



## **Final Report**

### **Ukraine Public Dialogue Phase II**

- strengthening democracy by communication

A project to strengthen the reform process for democracy, public communications, popular participation and transparency in Ukraine.

Partners: The Secretariat of the Cabinet of Ministers of Ukraine, the Secretariat of the President of Ukraine and the Information and Press Department of the Verkhovna Rada.

Project Activity Period: May 2007 – October 2008.

Swedish Partner: Global Reporting.

Financed by Sida.

[www.ukrainepublicdialogue.org](http://www.ukrainepublicdialogue.org)



## **Executive summary**

The aim of Ukraine Public Dialogue is to improve public communication and the dialogue between the state, media, civil society and the public by creating a framework and increasing the capacity of key staff working with public communication at Ukraine's executive government authorities.

The project is a part of the Swedish efforts to support the development of democracy in Ukraine by establishing a better understanding among key staff how public communications function in a democratic market economy.

## **Creating conditions for a dialogue**

During the Soviet period the State disseminated information to the citizens via state owned newspapers, radio- and TV stations. All information was one-way, with no dialogue or feedback mechanisms. The consequence of this legacy is that civil servants working with public communication generally have a low understanding of the nature and framework of a dialogue between the state, the media, civil society and the general public in a democratic market economy.

Reforms mean changes and in order for people to understand the processes and decision-making, the authorities must communicate in a way that is comprehensible and accessible to the citizens.

It is also vital to create an understanding among civil servants of the need to establish a dialogue with media and the civil society. In this process, public information officers are a key group as they are the first to be contacted by the media and the general public when seeking public information and knowledge.

Political administration, civil society institutes and media need to go through a period of learning and renewal of ideas to develop the base on which a new system can be built.

Sweden is one of the world's leading countries in the aspect of public communication. By connecting Swedish experts (government, media, civil society, academics) with their Ukraine counterparts the projects aims at improving the public dialogue in Ukraine.

## **Working method**

The project works through a demand-driven process towards an increased understanding on how public communications function in a democratic market economy. By drawing on experiences from Sweden and



other countries it will be possible for the Ukraine stakeholders to form their own structure.

The methods used in Ukraine Public dialogue consists mainly of creating joint material, translating key documents, arranging workshops, seminars and study visits and provide civil servants, journalists and representatives from civil society to meet and discuss how to develop improved relations.

### Target groups and stakeholders

The primary target group consists of Communication officials at different government agencies. There are approximately 500 civil servants working with communication in Ukraine. Other stakeholders and target groups include journalists, politicians, representatives of NGOs and universities, the international community and the general public of Ukraine.

### Activities within the framework of the project

#### *Production of Material*

- Handbook on government communication for civil servants at executive authorities.
- Production of a basis for the Ukraine Civil Society Development Concept Paper.
- Document on definitions on key terminology for government communication.
- Workshop kits on Corporate Identity, Crisis Communication, Ethics in Public Relations and Internal Communication.

#### *Seminars*

- December 2007, a two-day seminar with more than one hundred government communicators representing most of the Ministries, State Committees and Oblast Administration.
- December 2007, an informal reception in the style of a “Global Bar” was set up at the bar “Dockers”.
- December 2007 A round-table discussion was conducted at the press centre UNIAN.
- October 2008. The final seminar was conducted at the Club of Cabinet of Ministers. About 50 participants were present, mainly Heads of Information from ministries, the President’s office, government authorities and oblast administrations.



### *Workshops*

- June 2007. Seminar at the Press Centre of the President for members of staff of the Information Department.
- January 2008, a workshop at the Office of the President for members of staff of the Information Department.
- January 2008, workshop at the Ministry of Housing.

The following workshops were held at the Club of the Cabinet of Ministers with Heads of Information at different Ministries, oblast administrations, staff at the Information department of the Secretariat of the Cabinet of Ministers:

- April 2008, workshop Corporate Identity.
- April 2008, workshop in Crisis Communication.
- May 2008 workshop in Ethics in Public Relations.
- May 2008 workshop Internal Communication.

### *Study visits*

April 2008, study visit to Brussels. Visit to the EU Parliament, the European Commission and different media and lobbying organizations with staff from the SCMU, Secretariat of the President, the Ministry of Housing and Municipal Economy, Ministry of Economy, Office of the Vice Prime Minister.

