

Final Report

e-Learning for Sustainable Development

01 December 2018 – 31 March 2021

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ACRONYMS

Community Organization	CO
Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH	GIZ
European Union	EU
European Credit Transfer and Accumulation System	ECTAS
Federal Ministry for Economic Cooperation and Development	BMZ
Lviv Business School	LvBS
Memorandum of Understanding	MoU
Non-governmental organization	NGO
National Academy for Public Administration under the President of Ukraine	NAPA
National Agency of Ukraine for Civil Service	NACS
Open University of Maidan	OUM
Sustainable Development Goals	SDGs
Training of Trainers	ToT
Ukrainian School of Governance	USG
Ukrainian Catholic University	UCU
United Nations	UN
United Nations Development Programme	UNDP





1. EXECUTIVE SUMMARY

The “e-Learning for Sustainable Development” project (hereinafter – the Project), implemented by UNDP in Ukraine and funded by the German Government through GIZ, aimed to improve access to e-learning on the [Sustainable Development Goals \(SDGs\)](#) in Ukraine for representatives of three key groups of development actors: public servants, the business community, and civic leaders. It was implemented from December 2018 until the end of March 2021. Designed and implemented in cooperation with national and international partners, at the outcome level the Project has strengthened the new decentralized governance system by improving access of development actors at all levels to knowledge, and enhancing their capacities.

Project action flowed in two streams: (a) improving access to e-learning on sustainable development and the SDGs, and (b) increasing the awareness of development practitioners in Ukraine about the global development agenda and its retranslation at the local, regional, and national levels under the country’s new decentralized governance system. The Project’s key outputs included three online courses on sustainable development and the SDGs tailored for the abovementioned target groups, which were branded under a common name “Dáli” (meaning “*act further*” in Ukrainian). Another output was a pool of trainers, i.e. a group of well-trained professionals and volunteers with relevant backgrounds who are now able to support e-learning processes by conducting e-classes and webinars. Third, the Project produced a cadre of qualified representatives of the three targeted groups who enrolled in the online courses and who were awarded certificates on course completion.

All four online courses created during the Project (the fourth was developed in response to the COVID-19 pandemic) are maintained by the Project’s partners on their popular platforms for online education, which will provide permanent free access to all interested users. The developed courses provide advanced knowledge about the 2030 Agenda, the 17 SDGs, and

sustainable development theory and best practices, while taking into account Ukraine’s national context. Considering each target group had differing roles in the development process, the courses were specially tailored for the respective groups: e.g. in the course *for public servants*, the emphasis was on the responsibilities of governmental structures for achieving the SDGs at the national, sub-national and local levels, and building effective public-private partnership for sustainable development, while in the course *for the business community*, the focus was on role of businesses and their potential contribution to sustainable development in creating new jobs, promoting innovation, and setting up responsible production. In the course *for civic leaders*, there was an emphasis on the meaning of leadership for sustainable development, community mobilization for development, etc.

An additional output – an online course on remote work for civil servants – was not envisaged in the initial project design. It was developed in close collaboration with national partners as a response to the main challenge faced by the Project’s beneficiaries – the COVID-19 pandemic.

As demonstrated below in this report, the Project has overachieved all of its initial targets through establishing fruitful cooperation with the relevant national partners and by taking a smart, inclusive, and gender-sensitive approach to implementation. During its initial phase, the Project established partnerships with the most popular national online educational platform, Prometheus, the Open University of Maidan NGO (which runs its own online platform for citizen’s education and awareness raising, with a focus on civil society and civic leadership), the National Agency for the Civil Service of Ukraine, the Ukrainian School of Governance, the National Academy of Public Administration (NAPA), and the Lviv School of Business. The overall structure and detailed curricula of the courses were elaborated in close collaboration and consultation with the





representatives of target groups, who were drawn from a broad cross-section of almost 100 NGOs, regional and local authorities, business associations and other business membership organizations, etc., and who became active co-creators of the courses, working in diverse and gender-balanced focus groups. A number of real-life cases were suggested by the participants, and these were integrated into the content of the online courses, which were later given high assessments by the final users. In general, the expert's and final users' feedback concerning all four of the courses developed was very positive, especially in terms of course structure, content, appearance, and user-friendliness.

Selected on competitive basis, a diverse, gender-balanced group of 56 trainers, drawn from almost all regions of Ukraine, was trained and certified by the Project. These qualified trainers will ensure there is ongoing capacity building for the representatives of the target audience on a regular basis (e.g. by working to strengthen the capacities of official authorities, business membership organizations, civil society organizations, etc.). After completing the training programme for trainers and being awarded their certificates, the newly trained professionals were given opportunities to organize and deliver their own training sessions for final users from the targeted groups. Moreover, some trainers were already engaged in similar activities as part of other projects, such as the "Private Sector Engagement for SDGs" project, which was implemented by UNDP in parallel.

The COVID-19 pandemic affected Project activities and became a major implementation issue in 2020. The Project had to rearrange its activities and schedule, and swiftly adapt to the new situation by moving the majority of its activities online. At the same time, the Project identified an emerging need of Ukrainian civil servants targeted within this action – learning how to effectively perform their duties while working remotely under quarantine regime. This was a challenge that most civil servants had never faced before, so providing them with free access to reliable information on this topic, which was in high demand, was critical. So, in partnership with the National Agency for the Civil Service of Ukraine (NACS), the Ukrainian School of Governance, and the Prometheus

platform for online education, the Project swiftly developed a short course to provide the target audience with concise information on various matters relating to remote working. This additional course was officially certified by NACS and became extremely popular after it was launched.

Using a flexible management approach, the Project increased its positive impact by more widely engaging other stakeholders, including the Ministry of Digital Transformation, the Export Promotion Office of Ukraine, and others who expressed readiness to support the promotion of online education about sustainable development. The Project also benefitted from the UNDP's earlier-established partnerships with regional and local authorities, partner universities and high schools, CSOs, and business membership organizations – as well as its extensive experience of bottom-up citizen mobilization for joint actions.

The Project's quantitative results can be summarized as follow:

- **three tailored online courses** on various aspects of sustainable development and the localized implementation of the SDGs were developed and launched on popular online education platforms, with all interested representatives of the target groups – public servants, businesses and civic activists – having permanent free access to them;
- **one additional, tailored online course** for civil servants on how to work remotely, in particular under the quarantine regime introduced as a response to the COVID-19 pandemic, was developed and launched, with permanent free access for all interested users;
- both online courses for civil servants were **officially certified** by the NACS of Ukraine;
- **56 local trainers were trained** and certified by the Project, and are empowered to advocate and support the further promotion of e-learning on sustainable development for the targeted groups;
- **37,772** representatives of the targeted groups enrolled in the online courses developed by the Project;





- **23,729** representatives of the target groups completed the online courses and were awarded certificates;
- more than **4,500** people improved their awareness about sustainable development and the SDGs through information and capacity building events organized by the Project.

And last, but not the least – the Project was recognised at the international level, and has already shared its experience, with the potential for replication: In 2020 and 2021, the Project was studied by colleagues from the UNDP Office in Bosnia and Herzegovina and GIZ/IBB Belarus, who are now working on similar problems with awareness about sustainable development and the SDGs.





2. BACKGROUND

2.1. Implementation context

Since the adoption in 2015 of the UN resolution on the 2030 Agenda for Sustainable Development, the Ukrainian Government has taken laudable steps to implement the 17 Sustainable Development Goals. An inclusive process aimed at adapting the SDGs to the Ukrainian context was launched, leading to the establishment of a national strategic framework for Ukraine, and a national baseline published in 2017, including intermediate and national targets for implementing the 2030 Agenda. Supported by encouraging shifts in the political and parliamentary landscape, a series of subsequent decrees and legislative measures showed there to be determination in Ukraine to accelerate socio-economic transformation and inclusive growth, guided by the 2030 Agenda and provisions enshrined in the EU-Ukraine Association Agreement.

Notably, on 30 September 2019, the president of Ukraine issued Decree No. 722/2019¹, setting the SDGs as a benchmark for the government's policy, programming and forecasting documents. In line with this ambition, reforms are underway in several policy areas with the aim of stabilizing the national economy and improving the population's living conditions, including through a comprehensive decentralization process that serves to bring increased fiscal and executive mandates to regional and local administrations. In this regard, a self-assessment undertaken by Ukraine as part of its SDG Voluntary National Review, which was presented in a report at the UN HLPF in 2020, notes that "[...] matters of proper management, fair and transparent authorities, and public participation in decision-making and accountability mechanisms should be taken into consideration when planning and implementing tasks and achieving goals (p. 112)² [...]". This sentiment likewise echoes the opportunities available to the private and public sectors to work together in leveraging new partnerships and financing solutions for the realization of the SDGs.

Even so, the progress made in the domains of governance and public administration, and on key development indicators, is still restrained by entrenched impediments that undermine the path to inclusive and sustainable development. While increased decentralized responsibilities and mandates have been transferred to sub-national levels, the deficient or insufficient capacity of local authorities and municipalities – heightened by prevalent corruption and a lack of accountability at all levels – remains a cross-cutting barrier that dilutes results and mars the sustained delivery of overarching development plans.

