the Ministry of Social Policy (MSP) with project support. Later, at the Ministry's request, the project helped to produce and disseminate 12,000 copies of flyers and posters to encourage people for the use of the platform. | UNDP, MDT, MSP | June-November 2022 | War-affected areas of Ukraine | 6 mln | n/a |
| 7 | Campaign on learning digital skills | The project supported the Digital Education Week initiated by the MDT to encourage citizens in taking online educational courses for intensive learning or improving digital skills in domains of cybersecurity, personal finances and media literacy. The MDT assessed the campaign as efficient since it has engaged almost 25,000 new users to the Diia Digital Education platform. In total, around 10,000 of the registered students successfully finished their courses and obtained certificates of completion. | UNDP, MDT | 5-11.12.2022 | All Ukraine | 25,000 | n/a |
| 8 | Thematic panel discussion to promote new humanitarian digital solutions | The Civil Society Development Forum organised by ISAR Ednannia NGO gathered 500 offline and 3,000 online participants. While traditionally supporting the forum, the project also organised a panel discussion ‘Localization of humanitarian response – the role of civil society’ to talk about effective ways of humanitarian support in Ukraine among civil society and international organizations. Besides two other UNDP representatives, Oleksii Zelivianskyi, a senior IT specialist of the DIA Support project, informed the audience about new digital solutions developed this year. | UNDP, ISAR Ednannia | 05.12.2022 | All Ukraine | 3,500 | n/a |

# ANNEX X: LIST OF LOW-VALUE GRANTS

| **No.** | **Title of the Grant Initiative** | **Grant Recipient** | **Brief Description of the Grant Initiative** | **Main Results** | **Thematic Area** | **Budget (USD)** | **Number of Beneficiaries** | **Status (Completed/Ongoing)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 1 | Support for digitalization of public services in the communities of Mykolayiv and Kirovohrad regions | Civic Union "CSO Hubs Network" | The grant initiative was aimed at conducting and testing collaborative formats of knowledge production with different groups of users and potential users of electronic state services; collecting feedback and recommendations from the vulnerable audiences located outside the regional centres; engaging distant and poorly consulted audiences in joint discussions on e-services with decision-makers. | 1. Organizing presentations of the project in the target communities while starting a dialogue with locals on the usage of e-services.  2. Conducting research on e-services’ usage in two target communities including face-to-face survey, focus groups, and in-depth interviews.  Focus groups were conducted in hromadas with vulnerable audiences; combining focus groups with collaborative on-site mini-presentations of state e-services with discussions.  Deep interviews with key representatives of certain audiences (e.g opinion leaders, CSOs leaders, frontline workers of the state services, and those who are focal points of the perception of the state e-services).  3. Future search sessions in communities with invitations of the decision-makers; formulating recommendations based on the collaboration. | Digitalisation on the local level | $42,000 | Communities of Mykolayiv and Kirovohrad oblasts | Completed |
| 2 | Countering fakes and raising digital literacy in 20 local communities of Ukraine | ABO Local Media Development Agency NGO | Strengthen capacities of journalists and citizens of Donetsk and Luhansk (government-controlled areas) regions in terms of fact-checking and fake reporting | - Creating a series of thematic materials and videos for Svoi online magazine (http://svoi.city), the City local media network and their social media pages;  - Producing 6 video digests refuting fakes and manipulations about the war in Ukraine;  - Providing support for the thematic Telegram channel for the newly occupied cities of the east;  - Producing publications on digital security in wartime. | Countering fake news, disinformation and propaganda | $9.994 | Communities of Donetsk and Luhansk regions | Completed |
| 3 | Strengthening the fight against misinformation on social networks in wartime | Internews Ukraine NGO | Counteracting the spread of misinformation in the Ukrainian segment of Facebook during the war | Internews is an official partner of Meta company in Ukraine.  - Over 100 Facebook posts containing Russian propaganda were deleted on the grantee’s request to Meta.  - 12 digests with the brightest cases of fake news were developed by the grantee and disseminated within public authorities. | Countering fake news, disinformation and propaganda | $9.940 | All Ukraine | Completed |
| 4 | Nakypilo. Countering fakes | Kharkiv Crisis Infocenter CSO | Raising digital literacy skills among both journalists and citizens of Ukraine in terms of disinformation | - Created multimedia content to counteract misinformation: photo and video infographics with instructions, simple and understandable explanatory content for a young audience;  - Created protocols and standards for regional editions on how to verify and properly describe information;  - Created a Telegram bot to which citizens can send questionable information for verification by media specialists. | Countering fake news, disinformation and propaganda | $10.000 | Kharkiv and Kharkiv region | Completed |