### **Major achievements**

The major achievements of the project can be summarized as:

- Initiating a dialogue between the State, the media and the civil society.
- Producing pilot material for further training of communication officers in the State.
- Assisting in creating a legal platform for dialogue between the State and the Ukraine Civil Society Development Concept Paper.
- Setting up contacts for EU integration of Ukraine.
- Setting up a data base of pilot documents for government communication.
- Creating informal networks between communication officers in the State, civil society representatives and journalists.



# 1. Background and Problem Analysis

## 1.1 Background

The initial project (Ukraine Public Dialogue Phase 1) was carried out March 2006 – March 2007. This initial project served as a pre-study and a test of the will and capacity of the Ukraine partners as well as a preparation for a possible extension and expansion of the project.

One key element in the project was defining, or elaborating key documents that could develop the public dialogue in Ukraine. During the course of the project – particularly during the study visits to Sweden and Estonia – more than 30 such documents were identified, elaborated and translated. These documents served as a basis when writing the draft of a handbook on public communication and when developing a strategy to improve public communications in Ukraine.

Thus, this first phase served as a platform from which it was possible to further develop government communication in Ukraine.

## 1.2 Problem analysis

In order for people to understand the political processes and the political decisions, the authorities must communicate in a way that is comprehensible and accessible to citizens. This is a prerequisite for civil society and individuals to be able to exert influence – and thus a pillar for a functioning democracy.

A key function in the process towards democracy is thus to develop frameworks, strategies and methods for the dialogue between the public and the State.

Democracy in Ukraine is still young and fragile. To develop functioning democratic mechanisms requires time, resources and skills. During the Soviet period the State could disseminate information to the citizens via State owned newspapers, radio- and TV stations. Dialogue was not part of the political agenda and all information was one-way, with no dialogue or feedback mechanisms.

This situation prevailed at large during the time prior to the Orange Revolution. The consequence is that civil servants working with public communications generally has a low understanding of the nature and framework of a dialogue in a democratic society where different stakeholders interact.



During the first years of the Orange Revolution, there was a boost for reforms. This strive also involved public communication – one example being the creation of the public councils that were attached to each executive authority.

After the first years, the reform process slowed down considerably. However, there is still a strong emphasis on a public dialogue in Ukraine. There is an evident will among public communicators in the highest authorities in Ukraine raise the level of professionalism and to learn how government communication functions in democratic market economies, particularly within the EU.

There is a need to develop new methods and techniques for dialogue with the public, taking the historic legacy and political context, the development of new concepts of public communications and access to new information technology into account.



## 2. Partners

### Ukrainian partners

Lead partner has been the Department for Communication with the Public and State Authorities at the Cabinet of Ministers (here after DoC-SCMU). DoC-SCMU has an instrumental role in communication with the public, as they have a coordinating responsibility and a normative function for Ministries, State Committees and Oblast Administration authorities with regard to the communication with the Ukrainian media, civil society and the general public.

Other partners involved in the project have been:

- The Department of Service for Drafting Presidential Speeches at the Secretariat of the President, (later in the project the Information Department of the Secretariat of the President, formed partly as a result of this project).
- The Information Department at the Verkhovna Rada.
- The Media Department at the Verkhovna Rada.
- The Media and Public Communications Department at the Ministry of Labour and Social Affairs.
- The Media and Public Communications Department at the Ministry of Justice.
- The Media and Public Communications Department at the Ministry of Finance.

Coordinator has been Natalia Dniprenko, Deputy Head at DoC-SCMU.

### Swedish partner

The Swedish partner has been Global Reporting (here after GR).

Global Reporting is a Media and Consultancy Company specialised in communication for development. The company offers expertise knowledge in the whole range of communication related to development, such as strategic communication and communication planning, journalism, photography, graphic design, exhibitions, organising events, seminars, study visits and conferences.

The company was founded in 1996 and has since the start gathered experience from over one hundred countries. Due to this experience, the



company has developed high expertise in assisting communication efforts in different cultural and political contexts.

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## 3. Project Description

### 3.1 Development objective

The development objective was to strengthen the reform process for democracy by improving public communications and the dialogue between the state and the public.

The main directions to reach the development objective are:

- To introduce techniques of strategic planning of communications with public into practice of executive authorities in Ukraine.
- To develop civil servants' public communications capacity and institutional background for ensuring openness and transparency of the executive powers' activities.
- To improve the communication culture between the state and the public.