The recent years' development achievements have also been drastically challenged by the COVID-19 crisis, which has affected people in all regions of Ukraine, straining local budgets and revealing the effects of long-term underinvestment in the social sector and public infrastructure. The impact at the household level also reveals the dire human dimension of the pandemic, and how it has disproportionately reduced the income and livelihood opportunities of vulnerable populations – those of women in particular. According to a joint study by UNDP, FAO, and UN Women on the impact of COVID-19 conducted in 2020³, respondents in older age

¹ <https://www.president.gov.ua/documents/7222019-29825>

² https://sustainabledevelopment.un.org/content/documents/26295VNR_2020_Ukraine_Report.pdf

³ https://www.ua.undp.org/content/ukraine/en/home/library/democratic_governance/covid-19-in-ukraine-impact-on-households-and-businesses.html





groups in particular reported concerns about possible food shortages. A tangible gender gap has emerged, with women reporting greater concerns about money than men. The study also indicated that rural households are more vulnerable than urban, having a higher share of unofficially employed members, more chronically ill members, and so on. The study was conducted at a time when administrative services had been suspended or were only partially provided due to the lack of local (institutional and human) resources to operate under the rapidly evolving pandemic crisis. As a consequence of this, the most vulnerable categories of the population, especially women (the elderly, single mothers, women with disabilities, unemployed women, etc.), received patchy protection from the state via the local authorities.

Throughout the COVID-related crisis, it has become evident that Ukraine's institutional resilience and the speed and quality of its response to challenges are dependent on development actors' ability to operate reliably and coordinate effectively, on the basis of joint understanding and a firm commitment to achieving the SDGs.

2.2. Goal and specific objectives

The overall Project goal is *to promote the sustainable development of Ukraine under its new decentralized governance system. Project action flowed through Output 1: The sustainable development of Ukraine, with its new decentralized governance system, is promoted, through improved knowledge-sharing mechanisms, increased awareness, and the strengthened capacities of development actors.*

To achieve this, three areas of intervention were articulated: (a) improvement of knowledge-sharing mechanisms on sustainable development and the SDGs; (b) increasing awareness of these issues; and (c) strengthening the capacities of the major development actors, these being civil servants at all levels, the business community, and the civic sector.

The Project aims to promote the sustainable development of Ukraine through enhancing conscious understanding and personal perception of the subject among public officials, private entrepreneurs, and civic leaders, and to advocate, facilitate and foster sustainable socio-economic growth at the local, regional, and national level.

The two specific objectives of the Project are:

- to improve access to e-learning on sustainable development and the SDGs;
- to increase the awareness of development practitioners in Ukraine about the global development agenda, and how it can be translated into national, regional, and local development agendas.

Achieving the above objectives will produce gender-responsive policies and result in practices being implemented by national institutions in close collaboration with the private sector and local communities. In turn, the sustainable management of resources will ensure the preservation of ecosystems and the generation of green jobs.

Improving access to e-learning on sustainable development through national online education platforms ensures the broad dissemination of this information, and accelerated achievement of the SDGs through the conscious acceptance of the merits of sustainable development by local development actors. It empowers them to incorporate the sustainable development ethos into their actions, and consider current and future social, cultural, economic, and environmental impacts from local, national, and global perspectives.

The awareness of development practitioners in Ukraine about the 2030 Agenda and how it is translated into national, regional and local development agendas has indeed increased. This is obvious from feedback from e-





course users and the qualified trainers – 99 percent of the feedback is positive and points to their having obtained newly obtained knowledge and vision about sustainable development and the SDGs.

Project interventions occurred in the following four interrelated activities:

Activity 1. *Establishing partnerships to promote the sustainable development agenda in Ukraine;*

Activity 2. *Elaborating tailored e-training courses on sustainable development and the SDGs;*

Activity 3. *Implementing a Training for Trainers programme;*

Activity 4. *Conducting training/webinars for the Project's target groups.*



3. RESULTS ACHIEVED

The implementation of the Project took place in a rather favourable environment, given the socio-economic and political processes in the country. The Project activity met the expectations of the major development actors regarding the provision of content on sustainable development. Thus, the Project achieved its goal, and significantly exceeded the planned indicators. The key indicators the Project had achieved by the end of its implementation are presented in **Table 1**. Indicators under Result Framework.

Table 1. Indicators under Result Framework

Indicators	Target	Result
Partnerships are established with existing knowledge-sharing platforms for the joint promotion of sustainable development in Ukraine	Yes	Yes
A vision, strategy, and approaches to developing an e-learning platform on SDG implementation in Ukraine are determined	Yes	Yes
A number of new e-courses on sustainable development and localized implementation of SDGs are developed and made available to various groups of stakeholders (including, but not limited to, civic activists, the business community, national/regional/local authorities, and other development professionals)	3	3 <i>Note: all three e-courses are available 24/7, with free access on online education platforms</i>
A new e-course for civil servants on how to work remotely under quarantine conditions is developed and made available, with the aim of addressing the challenges of the COVID-19 pandemic	1	1 <i>Note: the e-course is available 24/7, with free access on an online education platform</i>
A number of local trainers are trained to support tailored e-learning on sustainable development for the targeted groups	30	56 (67.8% are women) <i>Note: 16 for Civic Activists TG; 28 for Civil Servants TG; 12 for MSME TG</i>
A number of civic activists, representatives of the business community, civil servants and representatives of regional/local authorities are trained via e-learning platforms on supporting and managing sustainable development in the context of newly decentralized governance	1,000	24,461 (51.1% are women) <i>Note: 12,947 representatives of the target groups completed e-courses and were awarded certificates. (61.0% are women)</i>
A number of civil servants and representatives of regional/local authorities are trained via e-learning platforms on how to work remotely under quarantine conditions	NA	13,311 (59.7% are women) <i>Note: 10,782 completed e-courses and were awarded certificates. (60.1% are women)</i>



Table 2. Number of enrollees, by online course

#	Course Title	Course' Start Date	Number of Subscribers	Women-Subscribers, %	Number of Certified Subscribers	Certified Subscribers, %	Certified Women Subscribers, %	Users' average Age	Active Forum Users, %
1	"Act further: Sustainable development for civic activists"	28.4.2020	2932	58.96	326	11.11	52.13	31	n/a
2	"Act further: Sustainable development for business"	21.7.2020	3364	50.13	505	15.01	42.49	31	1.31
3	"Act further: Sustainable development for civil servants"	18.5.2020	18165	50.00	12116	62.34	62.05	40	8.78
4	"Remote work for civil servants"	08.6.2020	13311	59.73	10782	81.00	60.18	40	0.70
*Total:			37772	54.14	23729	62.82	60.65		

** Statistics details as of 18 June 2021*

These achievements resulted from the implementation of interrelated activities, which are described in detail below.

3.1. Establishing partnerships for promoting the sustainable development agenda in Ukraine

To promote the sustainable development agenda in Ukraine, the Project established key partnerships with leading institutions and platforms.

Memorandums of Understanding were signed with the Open University of Maidan NGO, the National Academy of Public Administration under the President of Ukraine, the Ukrainian School of Governance (an institution of postgraduate education under the National Agency of Ukraine for the Civil Service), the Community of Lviv Business School NGO, and the Prometheus NGO.

To evangelize sustainable development and the SDGs among central and local government officials, the Project worked in close cooperation with the National Agency of Ukraine for the Civil Service. To provide the central and local authorities with basic knowledge about sustainable development and the relevant skills enabling them to work with the respective information in their day-to-day work, the General Professional (Certified) Training Programme on Sustainable Development Goals for Public Officials was developed in partnership with the National Academy of Public Administration, under the President of Ukraine and the Ukrainian School of Governance. The Programme combines a certified 60-hour course that includes a 40-hour online section on sustainable development, which itself includes the e-course developed under the Project, and a 20-hour offline part. The course was certified by the National Agency of Ukraine for Civil Service and included in the 2020





learning plan of the Ukrainian School of Governance. In line with the plan, 1,065 students successfully completed the programme in 2020.

Additionally, the National Agency of Ukraine for the Civil Service certified an online course for civil servants on how to work remotely under quarantine conditions. It was developed and made available in partnership with the Ukrainian School of Governance and the Prometheus NGO. The e-course addresses the challenges associated with the COVID-19 pandemic. To address the need for the digitalization of the working processes of the state and public authorities, as prioritized by the Government of Ukraine and according to the state strategy of digital transformation, the National Agency of Ukraine for the Civil Service started to work on respective protocols and regulations. The COVID-19 pandemic also accelerated the rearranging of state and local government working processes, with information and knowledge support on remote working promptly being made available to staff.

The National Academy of Public Administration under the President of Ukraine and the Ukrainian School of Governance were partners in the development of the e-course on sustainable development for civil servants. The interaction was amicable and fruitful in terms of results and experience. For both institutions it became a solid basis with which to start incorporating the sustainable development agenda into their own training programmes.

The National Academy of Public Administration under the President of Ukraine is an institution of higher education with special conditions of study, which provides scientific and methodological support for the system of training, retraining, and specialization of civil servants. It has four regional departments. The national academy offers Masters' degrees in Public Management and Administration.

The Ukrainian School of Governance is an institution of postgraduate education managed and overseen by the National Agency of Ukraine for the Civil Service. Its major objective is to improve the level of professional competence of civil servants, the heads of local administrations (and their first deputies and deputies), local government officials, and employees of public authorities and local self-government. It employs a unified approach to educational content, forms and methods when conducting activities to improve the skills of public servants.

The experience and knowledge of the partners above ensured the Project produced good quality learning materials, well-structured e-courses, and a training programme certified in line with the regulations of the National Agency of Ukraine for the Civil Service.

On their successful completion of the Project's e-courses, civil servants are awarded certificates from the Prometheus online platform. The qualification is recognised as self-education and earns students European Credit Transfer and Accumulation System (ECTS) credits.

Civil servants who successfully complete the full advanced training programme (its online and offline parts) are also awarded a certificate from the Ukrainian School of Governance. The qualification is recognised as advanced training in a general/special professional (certificate) programme, and also earns students ECTS credits.

Besides this, the National Agency of Ukraine for the Civil Service has recommended the use of the e-course "Act Further: Sustainable Development for Civil Servants" in the development and implementation of general training programmes (in the form of blended learning) on public administration, strategic management, and planning for civil servants and local government officials.