| 5 | "NotaYenota" | Rivne Social Partnership Centre | Aimed at counteracting the influence of fakes, misinformation and propaganda on citizens by analyzing the information environment and explaining manipulative techniques, and refuting fake news | - Created and disseminated 121 explanatory texts for Facebook and 130 posts on Instagram with a total coverage of almost 1 mln readers;  - 155 copies of the brochure with manipulative techniques are distributed among teachers and civic activists working in the media literacy domain;  - 40 publications were shared by other media and Facebook pages;  - 45 pieces of positive feedback from social media users on the publications provided within the grant project implementation. | Monitoring, analysis, explanation and refutation of misinformation, information intrusions and propaganda | $9.100 | All Ukraine | Completed |
| 6 | Special project "On the other side of gender" | Regional Press Development Institute NGO | Aimed at eradicating gender bias in the army, instilling critical thinking and skills necessary for the timely detection of fakes and manipulations in the media environment. | - Prepared 30 explanatory texts with a total coverage of almost 370,000 social media users;  - Prepared 7 analytical posts on gender topics covering 61,000 readers;  - Created 5 comics on gender issues for almost 68,000 readers;  - Conducted 3 online trainings on fakes and manipulation for 111 participants in total;  - Created one dictionary of feminitives that was viewed by 29,000 people. | Countering fake news, disinformation and propaganda | $10.000 | All Ukraine | Completed |
| 7 | Consolidated Humanitarian Response in Ukraine | Better Regulations Delivery Office NGO | The grant responded to the humanitarian needs of the vulnerable Ukrainian population via independent oversight of the new government digital system regarding logistics, distribution, supply and demand of humanitarian aid | - Analyzing business processes in the digital system with recommendations for improvements;  - Conducting an online survey of 1217 system users to identify drawbacks and potential points for improvement;  - Compiling the analytical report and sharing it with the Ministry of Infrastructure that administers the digital system. | Rapid response to humanitarian challenges caused by the full-scale invasion | $19.450 | Communities of Ukrainians severely affected by the war | Completed |
| 8a | Launch of the Online Resource Centre "Diia.Business" with a hotline for crisis response to challenges of MSMEs and citizens of Ukraine due to hostilities in Ukraine | Small and Medium Business Support Consulting Centre in Ukraine NGO | Through the hotline and chatbot, the Centre provided support to local businesses relocated to the West or Ukraine or abroad, and unemployed citizens of Ukraine who stay in or outside the country. Beyond job opportunities and registration procedures, the Centre’s consultants also provided information regarding available temporary places of residence for Ukrainian IDPs and refugees. | - Prepared 16 consultants who were addressing the inquiries to the hotline and Telegram chatbot;  - Provided 14,200 consultations for Ukrainians in need covering questions of business creation, employment opportunities and finding locations for living;  - 73 new businesses have been created by Ukrainians due to professional consultations received. | Information support for Ukrainian citizens abroad | $98.600 | Ukrainians temporarily living in EU countries | Completed |
| 8b | Virtual Resource Centre Diia.Business to support MSMEs development and  economic resilience of citizens of Ukraine *(follow-on grant)* | Small and Medium Business Support Consulting Centre in Ukraine NGO | The follow-on grant was built on established capacities of the virtual resource centre and provided consulting support to citizens of Ukraine and business owners,  who were forced to leave their place of residence in improving their ability to find effective solutions  regarding personal economic stability. | - Modernized technical platform of the Centre and its functionality; the Centre’s 9 consultants were extra trained and adapted  its operational processes.  - An information and communication campaign was developed and launched –68 announcing publications to inform the project’s target audience  about Centre’s services have reached almost 10,000 persons;  - 7152 consultations were provided to Ukrainian citizens;  - 21 micro and small enterprises were established or relocated on the territory of Ukraine;  - average satisfaction rate of Centre’s clients is 93%. | Information support for Ukrainian citizens who are relocated within Ukraine | $46.980 | Ukrainian IDPs who applied for the Online Resource Centre | Completed |
| 9 | Capacity development of libraries-hubs of digital education | All-Ukrainian Non-Government Organization Ukrainian Library Association | The grant project is aimed at developing the capacity of Ukrainian libraries participating in the national project "Diia. Digital Education" and are officially registered as Digital Education Hubs, to teach citizens digital competencies, especially representatives of vulnerable groups, including the elderly and those who do not have gadgets with an Internet connection. | As the first phase of the grant implementation, the grantee conducted ToTs for library coordinators in 12 target regions of Ukraine. | Digital literacy, capacity building | $47.975 | Librarians and the end users in communities of Vinnytsia, Volyn, Zhytomyr, Zakarpattia, Ivano-Frankivsk, Kirovohrad, Lviv, Poltava, Rivne, Ternopil, Khmelnytska and Cherkasy oblasts | Ongoing |

# ANNEX XI: ACHIEVEMENT OF PROJECT RESULTS

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Intended Outcome, as stated in the UNDAF/Country Programme Results and Resource Framework:**  *UNDAF OUTCOME: 3. By 2023, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services* | | | | | | | |