### 3.2 Project objectives

The objectives are:

- To elaborate a framework for a communication structure to improve the Cabinet of Ministers' public communications and communication with other executive government bodies.
- To facilitate for communication officers at executive government bodies to access information about public communications methods and frameworks.
- To improve documentation about public communications methods and frameworks.
- To increase knowledge about public communications and change attitudes towards a more service minded mentality among communication officers at executive government bodies.
- To investigate how the Cabinet of Ministers can improve the possibilities for journalists to report on non-fulfilment of obligations by civil servants at executive government bodies; to anchor the proposal at decision-making level at the Cabinet of Ministers.
- To promote the interest for public communications at executive government bodies.
- To measure attitudes towards the public and knowledge about public communications among communication officers at executive government bodies.



- To measure public opinion on public communications services provided by the executive government bodies.

The ownership of the poor is indirect, as the project aimed at strengthening mechanisms that enable poor people to influence Government decisions.

The project is also related to Ukraine's possibilities to enter the EU. To increase transparency, public access to information, participation in decision-making as well as explanation and information of Government decisions are basic democratic prerequisites required for membership.

### **3.3 Results and Outputs**

#### Communication framework

*Expected output: The process of formulating a communication framework for the Cabinet of Ministers has been initiated, including a system for a continuous process for planned communication and a graphic profile.*

Via seminars, lectures, translated material and study visits the staff of DoC-SCMU has received a general knowledge and understanding on the process of developing a graphic profile as well as knowledge on how to structure communication at governmental authorities. Material on the issue has also been published on the project website, in the handbook and in the workshop kits.

Discussions have been held on how to develop a new graphic profile for SCMU. Several proposals on logotypes have been elaborated and presented to the SCMU, but none has been accepted, mostly due to the political instability.

Another important part of the communication framework was the relations with civil society, as key members of the staff at DoC-SCMU has a special responsibility in this area. The result of this was the production of a basis for the Ukraine Civil Society Development Concept Paper, similar to the concept paper we studied in Estonia.

The concept paper is a basis for future laws regulating the relation between government and civil society. The idea of formulating such a document was introduced by the project during Phase 1.

This process started with the study visit in Estonia June 2006, when the Ukrainian delegation studied the work in this field in Estonia, the so-



called EKAK-process, where the result was a Society Development Concept Paper.

Based on these experiences, a number of related documents translated into Ukrainian and support by GR on definitions and concepts, the SCMU in collaboration with the Ministry of Justice has elaborated a Ukrainian Civil Society Concept Paper.

The document was formulated by the SCMU in cooperation with the Ministry of Justice and Global Reporting during Phase II. The person responsible for this process at the Ministry of Justice, Iryna Chipenko, also participated in the study visit to Estonia in June 2006.

The Government approved the Civil Society Development Concept Paper in November 21, 2007.

This document can be said to be a basis for how the SCMU and other government authorities should set up a system for planned communication with the civil society.

*Expected output: A special web site on public communications has been created within the framework of the Cabinet of Ministers.*

A website on public communication, containing all information documents produced in the Ukraine Public Dialogue has been created. Due to technical reasons, the web is published at [www.ukrainepublicdialogue.org](http://www.ukrainepublicdialogue.org) with a link to the Cabinet of Ministers' website.

*Expected output: An e-learning system for public communications has been prepared and a model for implementation has been set up.*

Several models have been presented to the SCMU, but none has been accepted.

*Expected output: A module for training communication officers in public communications has been elaborated.*

During the course of the project there has been a tremendous need for new knowledge on government communication. We therefore decided to expand this component and elaborate four modules for training communication officers.

The themes of these modules were corporate identity, crisis communication, ethics in public relations and internal communication. A binder with extensive study material on the various topics and manuals



for how to conduct these workshops have been produced as a basis for the four workshop for trainers, that was carried out within the project.

This material will also be used when the trainers will perform their own workshops for other information officers at Executive Government Authorities, including oblast administrations.

*Expected output: 100 persons of the primary target group have participated in workshops organised by the Cabinet of Ministers on public communications.*

In June 2007, a workshop was conducted with staff from different information departments at the Secretariat of the President with the following tasks: drafting the President's statements, writing press releases and make press briefings, elaboration of legislative proposals, monitoring and analysis of media, drafting of presidential decrees. The workshop introduced how strategic communication is used in Sweden as well as modern communication theories. Around 20 persons took part in the workshop.