The National Agency of Ukraine for the Civil Service also recommended the use of the e-course "Remote Work for Civil Servants" in the development and implementation of general training programmes (in the form of blended learning) for civil servants and local government officials.





The e-courses and training programmes were promoted among the target audience via the Project partners' network of training centres and regional departments.

The Ministry of Digital Transformation was an important partner of the Project. In line with its official mandate, the ministry supports the digital economy and innovation to enhance the accessibility and inclusivity of public services, and to stimulate online education. To achieve the countrywide promotion of the Project's product, a respective dialogue was initiated with the ministry. On its official website, the ministry invited⁴ members of the business community to subscribe to the online course on sustainable development developed under the Project.

The ministry proved to be a valuable partner in promoting the importance and benefits of sustainable development approaches and the principles of the 2030 Agenda.

The Small and Medium Entrepreneurship (SME) Development Office was also among the Project's partners. The office acts as a permanent advisory body under the Ministry of Economic Development, Trade and Agriculture of Ukraine. To build the capacity of small and medium businesses in the regions, the SME Development Office has set up information points around Ukraine. At the invitation of the Project, several local experts from the regional offices joined the training programme for business trainers on sustainable development. The action above ensured the targeted audience's awareness about sustainable development was raised in the regions of Ukraine.

To reach a wider business audience, the National Platform of Small and Medium Entrepreneurship promoted the online course on the SDGs on its website. The national platform unites small and medium businesses from all parts of Ukraine, and provides them with access to online information needed for doing business.

For two years in row, representatives of the Lviv Business School of the Ukrainian Catholic University (LvBS) have been among the participants of the Ukraine House at the World Economic Forum in Davos, Switzerland. Together with representatives of business and the academic community, they take part in the discussion about sustainable development issues. Considering the above, and also taking into account the LvBS's experience and skills – including its experience in developing online training programmes – the Project partnered with the institution in developing the e-course on sustainable development for representatives of small and medium businesses.

To cooperate in creating the e-course on sustainable development for civic activists, the Project invited the Open University of Maidan (OUM) NGO, which is well-known as an educational platform and public organization aimed at promoting a quality civil society through education in Ukraine. Its main goal is to give all interested residents of Ukraine the opportunity to gain the knowledge needed to acquire civic competencies and achieve sustainable personal development. Partnering with the OUM ensured there was solid support for spreading awareness about the e-course on sustainable development among active members of Ukraine's civil society.

Given its experience, knowledge, and the results it has achieved, the Prometheus NGO was another very important partner of the Project. It started its activities in 2014 as a public project of mass open online courses, aiming to provide free online access to university-level courses to anyone, as well as to provide opportunities to publish and distribute such courses to leading organizations, companies, universities and professors. Two e-courses on sustainable development – for public servants and for business – and the e-course on remote working for public servants are now available on the Prometheus platform.

Close cooperation with partners ensured the formation of a common vision, strategy, and approaches in developing the e-courses under the Project. It was challenging work for the Project team, but also exciting, and resulted in the creation of interesting, modern e-learning courses. The Project gained an understanding of the

⁴ <https://business.diia.gov.ua/cases/novini/dajdzest-mozlivostej-vid-diabiznes-24072020?fbclid=IwAR0BKtYUVPf4bJVsf-xfGMuyaqFDJzjbBaAvOWEgCl5pltX12G7hCBYBK0>





partners' roles when developing each course, via their access to existing communities/platforms and their own understanding of the stakeholder's expectations and needs. Thus, the expertise of partners was vital in terms of building relations, providing communications, and engaging stakeholders in the subject of the course. This successful partnership cooperation was entirely responsible for the results achieved by the Project.

3.2. Elaborating tailored e-training courses on sustainable development and the SDGs

The curricula and content of the e-courses were created on the basis of a collectively developed and agreed strategy. During e-course development roundtables and workshops, it was concluded that existing international and national knowledge resources would definitely have to be integrated into the e-training courses.

Thus, best world practices on e-learning were selected for use in developing the e-courses. For this reason:

- the e-courses are based on international and national practical cases, as it is widely acknowledged that the case method is the only effective way to learn online. Most of the national cases are drawn from the successful decentralization reform that Ukraine underwent from 2014 to 2020. To choose a case, TOP-4 criteria were observed – case studies and solutions must be able to be replicated and scaled; the case should demonstrate a partnership of various stakeholders; the challenge in the case has to be large-scale and resonate in society; and the case must demonstrate solutions to specific problems;
- the e-courses have a welcome or promo video with a well-known, recognizable person who explains the importance of the topic and encourages the audience to learn. To view the promo video for the e-courses, follow [this link](#);
- the e-courses start with an introductory video which provides an overview of the curriculum, the course layout, the assignments and testing policy;
- the “rule of three minutes” was applied. This ensures the audience remains attentive and concentrated on the information provided. To ensure this, every three minutes, the action changes in the e-course. So videos last for three minutes, reading texts last three minutes, there are regular visual and sound breaks, etc.;
- there are guest speakers and experts on the e-courses who share their experiences and answer questions;
- students are able to lead the discussion and receive lecturers' feedback in discussion boards or through individual posts by students.

It became clear through feedback from the target audience and Project partners that the e-training courses on sustainable development and SDGs should give impetus to action, and this conclusion was supported by the Project team. It was agreed that the e-courses, as well as having a fully grounded educational purpose, should also try to teach the students to think, make decisions, and take responsibility for their own lives, the safety of others, and the future of the country.

During the series of roundtables and working meetings, partner and target audience expectations for the e-learning courses on sustainable development were collected and analysed using the stakeholder mapping methodology. This ensured the process was participatory and inclusive, fully engaging the target audience, Project partners, and the network of UNDP Ukraine's partners.

This resulted in (a) focusing the vision of the partners on the final product; (b) developing an understanding of how the targeted groups perceive sustainability, and of the needs of three stakeholder groups for sustainable development in general; (c) determining the motivation and willingness of each audience segment to learn about the SDGs; and (d) defining the focus issues for the key stakeholder groups.





For the civic activists target audience, the following focus issues were prioritized:

- irresponsible production and unconscious consumption;
- a low level of understanding of, and assuming personal responsibility for sustainable development;
- low awareness of sustainable development and the SDGs;
- disrespect for human rights.

Representatives of the civil service also identified their top-five SDGs:

11. Sustainable cities and communities;
8. Decent work and economic growth;
4. Quality education;
9. Industry innovation and infrastructure;
17. Partnerships for the Goals.

The business community target audience saw the following SDGs as the most important:

8. Decent work and economic growth;
4. Quality education;
9. Industry innovation and infrastructure;
17. Partnerships for the Goals;
12. Responsible consumption and production.

This information helped the Project team formulate a tailored thematic agenda for the education programme for each target audience, and to select best practices and case studies. Online course speakers who are well-known and recognized by the targeted audience were also identified.

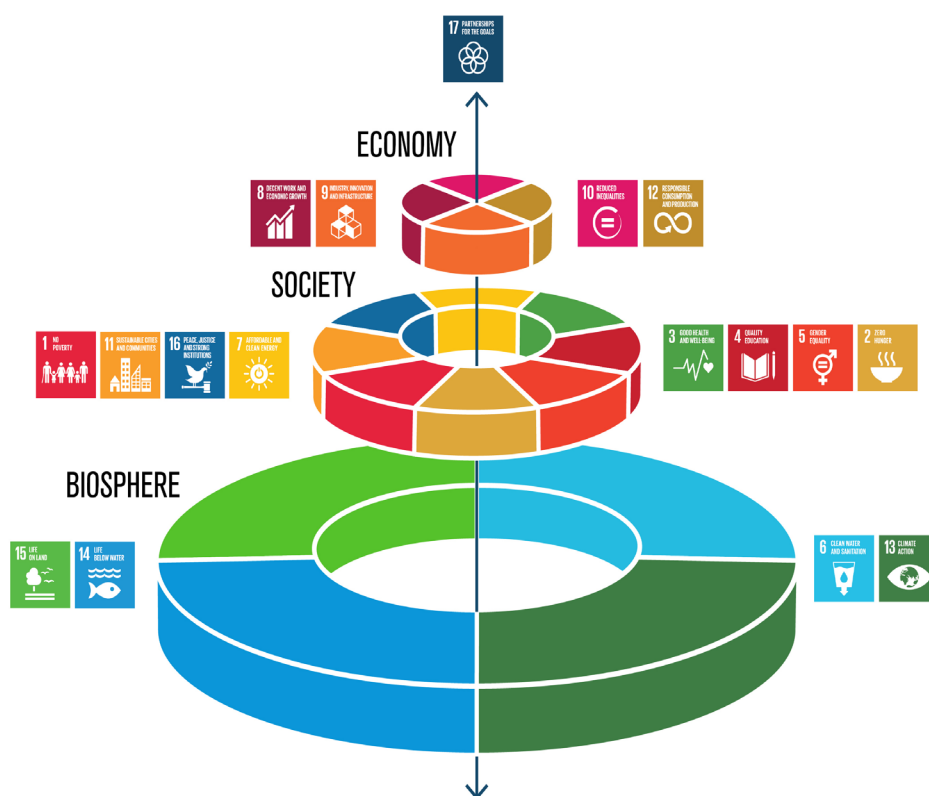
The development of the e-learning courses was based on four major principles: an innovative and non-academic approach; calls to action and high levels of applicability; inclusiveness and equality across all e-courses; and a gender balance among lecturers and trainers for trainers.

Representatives of the target audience and the Project partners, with support from the Project team, determined that that e-training courses should be produced in Ukrainian. To increase the inclusiveness of the course, it was recommended that the learning materials also include Russian and English subtitles (apart from the online course for public servants), if this was feasible within the budget.