|  | **Context indicators as relevant to the project** (beyond the direct influence of the project but used to track the broader context in which the project operates):   * ‘Government effectiveness’ indicator (defined in the Worldwide Governance Indicators methodology as ‘perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies’). Baseline: percentile rank – 38,46 [2018], 39,90 [2019]. Target [2023]: ≥ 50. * ‘Fundamental Rights’ indicator, metrics 4.1 - Equal treatment and absence of discrimination and 4.6 - Freedom from arbitrary interference with privacy is effectively guaranteed. Baselines: 0,67 points (from 0 to 1 scale) [2020] for metric 4.1; 0,43 points (from 0 to 1 scale) [2020] for metric 4.6. Targets [2023]: 0,75 points for metric 4.1; 0,6 points for metric 4,6.   Rank as per the UN E-Government Survey 2022[[40]](#footnote-41). Baseline: Ranking amongst all countries assessed: 82nd [2018]. Target [2022]: ≥ 65th. | | | | | | | |
|  | **Output indicators, as stated in the Country Programme Results and Resources Framework, including baseline and targets:**  Number of people with scaled-up access to administrative services with UNDP support (baseline: women 12496, men 13621 [2017], Target [2022]: women – 26500, men 23,500 | | | | | | | |
|  | **Applicable Output(s) from the UNDP Strategic Plan:** 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions | | | | | | | |
|  | **Project title and Atlas Project Number:**  *Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support)* | | | | | | | |
| **EXPECTED OUTPUTS** | | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **ACTUAL** | **TARGET** | **COMMENTS** |
| **Value** | **Year** | **Jun 2023** | **FINAL** |
| **Output 1** *Government institutions have the knowledge and skills to design and implement policies to digitalise citizen-*  *oriented services in line with HRBA and gender* | | ***1.1*** *Number of policy documents developed with UNDP assistance that strengthen HRBA approaches to design and delivery of citizen-oriented digital services (including complex services around life situations)* | *Project records* | *0* | *2020* | 9 | *6* | *The indicator shows the cumulative number of normative documents adopted during the project implementation:*   1. *Resolution of the CMU “On Approval of the Procedure for the Formation and Verification of Internal E-Passports and E-Passports for Travel Abroad, Their Electronic Copies” from 18.08.2021* 2. *Law of Ukraine “On Provision of Public (Electronic Public) Services for Declaration and Registration of Residence in Ukraine” from 05.11.2021* 3. *Resolution of the CMU “On Amendments to the Procedure for Providing Monthly Targeted Assistance to Internally Displaced Persons to Cover Accommodation Expenses, Including Payment for Housing and Communal Services” from 03.11.2021* 4. *Resolutions of the CMU “On Amendments to the Procedure for Registration and Issuance of a Certificate of Registration of an Internally Displaced Person” from 09.12.2021* 5. *Resolution of the CMU "Some issues of payment of housing allowance to internally displaced persons" from 20.03.2022* 6. *Resolution of the CMU "On Amendments to the Resolution of the Cabinet of Ministers of Ukraine #1137" from 16.08.2022 regarding the subsystem of deduplication of charitable assistance programs in monetary form.* 7. *Resolution of the CMU "On Amendments to the Procedure for Assigning and Paying State Assistance to Families with Children." from 06.01.2023* 8. *Resolution of the CMU "Some issues of the implementation of an experimental project on the organization of health and recreation of children who need special social attention and support in children's health camps of state enterprises "International Children's Center "Artek", "Ukrainian Children's Center "Young Guard" and in children's health and recreation facilities of the highest category contained in the State Register of property facilities for children's health and recreation and located in the Carpathian region, according to the principle "money follows the child" from 9.05.2023* 9. *Resolution of the CMU "Simplification of the experimental project on improving the procedure for providing subsidies to the population to reimburse the costs of paying for real housing and communal services, the purchase of liquefied gas, solid and economical stove household fuel" from 13.06.2023* |
| *mainstreaming principles* | | ***1.2*** *The level of government employee (including officers at Centres for Administrative Service Provision) awareness of HRBA / inclusivity approaches to the delivery of digital services* | *Project-administered questionnaires and validation interviews annually* | *TBD* | *2020* | 78% | *>40%* | *As was practised previously, the indicator will be measured via an online survey in the next reporting period.* |
| ***1.3*** *Number of government officials who have undergone UNDP- designed capacity- building courses, events and training on design and implementation of citizen-oriented services in line with HRBA and gender mainstreaming principles* | *Project records* | *0* | *2020* | 17,685 (online) | *1800* | *The indicator consists of the cumulative number of three educational series’ alumni: 1) on public policy (13,766), 2) on monitoring of administrative services (611), and 3) on web accessibility requirements (3,308). All three online series, while having an open registration, were developed specifically for civil servants with a certificate of competition equal to 0.2 ECTS credits.* |