In December 2007, a workshop was conducted at the Ministry of Housing with 18 Department Directors and other staff. The workshop focused on basic communication theory (everyone communicates), strategic internal communication, image, vision, mission, core values and how to convey and adapt messages to different target groups, including internal staff.

In January 2008, a workshop was conducted at the Press Centre of the President for members of staff of the Information Department. The theme of the seminar was "the Changing Role of the Government Communicator". Around 35 persons took part in the workshop.

Using the pedagogic material mentioned above, four workshops for trainers were organised at the Club of the Cabinet of Ministers. The participants were Heads of Information of various ministries, the city of Kiev and staff at the Information department at the Secretariat of the Cabinet of Ministers.

The workshops were held the following dates 2008:

April 23 Corporate Identity.

April 24 Crisis Communication.

May 14 Ethics in Public Relations.

May 15 Internal Communication.



The following individuals have received a thorough training and are able to train other information officers in the government sector:

Dniprenko Nataliia	Head of SCMU Department of PR
Dmytro Voitenko	Principal officer of SCMU Department of PR
Sergii Kornienko	Principal officer of SCMU Department of PR
Anna Leonteva	Principal officer of SCMU Department of PR
Iryna Mamchur	Principal officer of SCMU Department of PR
Nataliia Martynez	Officer of SCMU Department of PR
Nataliia Oksha	Head of Sector of SCMU Department of PR
Tetyana Rachkovska	Principal officer of SCMU Department of PR
Oksana Vasylez	Head of department of organizational support in Kyiv city administration
Tetyana Laguta	Principal officer of the Informational and Technical support and PR Department of State committee of nuclear regulation
Dariya Fridman	Press secretary of State committee of nuclear regulation
Viktor Scryabin	Head of Information department of Ministry of Housing
Ludmyla Skryl	Head of Section in the Information department of Ministry of Economics
Valerii Antonenko	Principal officer of the sector of PR of State Export Control Service
Ivan Shkurat	Head of Information department of Sumy regional (oblast) administration
Volodymyr Zypko	Teacher in Kyiv National Linguistic University
Iryna Negreeva	Principal officer of Information department of Ministry of Agriculture
Leonid Yaremenko	Head of Sector in Information department of



Ministry of Environmental Protection

Vitalii Shumchenko Interpreter

Sergii Maidanevych Project coordinator

*Expected output: The handbook has been distributed to all communication officers in the primary target group. 50 % of the primary target group use the handbook frequently in their daily work.*

A first, preliminary version of the handbook was developed under the first phase of the project. During Phase 2, new material was added: Gender specialist Oksana Dugert was engaged to write a draft for an additional chapter of the handbook “Public Communications from a gender perspective”. This was eventually elaborated into a chapter of the handbook.

The process of having the handbook approved by all instances was more complicated than expected. Finally, the vice-minister of the Cabinet of Ministers read the entire book and corrected it down to certain commas. After this, the National Academy of Public Administration gave a formal recommendation of the book, granting it an academic status.

This extremely complex procedure delayed the printing considerably and the book was thus not ready until the Final Seminar in October 1. However, the book received very much appreciation from civil servants, politicians, university scholars and journalists. The book is the first of its kind in combining professional hands-on knowledge with a democratic perspective, making it a tool for everyday work for any civil servant communicating with the surrounding society. The production of the handbook has also led to the introduction of new terminology into the Ukraine language. The fact that many expressions in the field of communication did not have a natural translation into Ukraine explains part of the difficulty during the process.

Whether 50 % of the primary target group is using the handbook frequently has not been possible to measure. This could be one issue to bring up in an eventual external evaluation of the project.



*Expected output: A core of representatives from the primary and secondary target groups has participated in at least one study visit to a EU-country.*

A study visit to Brussels was carried out in April 2008. The purpose of the visit was to study how different stakeholders/actors in Brussels are organised and how they work, primarily with information and communication strategies, but also with issues such as transparency, e-governance and neighbourhood policy.

A number of visits at EU institutions, as well as meetings at different interest organisations that try to influence these institutions, were held. The delegation made a large number of contacts and they also had the opportunity to familiarise themselves with Brussels.

The main theme was thus communication strategies and activities.