In total, six roundtables were conducted with representatives of the target groups (two roundtables with each target group). More than 100 people – representatives of civil society, the business community, and civil servants from the local, regional, and national levels – participated in these events.

The Project decided to present the SDGs through the “Reconnecting to the Biosphere” model developed by the Stockholm Resilience Centre: Economy - Society - Biosphere and Partnership, with sustainability as the quintessence of development. As a result, all three courses were grounded on the Stockholm Resilience Centre approach, which sees the relationships between the economic, social, and ecological aspects of the Sustainable Development Goals (SDGs) as being in the form of “a wedding cake” (see the figure below). In this model, economies and societies are viewed as being embedded within the biosphere:





Graphics by Jerker Lohrman/Alto

Figure 1. Relationships between the economic, social, and ecological aspects of the Sustainable Development Goals (SDGs)

The model above moves away from the sectorial approach, with its social, economic, and ecological development parts (sectors). This new logic sees the economy as serving society, which itself evolves within the environmental system of the planet.

Partnership for sustainability at all stages is a major general message in all three courses. It demonstrates the logic of partnerships between the state, community (society), and business. Each of the three courses provides informational, analytical, and practical levels for understanding this sustainable development logic.

Furthermore, the following logic for the creation of the courses became evident: e-course development should include a strategic overview of the best international experience of e-learning about the SDGs; the relationship between case studies and Ukraine's national commitments (under the 2030 Agenda and national Ukrainian targets, harmonization with EU law, etc.) should be made explicit, showcasing real impacts on the environment and society, concrete actions, and measurable effects of projects, demonstrated with facts and figures; the course material should present a chain: challenge/problem - approaches - actors - concrete solutions; and it should be illustrated with inspiring examples, encouraging the audience to "Think Global and Act Local."

All three courses on sustainable development incorporated a single key message: "Sustainable development is no longer an option – it is the way to survive. Climate change is no longer an issue for scientists – it is the concern of everyone."

Online course on sustainable development and SDGs for civic activists

[Act further: Sustainable development for civic activists](#)



Figure 2. Title page of the online course on sustainable development and SDGs for civic activists

Potential partners for developing this e-course were determined using the stakeholder mapping methodology. This identified about 100 opinion leaders – leading national and international speakers, development actors, and inspirational leaders. Thus, the majority of the proposed course speakers were drawn from civic organizations that are widely known as proactive actors in civil society: the NGOs Ecodiya, Nul Vidhodiv Lviv, Greencubator, Batky SOS, Dostupno.UA, and so on.

Two roundtables with representatives from the target audience determined the educational goals and objectives of the course, and produced criteria for selecting case studies for it. The goal of the e-course was articulated as promoting the formation of a community of conscious citizens who act within their various competencies, in partnership with local authorities and businesses, to achieve the SDGs. The e-course is also to increase awareness about sustainable development among a wide audience in broader society. Common interests and shared values should form the base of a future state-business-community partnership triangle. Practical cases and vivid examples would be used to present the roles of each of the three actors. A prototype e-course curriculum resulted from these joint efforts. In total, more than 50 people participated in the two roundtables.



The course material consists of 33 videos that form 17 learning sessions, which are split into four blocks:

Block One: Biosphere

Block Two: Society

Block Three: Economy

Block Four: Partnership

The material combines lectures, cases, comments, links to resources, and homework quizzes that round off each block of the course. The total duration of the video material is four-and-a-half hours. Details of the e-course curriculum are provided in **Annex 1. Structure of the e-course for civic activists**.

Each learning session in the e-course covers one topic with one (or two) short video lectures, and a thematic case or interview. The information on “thematic” SDG(s) is provided in the world content and in the national and/or regional content. The cases present world best practice on achieving the SDGs and (or) retranslating them into possible actions to be taken at the national/local level. The e-course material articulates a problem\issue, its possible resolution, and how to monitor progress toward achieving the SDGs. It demonstrates how civic activists can influence economic agents (goods producers, service providers, and consumers), social institutions, and the government to ensure development is sustainable.

Each block of the course is followed by a test. In total, there are four tests with five questions each. A certificate of successful completion of the course is issued if the student correctly answers 60 percent of the questions. To assess the e-course, the finalized training material was road-tested by the trainers certified by the project. Based on the trainers’ feedback from this testing, the course underwent some minor improvements.

The online course for civic activists was finalized and launched on 28 April 2020. On 6 May 2020, the e-course was technically certified. In March 2021, the e-course on sustainable development for civic activists became available with Russian and English subtitles.

As of 18 June 2021, a total of 2,932 users had enrolled in the e-course. In all, 58.9 percent of the students are women. In total, 326 students have passed the course test and been awarded certificates. This is 11 percent of the total number of students, and it considered a good rate (according to the Harvard Business School the completion rate of *most online courses in the world is only 10 percent*). In their feedback, course enrolees highlighted the potential for improving the course by further developing the following topics: adult education; partnership development; measuring the success of SDG implementation; and developing policies and strategies for NGOs aimed at implementing priority SDGs.

Since March 2021, the e-course on sustainable development for civic activists became available with Russian and English subtitles. This will allow to further expand the audience of the online course. In addition, it will contribute to the internationalization of the practice of Ukrainian civil society on sustainable development and achievements of the SDGs in the region of the CIS countries and beyond.





Caption: 1st Round table meeting, c. Lviv, October 2019

Photo credit: Lviv Polytechnic National University

Online course on sustainable development and SDGs for civil servants

[Act further: Sustainable development for civil servants](#)



Figure 3. Title page of the online course on sustainable development and SDGs for civil servants





The structure and content of the e-course on sustainable development for civil servants was developed in close collaboration with Project partners and stakeholders. The latter included civil servants from the central, regional, and district levels, representatives of local government, experts, and representatives of scientific and educational institutions. A total of 92 representatives of the target group attended two roundtables on e-course development.

Hypotheses about the educational objectives of the course were tested, and the main problems issues for civil servants working with the SDGs, as well as criteria for selecting case studies for the course, were identified. The following main stakeholders, who work out and implement policies, strategies, and plans to ensure sustainable development, were also identified and ranked: local authorities (31.5 percent); government (30.9 percent); the Parliament of Ukraine (17.6 percent); citizens (15.8 percent); and business (1.8 percent).

The goal of the e-course goal was defined as increasing the capacity of civil servants to analyse, formulate and implement sustainable development policies, based on the development of effective multilevel governance in Ukraine, encouraging them to partner to achieve the sustainable development goals.

The prototype curriculum of the e-course for civil servants was finalized as a four-week course of study with 10 modules in total, as per the structure below:

Opening remarks

Week One. SDGs at the National Level

- Module 1. The world and sustainable development
- Module 2. Implementation of the SDGs in Ukraine
- Module 3. Approaches to ensure sustainable development in Ukraine

Week Two. SDGs at the Regional Level

- Module 4. Decentralization reform as a precondition for sustainable development in Ukraine
- Module 5. Principles of regional policy on sustainable development
- Module 6. Partnership and the sustainable development of regions

Week Three. SDGs at the Local level

- Module 7. SDG implementation at the local level
- Module 8. Actions required to ensure sustainable development at the local level

Week Four. SDGs in the system of multilevel governance

- Module 9. Building multilevel governance to ensure sustainable development
- Module 10. Training public servants, with an orientation on sustainable development

Closing remarks

Details of the e-course curriculum are provided in **Annex 2. Structure of the e-course for civil servants.**

The training material covers four levels of public administration – the national, regional, local, and multilevel ones – and explains sustainable development issues for each of them. The e-course presents successful cases and combines creative tasks to be completed by students, which they then present in open forums for interaction and joint work. A personal note-taking room with the main materials of the course is provided to e-course users by the online training platform.

Each of the four weeks of study ends with a knowledge test. A certificate for the successful completion of the Project's e-course for civil servants is issued by the online platform if 60 percent of a student's answers are correct. The qualification is viewed as self-education and earns the student ECTAS credits.





The online course for civil servants was finalized and launched at an online presentation to the general public on 18 May 2020. The presentation was attended by 144 people, and 393 people have viewed [a video recording of the event on YouTube](#). On 9 June 2020, the e-course was technically certified.

As of 18 June 2021, a total of 18,165 students had registered for the e-course, with 61.4 percent of the students being women. A total of 12,116 students have been awarded certificates after successful testing. This is 66.7 percent of the total number of students, which is a very good rate. The average monthly rate of growth in the number of students on the e-course is 1,514 people. The qualitative composition of the student body is as follows:

- the total share of civil service employees is 62.95 percent, including those in category "A" (senior civil service) – 0.12 percent, category "B" (deputy senior civil service) – 17.6 percent, and category "B" (other civil service positions not classified in categories "A" and "B") – 45.23 percent;
- employees of a public authority – 21.56 percent;
- employees of a state institution / organization – 10.97 percent;
- others – 4.52 percent.

In general, the learning outcomes of 91 percent of the students met the expectations they reported before taking the course. The combination of theoretical material and practical examples was much appreciated. "More such courses are needed, aimed at civil servants from various institutions" – this was the most common statement among student responses. Students also said that on completing the e-course they now believed that sustainable development was a tool that would really change Ukraine and the world for the better. The best case study is represented by the Trostianets urban amalgamated territorial community, where all ATC officials completed the Project e-course. The achievements of the ATC on the path to sustainable development and the students' feedback on online learning can be found via the [following link](#).

The e-course was developed and implemented in partnership with the National Academy of Public Administration under the President of Ukraine, the Ukrainian School of Governance, the National Agency of Ukraine for the Civil Service, and the Prometheus NGO. The effectiveness of the online course was influenced by its inclusion in the general professional (certificate) training programme for civil servants and local government officials, which is accredited by the National Civil Service Agency. Thus, targeted students of the online course, after successfully completing both it and the offline training part, receive a certificate worth two ECTS credits, confirming their fulfilment of a professional development programme (60 academic hours).