| **Output 2** *Government institutions have at least two client-centred digital service packages built around*  *life situations designed in a participatory and gender-responsive manner* | | ***2.1*** *Number of developed digital public services and digital tools****[[41]](#footnote-42)*** | *Project records, official documents on transferring the software code to the MDT* | *0* | *2020* | 33 | *40* | *Brief description of the e-services and digital tools:*  *8 IDP services,*  *7 pension services,*  *7 services on child adoption,*  *4 war veterans services,*  *1 social service,*  *1 quality evaluation service in Diia mobile app,*  *5 service-oriented web portals, including landing pages for the MSP humanitarian aid and the Barrier-free section on Diia portal.* |
| ***2.2*** *Share of users who receive the service package in question through digital means as opposed to the traditional paper-based manner* | *Project-supported surveys and studies, official records, and logs* | *0* | *2020* | 38% | *>15%* | *The actual for this indicator is calculated from the number of applications to all e-services introduced by the project that is tracked by the MDT and respective state bodies. For the period January-June 2023, the total number of online applications was 1,650,097 whereas the number of offline applications was 2,659,544. Dividing the first number by the cumulative number of online and offline applications (4,309,306), the indicator is counted for 38%.* |
| **Output 3**  *Ukrainian women and men know more about digital and mobile- based services available to them and use these services more to meet their needs* | | ***3.1*** *Share of users who are satisfied by the way that the offered digitalised service package is functioning* | *Project-supported surveys and studies, official records and logs* | *0* | *2020* | 79%  *(Sep-Oct.2022)* | *>70%* | *The final data will be obtained in the next reporting period from the national omnibus survey to be conducted in September 2023.* |
| ***3.2*** *Share of citizens who, having benefitted from the UNDP-designed awareness-raising materials, report an increase in their digital skills due to this support* | *Project-supported surveys and studies* | *0* | *2020* | 54%  *(Sep-Oct.2022)* | *>80%* | *Following established practice, this indicator will be measured in the next reporting period, i.e. in September 2023 during the national omnibus survey.* |

# ANNEX XII: POLICY AND LEGAL DOCUMENTS DEVELOPED WITH PROJECT SUPPORT

**Legal Regulations**

| **No.** | **Title of Document** | **Month/Year of Completion** | **Entity or Agency for which the Document was Developed** | **Status of Document** | **Any Change Resulting from the Document** |
| --- | --- | --- | --- | --- | --- |
| 1 | Resolution of the CMU “On Approval of the Procedure for the Formation and Verification of Internal E-Passports and E-Passports for Travel Abroad, Their Electronic Copies” dated 18.08.2021: <https://zakon.rada.gov.ua/laws/show/911-2021-%D0%BF#Text> | 18 August 2021 | Ministry of Digital Transformation | Completed | E-passports in Diia are now equal to paper passports (the first country in the world with such experience) |
| 2 | Law of Ukraine “On Provision of Public (Electronic Public) Services for Declaration and Registration of Residence in Ukraine” dated 05.11.2021: <https://zakon.rada.gov.ua/laws/show/1871-IX#Text> | 5 November 2021 | Ministry of Digital Transformation | Completed | Simplified procedure of residence registration, which became available in the e-format (Diia application)  This law regulates declaration and registration of the place of residence of citizens of Ukraine, establishes the procedure for providing such services and the procedure for entering, processing, and exchanging relevant information in electronic registers and databases |
| 3 | Resolution of the CMU “On Amendments to the Procedure for Providing Monthly Targeted Assistance to Internally Displaced Persons to Cover Accommodation Expenses, Including Payment for Housing and Communal Services” dated 03.11.2021: <https://www.kmu.gov.ua/npas/pro-vnesennya-zmin-do-poryadku-nad-a1134> | 3 November 2021 | Ministry of Digital Transformation, Ministry of Social Policy | Completed | Due to the Resolution, the application for payments is linked to a corresponding e-service further launched by the Ministry of Social Policy and Ministry of Digital transformation |
| 4 | Resolution of the CMU “On Amendments to the Procedure for Registration and Issuance of a Certificate of Registration of an Internally Displaced Person” dated 09.12.2021: <https://zakon.rada.gov.ua/laws/show/1286-2021-%D0%BF#Text> | 9 December 2021 | Ministry of Digital Transformation | Completed | As a result, the issuance of IDP registration certificate became available at Diia portal |
| 5 | Resolution of the CMU "Some issues of payment of housing allowance to internally displaced persons" dated 20.03.2022: <https://zakon.rada.gov.ua/laws/show/332-2022-%D0%BF#Text> | 20 March 2022 | Ministry of Digital Transformation | Completed | The Resolution enabled the Ministry to launch a new e-service in Diia application – registration a new place of residence for IDP and application for a monthly allowance. This e-service was highly demanded by the population because of the full-scale war disruption.  These amendments significantly simplify the procedure of IDP registration and fasten it for the service recipients. |
| 6 | Resolution of the CMU "On Amending the Resolution of the Cabinet of Ministers of Ukraine dated December 4, 2019 No. 1137" dated 16.08.2022 (deduplication system): <https://zakon.rada.gov.ua/laws/show/937-2022-%D0%BF#n2> | 16 August 2022 | Ministry of Digital Transformation | Completed | The Resolution enabled the Ministry to launch a deduplication system aimed to avoid double funding for IDPs and organisations (international technical assistance) from different sources.  In result, a subsystem for deduplication of international financial donations verification was created at the Diia portal |