Issues such as dialogue, openness and transparency were discussed intensively. Another topic was how Ukrainian officials can communicate and negotiate with the EU institutions about adapting to EU-norms and concerning EUs neighbourhood policy.

An entire day was spent at the Commission, another full day at the EU Parliament, during the remaining days meetings were held with journalists, lobbyists and public relations and human rights specialists.

Participants from Ukraine were:

- Nataliia Dniprenko, Acting Head of Communication at the Secretariat of Cabinet of Ministers.
- Nataliia Oksha, Head of the Unit for Government Relations to Civil Society at the Secretariat of Cabinet of Ministers.
- Andriy Masalskyy, Head of Strategic Information at the Secretariat of the President.
- Iuliia Torgovets, Press service at the Secretariat of the President.
- Viktor Skriabin, Head of the Information at the Ministry of Housing and Municipal Economy.
- Roksolana Stadnyk, Head of the Information at the Ministry of Economy.
- Olga Shumylo, advisor on EU- integration to the Vice Prime Minister.
- Iaroslava Kot, Communication specialist at the Department of EU-integration at the Secretariat of Cabinet of Ministers.



*Expected output: A review has been made on how a Commissioner for Journalists within the Cabinet of Ministers could function to improve the possibilities for journalists to report on non-fulfilment of obligations by civil servants at executive government bodies. The review has been anchored at the Cabinet of Ministers at decision-making level.*

A report has been made, analysing the present situation for journalists in Ukraine and reviewing how a commissioner for journalists could be set up. The review also encompasses studies from Sweden, Estonia and Slovakia on how the ombudsman system is set up in each country.

The conclusion of the report is that there are good reasons to set up some kind of ombudsman system to protect the right of the journalists in Ukraine. This is at present debated in the Ukrainian parliament, Verkhovna Rada.

The most serious problem for journalists in Ukraine is, as identified in our and other studies, the lack of willingness among state officials to communicate what is going on and lack of will to give access to public documents.

Another major problem is that interest groups, both within the public and private sector, order journalistic material. The editor or the journalists, or both in conjunction, are getting paid in order to publish a specific article.

A key issue is where to place such Commissioner – Under the Parliament, the Government, the President or the Supreme Court? And what degree of independence should it be given? If too independent, there is a risk that no one will take its views into consideration. If given too strong a mandate, it can be used as a tool for different political and economical forces, which would undermine the trust of the authority.

The overview of the ombudsman systems and the media landscapes of Sweden, Estonia and Slovenia give some examples of how these matters may be solved if adapted to a Ukrainian context.

*Expected output: A model for how a Centre for Public Communications and Democracy under the Cabinet of Ministers has been elaborated and anchored in the organisation at decision-making level.*

A model for a Centre has been developed and designed and even premises have been decided, room 141 in the House of Government, just to the right of the main entrance. The model for the Centre has been Information



Rosenbad at the Swedish Government office, as well as other government information centres.

The expected output of this Centre for public communication is to give citizens level of knowledge about executive bodies activities and to increase citizens' understanding and support of the state decisions.

Activities planned for the centre are:

- To give briefings to explain new laws, projects and other acts of the Cabinet of Ministers.
- To produce explanatory materials and distribute through mass media.
- To give easy access for mass media and society to the archive of explanatory materials, photo- and video materials.

There are two rooms within the premises. One room is designed to for conducting web conferences. Attached to this room is a technical room from which it is possible to broadcast video- and web-conferences, direct video- and audio transmissions of the opened measures of Cabinet of Ministers to place on the Governmental portal or distribute as, photo-, audio- and video- formats to the mass media.

The system also contains possibilities to address relevant information to the mass media through e-mail subscription.

The other room is dedicated as workspace for journalists, to facilitate their reporting on the Cabinet of Ministers.

The planned organisation connected to the centre is supposed to include:

- Monitoring of public opinion according to a public policy and reacting to remarks and suggestions.
- Introduction of the European standards of civil servants activity on the principles of openness and transparency.
- Development of new work standards in the field of communications with society and mass media, in particular, by adaptation and distribution of foreign experience for work of executive bodies.

There would also be a system for training of civil servants, including:

- Organization and conducting of seminars for the workers of SCMU and executive bodies on issues of communications with society and mass media.
- Organization, development and production of methodical recommendations, including the use of modern technologies.