The e-course has had a positive impact on the development of the domestic system of vocational training, and has improved the quality of educational services in the "Public Administration" field of knowledge. The National Agency of Ukraine for the Civil Service has recommended the online course for use in the development and implementation of training programmes for civil servants and local government officials on public administration, strategic management, and planning for blended learning.

There is obvious potential to improve the e-course: It is important to highlight that sustainable development ideas in everyday practice should be implemented gradually; Innovations in public administration that promote sustainable development are another point that should be emphasized; The concept of integrated development could be presented in more detail.



Online course on sustainable development and SDGs for business

[Act further: Sustainable development for businesses](#)



Figure 4. Title page of the online course on sustainable development and SDGs for business

The syllabus of the e-course on sustainable development for the business community was developed in partnership with the Lviv Business School and the Prometheus NGO, and in close collaboration with representatives of the main stakeholders.

To design the course, the Project analysed existing training programmes and online courses, along with models of sustainable development such as that of the Stockholm Resilience Centre, as well as Ukraine's National Reports on sustainable development. Several rounds of consultations with business representatives were held as part of the design process.





Caption: The 2nd Round Table Meeting of representatives of MSB, c. Lviv, October 2019
Photo credit: UNDP

As a result, the Project team determined that: (a) SMEs are little aware of the SDGs, and usually have only a selection of information about certain SDGs, without being aware of the general principles; (b) some entrepreneurs are convinced that changing their business models in line with sustainable development principles is an expensive and unnecessary process, and could hardly be implemented at the current stage of their business; (c) some SMEs are not ready to contribute even their time to the SDGs, claiming they have insufficient resources to think about SDGs in the current economic situation in Ukraine; (d) those entrepreneurs experienced in working under international grants are prepared to implement the SDGs in their processes – if the grants cover the costs of this. However, such entrepreneurs often do not have a sustainable business model, and do not know which first steps to take to start implementing one, (e) SMEs tend to place responsibility for implementing the SDGs on the national government and large corporate businesses, claiming they themselves have a small impact on the environment and society, (f) SMEs that are familiar with the SDGs claim they lack the operational capacity to implement the targets, and prefer to “fight operational fires” rather than strategize. They invest time and resources in knowledge only when there is an urgent need to make more money and survive as a business entity. The above situation worsened during the COVID-19 quarantine, which threatened the existence of many SMEs.



The primary purpose of the e-course therefore became to raise the awareness of small and medium businesses about sustainable development, sustainable business models, and the integration of SDGs into business processes, and to encourage SMEs to build partnerships with government and local communities to achieve the SDGs. The main outputs of the e-course were defined as follows:

1. SMEs understand the causal links between the economic, environmental and social components of public life;
2. SMEs realise that their own business is responsible for its impact on the environment and society.
3. SMEs learn how to set sustainable development goals and objectives for their business.
4. SMEs are able to integrate the SDGs into their activities.
5. SMEs know how to involve stakeholders in partnerships to achieve the SDGs and promote sustainable development.

Reflecting these needs, the e-course structure and content were designed to serve both as a motivator and a knowledge instrument to help businesses achieve their learning objectives through informal education. Additionally, the e-course was viewed as an e-learning tool for business schools, trainers, and consultants to educate businesspeople in a more interactive and innovative manner.

The e-course target group among SME representatives was defined as entrepreneurs who have a basic or limited understanding of the SDGs and sustainable development, who are interested in innovations and long-term market presence, and whose consumers demand sustainable business practices. The training material was to provide step-by-step instructions for implementing sustainable business models, explaining national legislation in the field of sustainability, and providing general advice on where to find additional information, or agencies to provide support. The cases on economic and financial results of SDG implementation to be presented would be predominantly Ukrainian ones. And obviously the e-course should contain an online forum for students – a powerful tool for discussion and communication during learning.

The final structure of the syllabus of the e-course on sustainable development for the business community combined:

Introduction

Module 1. Sustainable development is a new DNA for business

Module 2. Economy of changes: from linear to circular development

Module 3. How SDGs re-shape a company's business model

Module 4. Partnership

Closing remarks

Details of the e-course curriculum are given in **Annex 3. Structure of the e-course for business community.**

All course modules present successful cases and end with a short homework task to be completed by the students and presented by them in open forums, where they have the opportunity to comment on the work of their fellow students. The Prometheus platform offers each student a personal note-taking room, where the main course materials are stored. This online space is updated after a course is taken.

Knowledge tests are set after each of the four weeks of training. Each test contains five or six questions. A certificate of successful completion of the course is issued if 60 percent of a student's answers are correct. To assess the e-course, it was decided to test the finalized training materials with the trainers certified by the project. On receiving the trainers' feedback, the course underwent some minor improvements.





The online course on sustainable development for the business community was finalized and launched on 21 July 2020. On 8 August 2020, the course became technically certified. On 27 August 2020, a public presentation of e-course on sustainable development for the business community for a wide audience was held, and attracted more than 100 attendees. Some 390 people have viewed [a video recording of the event on YouTube](#). In March 2021, the e-course on sustainable development for the business community became available with Russian and English subtitles.

As of 18 June 2021, a total of 3,364 students were registered on the e-course. Half of the students are women. In total, 505 students were awarded certificates following successful testing, of whom 42.49 percent are women. The e-course completion rate is 15 percent of the total number of students, and the average monthly rate of growth in the number of students on the e-course is 306.

The profile of students is quite diverse, with the majority being service providers (mainly consulting) – 45 percent. Producers of goods (mainly agriculture) make up 23 percent, while others are students, NGO representatives, and public servants interested in the topic. Some 35 percent of course-takers have experience in business of one to three years, 18 percent of three to five years, while more than 25 percent are just starting or thinking about starting a business. Only 15 percent have more than six years of experience in business. The average age of the participants is 32.

The e-course was positively assessed by students, with an “excellent” evaluation being dominant. The e-course speaks the language of business, and presents cases that small businesses can easily relate to. These major points ensure the e-course is effective. Considering the present condition of the Ukrainian economy, the target audience of the e-course is made up of those entrepreneurs who are most flexible and open to new methods of business development. The COVID-19 pandemic has fostered demand for remote education and innovative approaches to promoting sustainable behaviour. The Project e-course provides participants with the skills needed to adopt sustainable behaviour. Evidently, training service providers can use the e-course as a tool or as an academic component, confident that the course materials match student expectations, thus ensuring project results are sustainable. Based on the participants feedback, the e-course was further improved by including more real-life examples showing sectoral specifics, and that cases that demonstrate the financial benefits of changing business models be presented.

Since March 2021, the online course is also available with Russian and English subtitles, so that potential audience of the course can be expended to the participants from other countries, including CIS.



Online course on remote work for civil servants

[“Remote Work for Civil Servants”](#)



Figure 5. Title page of the remote work for civil servants

Under the new circumstances of the COVID-19 pandemic, with the economic and social repercussions it brings, governance matters more than ever. Indeed, governance arrangements remain critically important not only for countries' immediate responses to COVID-19 crisis, but for their post-crisis recovery while building a “new normal.”

The COVID-19 outbreak in Ukraine coincided with changes in the government structure in the country and against a background of a weakened health system, slow progress in reforms, and macroeconomic decline. According to the World Health Organization, Ukraine was among the most worrisome countries affected by the COVID-19, where the situation was deteriorating rapidly. The COVID-19 pandemic drastically affected all regions and the newly formed amalgamated communities –administrative units created under the decentralization reform. Restoring the provision of administrative services, which were suspended or partially provided due to a lack of resources (both institutional and personnel) and operating under crisis conditions became a new challenge.

To address the fresh challenge of the COVID-19 pandemic, UNDP requested Donor approval for the development of an additional online course for civil servants on how to work remotely under quarantine conditions, and to reallocate EUR 5,000 for this action.

The purpose of the action was: (a) to provide civil servants with basic knowledge about remote working, including information on the use of digital devices, and recommendations on the remote work of the



authorities under current norms and regulations; (b) to build staff skills in remote working, ensuring the proper management and timely fulfilment of professional duties; and (c) to help civil servants master tools for the prompt and effective self-organization of their work, as well as to widen their skills of emotional control and deepen their social communication skills.

In fact, before the pandemic, the Government of Ukraine had already initiated a general strategy for the digital transformation of the working processes of the state and public authorities – including remote working. The COVID-19 crisis accelerated the process, forcing a rapid reorganisation of operations to provide prompt information and knowledge support to the staff who now had no option but to work from home.

The e-course on how to work remotely under quarantine conditions was developed in close collaboration with three Project partners – the Ukrainian School of Governance, the National Agency of Ukraine for the Civil Service, and the Prometheus NGO. The designing of the course was a challenging online task for the whole team, which itself had moved from working at the office to working at home.

The syllabus of the e-course thus took into consideration the new life circumstances civil servants were now facing, and the experiences they were accumulating during the COVID-19 pandemic. The topics and structure of the course were aligned in response to urgent requests from the target audience. Course design incorporated information on the basic steps required to transit from office work to working at home. It explained the legislative basis for such a transition, and provided samples of the documents needed to support the process. The e-course described how to set up an efficient and safe remote workplace, along with information about the technical tools and capabilities of the modern digital space. It has a separate learning module on emotional aspects of working remotely, and dealing with stress.

The e-course incorporated a lot of recently developed lecture material, such as recommendations and rules for remote working by civil servants, and a range of practical, organizational, technical and security advice for transiting to remote work. Special attention was paid to psychological aspects, as well as cyber security issues. New knowledge and experience from around the world were included in the training modules. The syllabus of the e-course received the final structure, which combined:

Introduction

Module 1. Legal aspects of the organization of work of civil servants and officials of local self-government in a remote mode;

Module 2. Organization of work of authorities in remote mode;

Module 3. Psychological aspects of government work remotely.