| 7 | Resolution of the CMU "On Amendments to the Procedure for Assigning and Paying State Assistance to Families with Children." from 06.01.2023 <https://www.kmu.gov.ua/npas/pro-vnesennia-zmin-do-poriadku-pryznachennia-i-vy-a11> | 6 January 2023 | Ministry of Digital Transformation, Ministry of Social Policy | Completed | The Resolution simplified the procedure of provision of financial support to single mothers, parents who adopt a child, families with children with disabilities  The service became available at Diia portal |
| 8 | Resolution of the CMU No. 462 "Some issues of the implementation of an experimental project on the organization of health and recreation of children who need special social attention and support in children's health camps of state enterprises "International Children's Center "Artek", "Ukrainian Children's Center "Young Guard" and in children's health and recreation facilities of the highest category contained in the State Register of property facilities for children's health and recreation and located in the Carpathian region, according to the principle "money follows the child" from May 9, 2023 <https://zakon.rada.gov.ua/laws/show/462-2023-%D0%BF#Text> | May 2023 | Ministry of Digital Transformation, Ministry of Social Policy | Completed | The Resolution led to the e-service development – online application for financial support of health and recreation for the children through the Diia portal.  The service envisages:   * Application for a financial aid; * determination of the payment mechanism; * approval of procedures for the use of funds; * interoperability between information and communication systems of ministries and banks; * determination of the mechanism for returning funds to the state budget if they are not used |
| 9 | Resolution of the CMU No. 601 "Simplification of the experimental project on improving the procedure for providing subsidies to the population to reimburse the costs of paying for real housing and communal services, the purchase of liquefied gas, solid and economical stove household fuel" dated June 13, 2023 <https://www.kmu.gov.ua/npas/pro-realizatsiiu-eksperymentalnoho-proektu-shchodo-udoskonalennia-poriadku-nadannia-naselenniu-subsydii-dlia-vidshkoduvannia-vytrat-na-oplatu-zhytlovo-komunalnykh-posluh-601-130623> | June 2023 | Ministry of Digital Transformation, Ministry of Social Policy | Completed | The Resolution enabled the Government to launch the experimental project on providing public subsidies to reimburse the costs for liquid gas, solid and stove fuel  The application for a subsidy is available in the online format through a Diia portal |
| 10 | Resolution of the CMU "Some issues of availability of information and communication systems and documents in electronic form" dated July 21, 2023 <https://www.kmu.gov.ua/npas/deiaki-pytannia-dostupnosti-informatsiino-komunikatsiinykh-system-ta-dokumentiv-v-elektronnii-formi-i210723-757> | July 2023 | Ministry of Digital Transformation | Completed | The Resolution determines technical requirements of the National Standard DSTU EN 301 549:2022 (EN 301 549 V3.2.1 (2021-03), IDT) "Information technologies. Requirements for the accessibility of ICT products and services, and make these accessibility requirements mandatory for the executive branch of state authorities in terms of development and updating of their web resources, mobile applications and e-documents |
| 11 | Resolution of the CMU on Diia.Office - a service for civil servants of the CEB's and the Secretariat CMU, including a digital ID of a civil servant | 2024 | Ministry of Digital Transformation | Under development | N/A |
| 12 | Draft Resolution of the Cabinet of Ministers of Ukraine "On Amendments to the Procedure for the Implementation of an Experimental Project Regarding the Provision and Payment of Health and Recreation Services for Children Who Need Special Social Attention and Support in Children's Health and Recreation Institutions of the Highest Category, Included in the State Register of Property Objects" children's health and recreation facilities and located in the Carpathian region" | 2024 | Ministry of Digital Transformation | Under development | N/A |

**National Standards (DSTU)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Title of Document** | **Brief Description** | **Month/Year of Completion** | **Entity or Agency for which the Document was Developed** | **Status of Document (Completing/Under Development)** | **Any Change Resulting from the Document (if applicable)** |
| 1 | National Standard – DSTU EN 301 549: 2022 Information Technologies. Web Accessibility Requirements for IT services and products (EN 301 549 V3.2.1 (2021-03), IDT) | The standard fully mirrors the EU standard on digital accessibility EN 301 549 | 15 June 2022 | Ministry of Digital Transformation | Completed | This standard contains all the accessibility requirements for ICT services and products providers. With the implementation of the CMU Resolution #757 from 21 July 2023, its implementation is mandatory for executive authorities.  Harmonisation of Ukraine’s legal framework in terms of digital accessibility with the EU standards |

**Studies**

| **No.** | **Title of Document** | **Brief Description** | **Month/Year of Completion** | **Entity or Agency for which the Document was Developed** | **Status of Document (Completing/Under Development)** | **Any Change Resulting from the Document (if applicable)** |
| --- | --- | --- | --- | --- | --- | --- |