The concept was anchored at the highest level of the government and the Prime Minister at the time, Yanokovich, even announced the plans for the



press. Unfortunately, due to the political turmoil, the plans have still not been realized, even though the premises are still reserved for the centre.

*Expected output: One high-level seminar has been carried out in order to promote interest about public communications.*

In December 2007, a two-day seminar with more than one hundred government communicators representing most of the Ministries, State Committees and Oblast Administration was conducted.

Among the speakers were the vice minister of the CMU Ivan Ratushnyak, the Swedish ambassador John-Christer Åhlander, Ukrainian independent journalists, representatives from civil society, professor in public relations from National University “Kyiv-Mohylyanska Academy” Valentin Korolko, Head of Information of the Swedish Government office Hanna Brogren, Head of the Editorial Department at a Swedish regional newspaper Eskilstuna- Kuriren Alex Vornov, and communication specialists from Global Reporting David Isaksson and Lars Tallert.

The first day was a more traditional seminar at the National Academy of Public Administration. The second day, at the Club of the Cabinet of Ministers, was devoted to participative discussions on how to create a constructive relation between government communicators and journalists. Many of the participants commented that this was the first time at an event organized by a State body, that journalists and information officers from government authorities met in an allowing, open atmosphere where it was possible to discuss the mutual problems in the relations between the media and the State.

The seminar was followed in the evening with an informal reception in the style of a “Global Bar” was set up at the bar “Dockers”. Speakers and participants of the seminar and specially invited guests met in an informal setting that provided an opportunity for personal meetings.

The participants also presented their successful information activities during the buffet, using a wireless microphone. The main objective of this gathering was to get the participants to be acquainted with each other to facilitate future cross-contacts between information officers at ministries, oblast administrations etc.

*Expected output: A series of informal meetings and workshops with media and civil society have been carried out.*

In December 2007, a round-table discussion was conducted at the press centre UNIAN with independent journalists, Ukrainian government communicators, Head of the Information Department of the Swedish



Government office, the Head of the Political Department of a regional Swedish newspaper and a communication specialist from Global Reporting. Moderator was the Head of the Desk for International News at UNIAN Oksana Romaniuk.

A large number of meetings have been held with representatives from civil society, media, the private sector and other stakeholders within the field of public communication. These meetings have focused on advice on public communication. Among these can be mentioned:

- European Commission. Helga Pender, Project manager Civil Society.
- PR agency Pleon Talan. Yelena Lobova, Managing Director Andriy Hunder, Director, Corporate Communications.
- OSCE: Valeriy Zhaldak, Mårten Ehnberg, Oksana Polyuga.
- Verkhovna Rada- Iryna Karmeliuk, press officer.
- Secretariat of the President: Larysa Mudrak, Head of Information, Andriy Massalsky, Head of the Department for Strategic Information.
- UNIAN. Oksana Romaniuk, Foreign Desk Editor.
- Company Gfk, Hlib Vyshlinsk, Inna Volosevych.
- Ministry of Housing and Municipal Economy. Vyacheslav Tolkovanov, Deputy Minister, Victor Skryabin, Head of information Department.
- Swedish Embassy- Ulrika Lindberg-Labasauskas, Kristina Salomonsson, Edward Zakharchenko, Olga Timoshenko, Robert Hall.
- IMTUU, Sergiy Goos, Oksana Vynnychuk.
- Razumkov Institute, Andriy Buchov, Anastasia Kyrushuna.
- National Academy of Public Administration, attended seminar at the Centre for distance Learning.
- Oksana Dugert, journalist and gender expert.
- Natalia Yanovskaya, Konstyantin Sachek, Graphic designers
- Softline web Design Company.
- Anti-Monopoly, Committee under the Supreme Court, Spokesperson, Bogdan Yakymiuk.



- State Nuclear Regulatory Committee of Ukraine, Head of PR division, Tatyana Laguta.
- European Commission, State Forest Committee, Viktor Kornienko, Head of Information.

*Expected output: Baseline studies on the knowledge level and attitudes among the primary target group, and NGOs and journalists have been carried out.*

A very detailed proposal on baseline studies have been elaborated as well as four different tenders from Razumkov Institute, GfK, UCIPR and PRAVO. However, it has not been possible to agree on a suitable NGO/company to perform the study. As the DoC-SCMU has been favouring one candidate – that according to GR was neither professional, nor competitive in price – it has not been possible to conclude these studies. Therefore, both partners agreed to delete this activity from the project.