Closing remarks



Each of the three training modules is followed by a progress test. A certificate of course completion is awarded if the student answers 60 percent of the questions correctly. The online platform confirms the successful completion of the Project's e-course for civil servants by awarding the certificate below:



Figure 6. Example of a certificate on the online course completion

The qualification is recognised as self-education on the Prometheus online education platform, and earns students 0.2 ECTAS credits.

The online course was finalized and launched on 8 June 2020. It was technically certified on 23 June 2020. In March 2021, Russian and English subtitling was added to the e-course on remote work for civil servants.

As of 18 June 2021, a total of 13,311 students were registered on the e-course, of whom 60 percent were women. In total, 10,782 students have been awarded certificates after passing testing, of whom 60.1 percent are women. The e-course completion rate is 81 percent of the total number of students. The average monthly rate of growth in of the number of students on the e-course is 1,109.

The e-course has become an integral part of the general short-term training programme for civil servants and local government officials "Organizing the Workflow of Civil Servants Outside the Administrative Building of a State Body". The National Agency of Ukraine for the Civil Service accredited the training programme of the Ukrainian School of Governance. The programme consists of two parts: an online course "Remote Work of Civil Servants" (10 academic hours) and practical work on the Moodle platform of the Ukrainian School of Governance (two academic hours). The successful completion of the full training programme is confirmed with the awarding of a certificate by the Ukrainian School of Governance, which also earns student 0.47 ECTAS credits.

Students' feedback, which is provided through the Prometheus platform, demonstrates the relevance and practicality of the training material. Launched in June 2020, the e-course had already been taken by 4,500



students by 16 September 2020. Students are not only civil servants, but also the employees of various organizations and institutions, as well as university and college students. Moreover, the e-course continues to gain a diverse online audience.

3.3. Implementing the training for trainers (ToT) programme

The programmes and action plans for the Training of Trainers (ToT) on the SDGs for the three target audiences – civic activists, civil servants, and the business community – were developed by three national consultants after they completed their work on developing the e-courses. The following overall objectives and tasks for the ToT were identified:

- raising awareness about sustainable development and SDG objectives at the national and global levels;
- providing tools and instruments for building sustainable development strategies, based on state-business-community partnerships;
- developing coaching and mentoring competencies;
- developing effective SDG-communication and stakeholder-engagement skills;
- forming a coaching and expert team.

An open selection process for trainers was announced for the three target groups: civic activists, civil servants, and representatives of SMEs. Respective announcements were posted on the official site of UNDP in Ukraine, the Project partner's web portals, and on social media. Selection criteria were developed. These were based on:

- gender equality;
- regional equality;
- practical experience (applicants were to have a minimum of two years' experience of development and carrying out training of people from the target audience);
- applicants' awareness of the UN 2030 Agenda and relevant global trends in sustainable development, as well as their awareness of the SDGs and relevant tasks at the national level;
- applicants' previous training/coaching experience;
- applicants' proven good public speaking skills and ability to work with the audience;
- applicants' proactive life position.

On a competitive basis, out of 409 applications received, a total of 92 candidates (58.7 percent women) were selected to participate in the training for trainers programme. The above included 23 candidates for trainers for civic activists out of 115 applicants; 40 candidates for trainers of public servants out of 93 applicants; and 29 candidates for trainers of business community out of 201 applicants. The Project ensured there was gender balance amongst the selected candidates and diverse geographic representation from all regions of Ukraine.

Work with each of the three groups lasted on average six months. The Project used blended training as a learning instrument, which ensured greater flexibility and convenience, and increased student creativity and independence. For the Project, blended learning had to be employed in any case due to the COVID-19 pandemic. In-person training sessions were combined with online sessions, e-learning educational materials, and online interactions. To support the targeted community of candidates, three Facebook groups were created and administered by the Project team, so candidates were better able to communicate and interact during the training process.

To become certified as a project trainer, the candidate had to fulfil a number of requirements: to attend offline and online training sessions; to complete the Project e-course on sustainable development; to hold two





thematic events on sustainable development and the SDGs for the target audience; and to prepare and submit a report on the tasks they had completed.

During the period of November 2019 to May 2020, the ToT for potential *trainers on the SDGs for civic activists* was held. The training process was supported by regional involvement and practical overviews of the sustainable development strategies introduced in the regions. Learning sessions were held in Khmelnytskyi region and in the city of Kyiv with active support from Project partners – the NGOs OUM, Astar, and Assotsiatsia Vidrozhennia Hrytseva, and the Radodar Agro-Service Cooperative. Of the 23 candidates selected for training as potential trainers for civic activists, 18 attended the ToT programme. Of these, 16 candidates successfully completed the training and became qualified trainers of civic activists.

In the course of their training, candidates conducted thematic offline\online events aimed at raising awareness about sustainable development and the SDGs, and advocating the e-course to a wider audience than just the targeted group. These events were attended by more than 750 participants – representatives of public organizations, members of partner networks, and activists involved in solving the problems of various social groups, such as students, internally displaced persons, and environmental activists. Participant feedback showed the topic of sustainable development and the SDGs to be relevant and in demand among the civic activist community. The most important SDG themes included: quality of education; health and well-being; environmental issues; infrastructure; and partnership.

The ToT programme for potential *trainers on the SDGs for civil servants* was implemented from December 2019 to July 2020, in close collaboration with the Ukrainian School of Governance, which is engaged in increasing the level of professional competence of civil servants, heads of local administrations, local government officials, and employees of public authorities and local government. The institution conducts its educational activities on the basis of unified approaches to content, form and methods.

During offline events, the trainee trainers were taught about basic organizational and technological matters, along with methodological approaches to training civil servants. The conceptual and terminological content of the subject was presented and worked out with the trainees. A number of training models for the various categories of civil servants were developed and finalized, namely:

- the SDGs as strategic guidelines for territorial community development;
- regional development planning through an SDG approach;
- decision-making in public administration through the prism of the SDGs;
- socially oriented projects and SDG implementation, etc.

More than 1,640 participants attended the thematic offline\online events conducted by the potential trainers, most of whom came from the target audience. Of the 40 candidates selected, 35 people participated the ToT programme, of whom 28 successfully completed the ToT programme and became qualified trainers of civil servants.





*Caption: The participants of the offline session of ToT for civil servants - USG, Kozyn, January 2020.
Photo credit: UNDP*

The Ukrainian School of Governance actively engaged qualified trainers to conduct training sessions on the SDGs and sustainable development within the general professional certificate programme "Sustainable Development Goals for Civil Servants", which was approved by the National Agency of Ukraine for the Civil Service.

The ToT programme for potential *trainers on the SDGs for representatives of the business community* was implemented from January 2020 to November 2020 in close collaboration with the Lviv Business School of the Ukrainian Catholic University. Due to quarantine limitations caused by the COVID-19 pandemic, the Project team extended the ToT process.

In-person, on-site training of the selected candidates took place on the premises of Promprylad, in the city of Ivano-Frankivsk. The aim of this was to present the sustainable development approach and the SDGs through the prism of a modern multifunctional space located in a repurposed and revitalized former industrial production facility.





Caption: The participants of the ToT for SMEs discuss sustainable business models at “Promprylad” facilities, c. Ivano-Frankivsk, January 2020

Photo credit: UNDP

Online webinars followed the offline event. During the webinars, the following issues were presented to the candidates: transforming a business model into a sustainable one; leadership in sustainable economic development; MSME and SDG prioritizing; online training tools; training scenarios in an online format, etc.

Online sessions were held with the candidates so that they could share their impressions of the e-course and experiences as candidates after they completed each round of SDG training for the target audience. During the training process, all candidates actively participated in Facebook group communications, sharing information, ideas, and experiences more informally than in email communications. The thematic offline\online events conducted by the potential trainers were attended by more than 500 participants, most of whom came from the target audience.

Of the 29 applicants selected as candidates for trainers of the business community, 12 candidates successfully completed the ToT programme and were certified by the Project.





Caption: The participants of the offline training session of ToT for SMEs. – “Promprylad” facilities, c. Ivano-Frankivsk, January 2020
Photo credit: UNDP

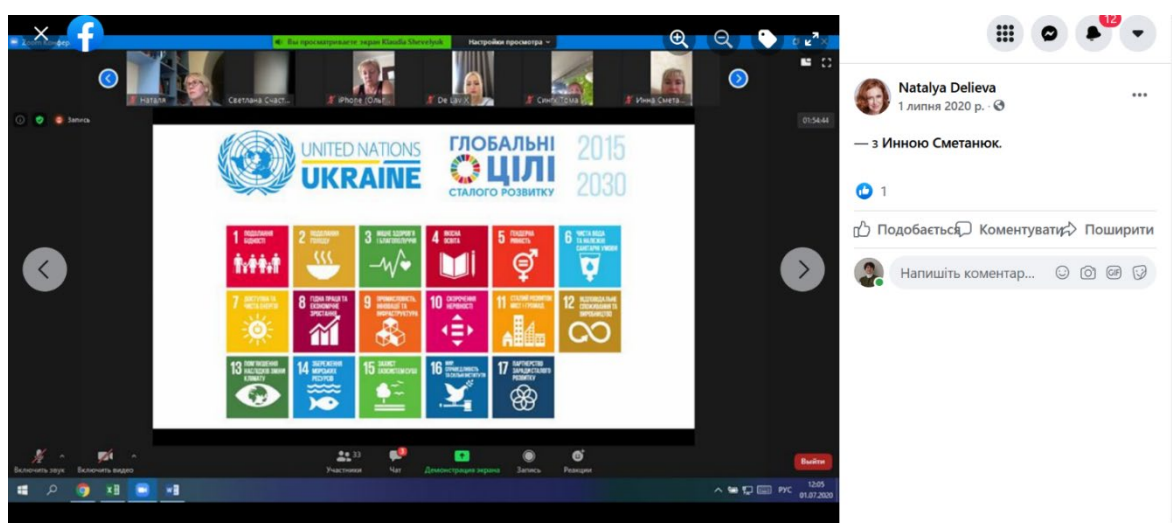
A total of 56 local trainers were certified by the Project – 16 trainers for civic activists, 28 trainers for civil servants, and 12 trainers for the business community. Women made up 67.8 percent of the certified trainers. The team of trainers continues to advocate for and support tailored e-learning on sustainable development for the targeted groups. All ToT programme participants said they greatly appreciated their collaboration with the Project, and the results they achieved. Below is one of the many positive reviews of the ToT programme posted on social media:



3.4. Conducting trainings/webinars for representatives of target groups

The developed e-courses were piloted within the Project by providing them to representatives of the main target groups, development professionals, and others. Events were planned and conducted in collaboration with the certified trainers. Because of the COVID-19 pandemic, these events for the targeted groups were conducted online.