|  | Inclusion and human rights at the forefront. Accessibility of e-government services and tools for citizens in Ukraine. [Study Report](https://www.undp.org/ukraine/publications/inclusion-and-human-rights-forefront-accessibility-e-government-services-and-tools-citizens-ukraine-study-report) | At the request of the UNDP in Ukraine, the Info Sapiens study agency in partnership with the National Assembly of Persons with Disabilities of Ukraine NGO conducted a study on the accessibility of e-government services and tools for the citizens of Ukraine. The task was a combined assessment of the features of accessibility and compliance with the principles of universal design in Ukrainian services, along with a brief analysis of the latest European norms and standards in this area.  Within the scopes of the study of the websites and platforms containing the elements of e-government, from November 5 to December 9, 2020, 82 websites and 7 service platforms were tested in Kyiv.  The paper contains a number of recommendations aimed at improving the accessibility of e-government services and tools to the citizens in Ukraine | September 2021 | Ministry of Digital Transformation | Completed | Upon the study results, the project team decided to proceed with development of a simplified methodology to monitor the state of web accessibility of government-owned web resources on a regular annual basis |
| 2 | International practices on the accessibility of mobile applications of public authorities | The research is aimed at searching internationally for the best practices of mobile accessibility and providing recommendations for the implementation of the proposed practices in Ukrainian legislation. The policies on technical standards and guidelines on mobile accessibility of 14 countries were analyzed. The study was conducted from May to August 2021 | September 2021 | Ministry of Digital Transformation | Completed | Based on the study recommendations, the MDT and UNDP together decided to follow the best EU practices and adapt EN 301 549 standard in Ukraine, and create an authorised Ukrainian translation of Web Content Accessibility Guidelines (WCAG) ver. 2.1. |
| 3 | Legal regulations of web accessibility in EU countries | The aim of the research is to assess EU policies on digital accessibilities with a focus on institutional capacities, administrative procedures, monitoring and evaluation mechanisms, feedback loops. The most appropriate cases and models will be selected by the state stakeholders to proceed with drafting national legislation on digital accessibility in Ukraine | October 2023 | Ministry of Digital Transformation | In process | When the research is done, the Ministry will use the best EU practices to strengthen relevant legal regulations in Ukraine through drafting a law on digital accessibility |
| 4 | Assistive technologies for people with severe visual impairments | The study is aimed to assess what digital solutions are demanded by the target audience but is not yet available or affordable. The study consists of three parts – desk research, online survey for people with visual impairments, and expert in-depth interviews | October 2023 | Ministry of Digital Transformation | In process | The results will be useful for the Ministry and the National Council on Barrier-free Environment to consider and design national financial programmes to support people with visual impairments |
| 5 | Digital solutions for web accessibility assessment | The study is requested by the Ministry with the aim to monitor existing digital tools (both – commercial and free of charge) to assess web accessibility level of web sites and indicate specific accessibility barriers based on WCAG 2.1 requirements | October 2023 | Ministry of Digital Transformation | In process | The results will be used by the Ministry to consider and select the most relevant digital solution and assessment methodology to use at the government level |

**Assessments and manuals**

| **No.** | **Title of Document** | **Brief Description** | **Month/Year of Completion** | **Entity or Agency for which the Document was Developed** | **Status of Document (Completing/Under Development)** | **Any Change Resulting from the Document (if applicable)** |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Web accessibility of government authorities' websites: [Report](https://www.undp.org/ukraine/publications/web-accessibility-government-authorities-websites-report-monitoring-results) on monitoring results |  | June 2022 | A study was carried out to analyse the situation with basic web accessibility of government websites. It aimed to enable government authorities to overcome digital barriers and improve their online resources. To do this, a specially developed methodology for monitoring was created that fully complies with the principles of Web Content Accessibility Guidelines (WCAG), the world’s most widely used guidelines for assessing web accessibility. It contains simple instructions that government personnel can use to analyse how accessible their web resources are.  The methodology was the basis for conducting the monitoring study of the basic accessibility of 100 websites of Ukraine’s central and local executive bodies, which was conducted from 19 November to 17 December 2021 at the request of UNDP. | Completed | The most common basic accessibility problems were described in the report and recommendations on how to eliminate each of them were offered.  With the support of the Ministry of Digital Transformation, the report was distributed among 100 state authorities for their consideration and further actions |