On 1 July 2020, the Project team conducted an online event for the Diya Women's Association of Ukraine NGO. The event's aim was to present sustainable development and the SDGs to the NGO's members and to give details about the thematic e-course that had been developed.



Caption: Natalia Delieva, the Head of the Diya Women's Association posted the working moment of the Project online event, - Presentation of the online course "Act further: sustainable development for civic activists" to the Diya Women's Association, July 2020.

Photo credit: UNDP

More than 30 participants drawn from all regions of Ukraine attended the online event. They received basic information about sustainable development, and were provided with details about the e-course for civic activists, as well as information about the other two courses.

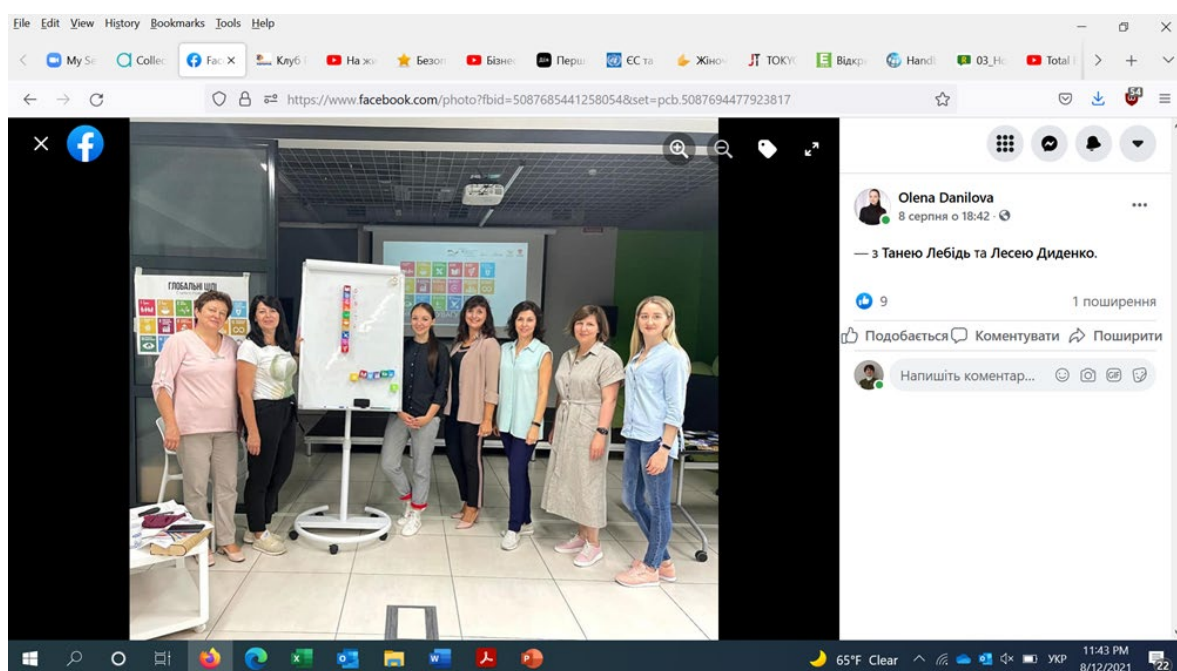
An online conference was held in May 2020 to present the e-course on sustainable development for civil servants. Donor representatives, Project partners and certified trainers participated in the event and promoted the course to a wider audience. In total 144 people attended the e-course presentation live, and another 370 people viewed [a recording of the web-conference on YouTube](#).

An online public presentation of the e-course on sustainable development for the business community was held in August 2020. The presentation attracted more than 100 participants from SMEs, NGOs and the public sector, and another 390 people have viewed [a video recording of the presentation on YouTube](#).

The qualified trainers were actively involved in promoting the e-courses that the Project has developed. Each implemented their own action plan for this, conducting seminars and events with representatives of their target audience during the ToT programme.

From November 2020 through February 2021 the Project team, jointly with the certified trainers, conducted a round of online events in almost every oblast of Ukraine. This action was not only intended to present the Project e-courses on sustainable development, but also expanded the Project information campaign and promoted the SDGs and sustainable development through initiating a constructive dialogue triangle among the local authorities, business, and civil society. The events proved there is a need to further develop the dialogue, and continue it on a regular basis. More than 1,200 people attended the online events.

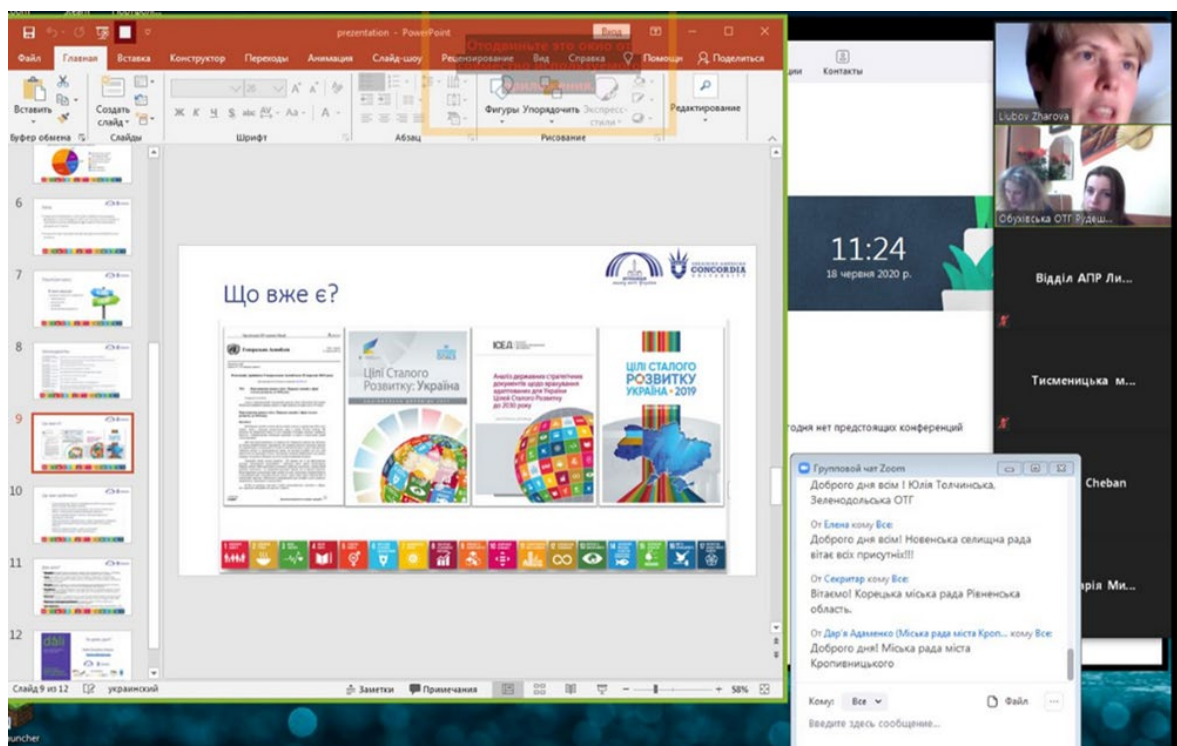
The trainer team is continuing its campaign to advocate for the e-courses and spread the word about sustainable development and the SDGs, targeting audiences in the regions. In the city of Vinnytsia, training is underway for employees of Vinnytsia City Council on the adaptation of the city's strategic documents to include the implementation of the SDGs. Ms. Olena Danilova, who was certified by the project as a trainer for civic activists, is involved in these training activities as a coach. Ms. Danilova was certified by the Project as trainer of civic activists.



Caption: After strategic session on SDGs implementation in Vinnytska oblast. Ms. Olena Danilova with employees of Vinnytsia City Council. c. Vinnytsia, August 2021.

Photo credit: UNDP

Ten qualified trainers of civil servants are successfully collaborating with the Ukrainian School of Governance and its regional centres, conducting training events for local authorities.



Caption: Lyubov Zharova, who was certified by the project as a trainer for civic activists, conducting online trainings on SDGs as a trainer of the Ukrainian School of Governance. C. Kyiv, June 2020.

Photo credit: UNDP

The Project trainers involved in research and teaching activities organized and conducted a number of thematic events in higher education institutions in the cities of Sumy, Kharkiv, Lutsk, Chernihiv, Chernivtsi, Kyiv, and others. These events increase public awareness about the SDGs and sustainable development, and also attract potential students of the Project e-courses.

3.5. Communication and Visibility

During the Project implementation period, an information campaign at the national, regional and local levels was held to boost the interest of the Ukrainian public in the SDGs and sustainable development. These actions were conducted as part of the Project Communication plan. The Project undertook actions to engage the Project's key target groups through public communication channels, which include national and local media, and social media. The Project Communication Strategy was aimed at supporting sustainable development in Ukraine by (a) raising the awareness of civil servants, the business community, civic leaders, and the wider public about the essence of sustainable development, (b) engaging them in online learning on sustainable development, so they could further use their acquired knowledge in all areas of life, at the national, regional and local levels, and (c) promoting the online courses.



The information campaign had three stages:

October 2019 – February 2020: educational and information media appearances are made to ensure the widest possible awareness about the 2030 Agenda and the 17 SDGs; information about the development of the thematic e-courses is spread, boosting the audience for future online learning;

March – August 2020: actions are taken to ensure information about e-course development is available, so that the audience is awaiting the launch of the thematic e-courses; information is provided about the start of e-courses on national online education platforms; the target audience is encouraged to register for the e-courses;

September 2020 – March 2021: actions are taken to further promote the e-courses and publicise the fact that they are available free, 24/7 to access; the e-courses are promoted to a broader audience, and general information about the results of the Project is disseminated.

The Project succeeded in building partnerships with media partners at the national and regional levels. Partners included: UA: Ukrainian Radio (nrcu.gov.ua), which provides large-scale coverage of the audiences – civil servants, the business community and civic activists – in 24 regions of Ukraine, including Crimea; the programme “Activation” which is broadcast on the UA: Crimea television channel, and the UR-1 (First Channel) and UR-3 (Radio Culture) radio stations, the UA: Ukrainian Radio channel on YouTube, and on its official website urk.radio; and the mobile application suspilne.radio.

Among the guest speakers on these broadcasts were opinion maker Yevhenia Aratovska, the head of the No Waste Ukraine NGO; Oksana Kaminska, Chief Operating Officer of 23. Restaurants / Urban100 (Ivano-Frankivsk); Leonid Cherkasky, the head of the Bucha Boulevard homeowner's association (Bucha); Mykola Nykyforyak, the head of the Design, Investment and Entrepreneurship Department of Rozhnivska ATC (Ivano-Frankivsk Oblast); and Anna Gavrilyuk, coordinator of the information and analytical centre of the ASTAR Agency for Sustainable Development (Khmelnitskyi).

Live streaming of SDG and sustainable development events by national broadcasters demonstrated that viewers are greatly interested in the topic and issues of the SDGs and the sustainable development agenda. Event audiences reposted and disseminated information materials in social media and through public communication channels.

According to the online media monitoring system [Semantrum](#), a total of 208 news items were published across 139 media. Audience reach was 284,421 people. For more about the Project's information campaign, see **Annex 5. List of Communication Activities.**

The Project developed distinctive creative items to ensure the information campaign was effective. Specific branding for each of three online courses was designed so that key stakeholders in the Project's target groups were easily able identify materials promoting the e-courses. The communication part of this brand identity included creative naming, slogans, and key visual elements and messaging for the three key stakeholder groups. All of these of elements make the e-courses distinctive and recognizable, and the learning material easy to take in.

The Project set up [a landing page](#) on the UNDP in Ukraine website for the e-courses and created [a promotional video](#).

To promote the e-courses, the Project team shared its experience with their UNDP colleagues in Bosnia and Herzegovina, who are working on similar products. A round of online meetings was conducted to share knowledge and skills gained in the elaborating of the online training material on sustainable development and the SDGs.





A virtual exchange between GIZ/IBB Belarus and UNDP Ukraine of experiences and examples of best practice was initiated in 2020. During online meetings, the Project team presented the e-courses on sustainable development, and the two sides shared their experience of conducting training activities on the 2030 Agenda and the SDGs in Ukraine and in Belarus. The sides identified lessons learned and advised each other about training content, instruments and methodologies. They also discussed further steps to foster future cooperation.





4. CHALLENGES FACED

During the implementation period, the Project identified as its biggest risk to be that the content of the e-learning courses on sustainable development might not be of interest to national civic leaders, civil servants, and the business actors due to their limited expertise in sustainable development at the national, regional, and local levels. The potential threat identified by the Project was that if the target groups did not receive the tools required to initiate and proceed with the implementation of the SDGs, they would not contribute to lasting national and regional prosperity, productivity, and stability. To reduce this potential risk, the Project initiated discussions with selected on-line educational platforms, national partners, and the specified target groups to identify their needs, technical knowhow, and motivation, so as to ensure that the e-courses were developed in line with the needs of the target audience. One challenge was to adapt the scope of the information presented on sustainable development and the SDGs so as to match it to the needs and interests of the Project's target audiences.

The Project was subject to partial delays in its activities. Several issues led to delays – the primary one being the lack of experts and professional analysis on the topic of sustainable development and the SDGs in Ukraine. This was compounded by a lack of online learning experience among experts. As a result, the preparation of the lecture materials by the selected speakers took much longer than had been initially planned.

Initially, all three courses were seen as a single education product, with similar forms and content. During development, a number of technical, information and substantive issues had to be negotiated separately for some time before they were finally accepted by all project partners. As a result, the process of learning material finalization and, consequently, its recording and production, was delayed.

There were also delays in the partner selection process for the online course for the business community. The novelty of the topic for the business community complicated the process of identifying suitable partners.

Together, these issues prevented the Project from keeping all three online courses on sustainable development within the same development schedule.

Moreover, from March 2020 the project faced a fresh challenge to its implementation – the COVID-19 pandemic. The impact of this crisis caused the postponement of a range of Project activities, and overall Project implementation slowed as a result of the pandemic's impact on Project partners. The Project's Action Plan had to be revised and rescheduled, in close consultations with Project partners. To address the risks of novel coronavirus infection, the Project cancelled all activities that required travel and personal meetings. These included off-line consultations with stakeholders (e.g., workshops with focus groups), trainings for trainers, and public events – including the public launches of the e-courses. To mitigate risks, and to deliver project activities as planned and achieve targets, the Project replaced these activities with online meetings with stakeholders, online consultations with trainers, and offered an online mode for ToTs. The public launch of the e-courses was conducted online, with respective recordings uploaded to YouTube, which ensured there was broad public access to the information. To maintain interest in the online educational courses on sustainable development, the Project focused on an information campaign to promote the e-courses, and on continuing to build the capacities of national development actors through online education.





During the Project's implementation, new opportunities were identified for increasing the Project's positive impact through broader engagement with national stakeholders, including the Ministry of Digital Transformation, the National Agency of Ukraine for the Civil Service, and the Small and Medium Entrepreneurship Development Office.





5. LESSONS LEARNED

Sustainable development and the SDGs are a topical subject, which chimes with the interests of a broad Ukrainian audience. The content of all three e-courses is innovative and ensures knowledge is shared about the 2030 Agenda and the SDGs. Targeting three key development actors – civil servants, the business community and civic leaders – the Project's e-courses produced a positive learning effect, and engaged local users in the subject. The strategic approach of tailoring each syllabus to the respective target group reinforced this positive learning effect and the engagement of the audience in the subject.

According to the Project's final evaluation results, all of the target groups consider the e-Learning for Sustainable Development Project to be relevant, and deem the Sustainable Development Goals to be useful tools for identifying ways to solve problems of societal development. At the same time, the relevance of the Sustainable Development Goals to Project beneficiaries was only recognized once the target groups started to participate in the project. Clearly, sustainable development issues and the SDGs have to be well communicated and presented, and preferably be illustrated by cases that reflect real experiences gained within the country.

National online education platforms are a potential resource for raising awareness about sustainable development and the SDGs among a wider audience. E-learning remains one of the most preferred forms of self-learning of Ukrainians: It allows anyone to study at any time and in any place, acquiring new knowledge in a wide range of fields for further professional development – or simply for the pleasure of broadening personal horizons and learning something new.

However, poor mobile Internet coverage, or its absence altogether, is a barrier to online learning. The online product has to be technically adjusted to take into account possible limitations in connectivity, so as to make it available to as many consumers as possible. This action frequently impacts the e-course, as important parts of the e-training could be limited by technical factors, such as slow download times for video lectures, for example.

It is important to make the maximum use of partners' resources. Joint priorities and shared values are the basis for future cooperation. In addition, open communication on regular basis ensures all sides in the partnership have a clear understanding of the targets, objectives, are deadlines that are to be met when they are working together. The sustainability of the Project's results, and their scaling up, are dependent on the partners' activities. In this regard, the support provided by the National Agency of Ukraine for the Civil Service is notable, as it widely advocated for the use of the e-courses on sustainable development in the regions, and encouraged the regional centres of advanced training for public servants to incorporate them into their curricula.

To ensure the further promotion of sustainable development and the SDGs, proactive actions should be taken at the national level, through targeted public information/awareness raising campaigns that would reach territorial communities and a wide range of business actors, schools, colleges, and universities. Partnering with various business associations, municipal associations, centres for supporting non-profit organizations (including regional ones) would contribute the above process, and ensure the Project's results were both long-term and sustainable. The training courses could be widely promoted through using differentiated messaging, in terms of information channels and information content, and messaging should target a varied audience of potential users, including vulnerable groups.





6. PROJECT BUDGET UTILIZATION

Project budget utilization for the reporting period of 1 December 2018 to 31 March 2021 was EUR 200,000.00, which is 100 percent utilization of the Donor budget available for actions. Detailed expenses are presented in **Annex 4. Financial Report**.





LIST OF ANNEXES

Annex 1. Content of the online course for civic activists

Annex 2. Content of the online course for civil servants

Annex 3. Content of the online course for the business community

Annex 4. Financial Report

Annex 5. List of Communication Activities