| 2 | Accessibility of state authorities’ websites. [Report](https://www.undp.org/ukraine/publications/accessibility-state-authorities-websites-report-study-results) on study results | At the request of the United Nations Development Programme in Ukraine, a study to assess the level of basic web accessibility of 100 websites of the executive authorities and state registers was conducted from 15 October 2022 to 4 January 2023.  The report details the most common basic problems with accessibility, and offers recommendations on how to fix them. It also provides a comparative analysis of the current and previous monitoring study results, to show whether web accessibility has improved over the study period starting from 2021. | May 2023 | Ministry of Digital Transformation | Completed | Assessment of the progress in terms of accessibility of state-owned web resources  The report confirmed positive dynamics in terms of digital accessibility level of state-owned websites  With the support of the Ministry of Digital Transformation, the report was distributed among 100 state authorities for their consideration and further actions |
| 3 | [Brief Digital Accessibility Manual](https://www.undp.org/ukraine/publications/brief-guide-on-digital-accessibility) | The manual shows you how people with disabilities use computers and smartphones, and what assistive technologies are – as well as how to make images and videos accessible to blind people, and audio content accessible to people with hearing impairments. It also shows the different ways sighted and blind people fill out online forms, which design elements cause problems, and which other accessibility issues most often occur on Ukrainian websites | June 2023 | Ministry of Digital Transformation | Completed | The e-manual was disseminated among civil servants responsible for ICT development and content management, who participated in relevant digital accessibility trainings arranged by UNDP |

1. UNDAF is no longer valid, as it has been replaced by UN Transitional Framework with the start of the war. [↑](#footnote-ref-2)
2. Diia means “action” in English. [↑](#footnote-ref-3)
3. One of the Ukraine's most notable achievements is the development of the Diia platform, a single portal for citizens to access a variety of government services online. Diia is used by millions of Ukrainians to do things like register for a business, get a passport, and pay taxes. [↑](#footnote-ref-4)
4. A comprehensive Digital Transformation Strategy which outlines the goals and objectives of the digital transformation process is not officially approved yet. [↑](#footnote-ref-5)
5. As outlined in the Project Document, upon conclusion the DIA Support project required an external evaluation. [↑](#footnote-ref-6)
6. Link [here](http://web.undp.org/evaluation/documents/policy/2019/DP_2019_29_E.pdf). [↑](#footnote-ref-7)
7. Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts. [↑](#footnote-ref-8)
8. Link [here](http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf). [↑](#footnote-ref-9)
9. Link [here](http://www.unevaluation.org/document/detail/980). [↑](#footnote-ref-10)
10. The analysis of effectiveness included a section on the project’s impact, which is a preliminary finding of the main contributions, as a real impact assessment requires a more profound process and also more time to have lapsed since the completion of the project. [↑](#footnote-ref-11)
11. On both indices, Ukraine has made significant progress in the last few years. Link to the survey data for Ukraine [here](https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/180-Ukraine/dataYear/2022). [↑](#footnote-ref-12)
12. This survey has now become a tradition for Ukraine, conducted every year with the support of the DIA Support project. [↑](#footnote-ref-13)
13. UNDP Country Programme Document for Ukraine, 2018-2022, page 4. The project directly responded to CDP 2018-2022 UNDAF OUTCOME 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent, and non-discriminatory public services, and was an important partaker of the Recovery and Peacebuilding Program of UNDP since its beginning in 2021. In particular, the DIA Support Project contributed to CPD Output 1.1. Regional and local authorities have scaled up knowledge and skills to engage communities in planning, coordination, delivery and monitoring of public services provision with its RF Indicator 1.1.2: Number of people with scaled-up access to administrative services with UNDP support. The project also contributed to SP Outcome 2: Accelerate Structural Transformations for Sustainable Development through Strengthen effective, inclusive and accountable governance signature solution under SP Output 2.2.1 Use of digital technologies and big data enabled for improved public services and other government functions. [↑](#footnote-ref-14)
14. UN Transitional Framework 2022-2023, page 6. [↑](#footnote-ref-15)
15. This and follow up trainings were based on Web Content Accessibility Guidelines (WCAG) 2.1, a standard for state-sponsored and municipal online resources approved by the Cabinet of Ministries of Ukraine in January 2022. [↑](#footnote-ref-16)
16. As noted previously in this report, the network of CDTOs was established in 2021 to drive digital reforms and represents a key institutional feature of Ukraine’s digital governance landscape. [↑](#footnote-ref-17)
17. The child adoption services cover validity extension, deregistration, registration as foster parent or guardian etc. [↑](#footnote-ref-18)
18. For war veterans, implemented services include monetary support, participating in sports events, mentorship program, and business grants. The grants are provided through the Diia portal. [↑](#footnote-ref-19)
19. The DIA Support project coordinated the development and adoption of the state standard DSTU EN 301549:2022 which is de facto the official translation of the European standard EN 301 549. Also, the project facilitated the authorized translation of WCAG 2.1 into Ukrainian. [↑](#footnote-ref-20)
20. Web accessibility audits were undertaken for over 100 government websites as well as individual digital services to assess their compliance with national and international accessibility standards. [↑](#footnote-ref-21)
21. Cryptography equipment procured included network crypto-modules and an IP encoder to enhance cybersecurity of systems like Diia portal and e-ID. [↑](#footnote-ref-22)
22. The Diia Summit 2.0 has served as a flagship event for Ukraine's digital governance, presenting a broad picture of advances in e-governance and attracting 30,000 views. The Diia Business event, held on the same day as the Diia Digital Education event, discussed the future of Diia.Business 2.0 and market opportunities, reaching 3,000 viewers. [↑](#footnote-ref-23)
23. The upcoming national omnibus survey will shed further light on the project's ability to meet user needs and expectations. [↑](#footnote-ref-24)
24. The upcoming national omnibus survey will provide further evidence on how the project-designed materials have fostered digital skills among the population. [↑](#footnote-ref-25)
25. It should be noted here that one person might use more than one service, so the number reported here is not the number of unique users. [↑](#footnote-ref-26)
26. The first services shown in Figure 6 (offline registration of IDP) is an offline service which was promoted and supported by the DIA Support project by unifying the integrated database that is used by staff in offline social centers of the Ministry.of Social.Policy and TSNAPs. [↑](#footnote-ref-27)
27. The EGDI serves as an assessment tool for national e-government readiness, while the EPI evaluates citizen engagement through the use of information and communications technologies. [↑](#footnote-ref-28)
28. Discussing surveying methodologies is not within the scope of this evaluation, but suffice to say that in-person data collection methods are more effective for remote locations and vulnerable communities such as the elderly or persons with disabilities. [↑](#footnote-ref-29)
29. The Ministry of Social Policy is building an informational social system in the social sphere to accelerate the provision of assistance and support to Ukrainians, making it easier for them to access social services at any stage of life. Link [here](https://www.unicef.org/ukraine/en/press-releases/unicef-supports-ministry-social-policy-ukraine-its-digitalization-agenda). [↑](#footnote-ref-30)
30. The educational programme for CDTOs was intended to encompass much broader spectrum of topics than the mentioned online educational series “Web Accessibility”. [↑](#footnote-ref-31)
31. Commissioned by the United Nations Development Programme (UNDP), this survey serves as a key instrument in understanding the perspectives of adult residents in Ukraine (aged 18 and above) on diverse topics related to the use of public electronic services. The methodological rigor is assured through a series of stages, starting with the development and programming of the questionnaire utilizing OCA software for CATI. Following this, mobile phone numbers were generated for a broad spectrum of respondents, enabling comprehensive interviews. [↑](#footnote-ref-32)
32. Budgets are from financial reports to donor where USD amounts are calculated using weighted average exchange rate (funds from donor were received in SEK). Moreover, Budget revision was made in 2021 and budget was decreased by 221,644USD and approved by donor (at Project Board on 5 October 2021; Minutes were signed by all). As a result, actual budget 2022 was increased by that amount. In the Project Document, USD amounts were calculated as per UN exchange rate as of date of the signature of the Project Document. Total budget amount for all years differs from actual available funds received from the donor. This difference is due to the fact that delivery rates in 2021-2022 were not 100% and remained unspent balances were added to 2023 budget. [↑](#footnote-ref-33)
33. Expenses as per financial reports submitted to the donor. [↑](#footnote-ref-34)
34. Expenses as per Combined Delivery Report from Atlas for 2022 after financial closing of 2022. [↑](#footnote-ref-35)
35. Expenses including commitments as of 30 June 2023 as per mid-year report. [↑](#footnote-ref-36)
36. It should be noted here that two additional factors have facilitated the adoption of e-services: the COVID-19 pandemic and the war. Individuals relocated either within the country or abroad, further necessitating digital solutions for administrative needs. Additionally, government offices were either shut down for extended periods or remain closed in areas affected by conflict—namely, occupied territories, regions near the front lines, or areas devastated by military actions. [↑](#footnote-ref-37)
37. In 2020, the President of Ukraine signed the Decree "On Ensuring the Creation of a Barrier-Free Environment in Ukraine", the National Barrier-Free Strategy, the Plan of Measures to Overcome Barriers were adopted, and the Barrier-Free Environment Council under the Cabinet of Ministers was established. [↑](#footnote-ref-38)
38. According to the survey results in 2020, Ukraine was ranked in 69th place: [https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf](about:blank) **But in 2022, Ukraine received 46th place:** [https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/180-Ukraine/dataYear/2022](about:blank) [↑](#footnote-ref-39)
39. The indicators’ wording and targets for 2021-2023 are modified in accordance with the Project Board meeting decision on 5 October 2021. [↑](#footnote-ref-40)
40. According to the survey results in 2020, Ukraine was ranked in 69th place: [https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf](about:blank). In 2022, Ukraine received 46th place**:** [https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/180-Ukraine/dataYear/2022](about:blank) [↑](#footnote-ref-41)
41. The indicators’ wording is modified in accordance with the Project Board meeting decision on 6 March 2023. [↑](#footnote-ref-42)