### **3.4 Activities in the project**

#### **Production of Material**

- Handbook on government communication for civil servants at executive authorities.
- Production of a basis for the Ukraine Civil Society Development Concept Paper.
- Document on definitions on key terminology for government communication.
- Workshop kits on Corporate Identity, Crisis Communication, Ethics in Public Relations and Internal Communication.

#### **Seminars**

- December 2007. A two-day seminar with more than one hundred government communicators representing most of the Ministries, State Committees and Oblast Administration.
- December 2007. An informal reception in the style of a “Global Bar” was set up at the bar “Dockers”.
- December 2007. A round-table discussion was conducted at the press centre UNIAN.



- October 2008. The final seminar was conducted at the Club of Cabinet of Ministers. About 50 participants were present, mainly Heads of Information from ministries, the President's office, government authorities and oblast administrations.
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#### Workshops

- June 2007. Seminar at the Press Centre of the President for members of staff of the Information Department.
- January 2008, a workshop at the Office of the President for members of staff of the Information Department.
- January 2008, workshop at the Ministry of Housing.

The following workshops were held at the Club of the Cabinet of Ministers with Heads of Information at different Ministries, oblast administrations, staff at the Information department of the Secretariat of the Cabinet of Ministers:

- April 2008, workshop Corporate Identity.
- April 2008, workshop in Crisis Communication.
- May 2008 workshop in Ethics in Public Relations.
- May 2008 workshop Internal Communication.

#### Study visits

April 2008, study visit to Brussels. Visit to the EU Parliament, the European Commission and different media and lobbying organizations with staff from the SCMU, Secretariat of the President, the Ministry of Housing and Municipal Economy, Ministry of Economy, Office of the Vice Prime Minister.

## 4. Monitoring and Evaluation

A very detailed proposal on baseline studies have been elaborated as well as four different tenders from Razumkov Institute, GfK, UCIPR and PRAVO. However, it has not been possible to agree on a suitable NGO/company to perform the study. As the SCMU has been favouring one candidate – that according to GR was neither professional, nor



competitive in price – it has not been possible to conclude these studies. Unfortunately, this resulted in that no formal monitoring and evaluation of the project has been made. See Appendix 1 for further reading.

## **5. Conclusions and Lessons Learnt**

See Appendix 1.

## **6. Sustainability**

The project has set off a process that among other things has resulted in a handbook for public communications and a strategy for improving public communications.

Despite the unstable political situation it is our assessment that there exist necessary preconditions for a continued contribution to public communications. Such a contribution can serve to develop public dialogue and to strengthen democracy if performed correctly.

In general, Ukraine authorities have the financial means to cover the cost (travel printing of material etc). for further training, capacity building and other information activities. The main question is thus whether those working with communication within government structures could mobilize support (and understanding) from the political level in order to further strengthening the communication capacity. See Appendix 1 for further reading.

## **7. Impact on Environment**

As the project did not involve any physical installations/products there is no direct impact on the environment. However, the project could have an indirect impact on environment as an improved dialogue between media, state and civil society could increase the general interest for environmental issues. Better access to documents regarding environmental issues could also have a positive effect on the ability for media and NGO's to cover and discuss environmental effects of governmental plans.



## 8. Impact on Gender Equality

Gender has not been the main focus of this project, but the issue of media, communication and gender has been included in documents and discussed at meetings and seminars. Practically all participants from the Ukrainian partner have been women. While men in general heavily dominate politics, the communication sector is one of the few where women are participating to a large extent, if not dominating. Improving public communications and raising the status of communications in the State sector might thus not only strengthened democracy but also strengthen women's positions in the State administration. Despite this, there has been little interest from the counter part to discuss gender related issues.

## 9. Financing

### 9.1 Financing from Sida

Total accumulated expenditures according to approved budget, see appendix 11.

### 9.2 Contributions by the Cabinet of Ministers

Staff at the Cabinet of Ministers has put in a substantial effort in the project, particularly in finalizing the Handbook on Government Communication and organizing meetings, workshops and seminars in Ukraine related to the project.

The Cabinet of Ministers has covered all administrative costs for staff involved in the project and has paid all premises for the seminars as well as travel and lodging for participants of the seminars and workshops.

The following staff at the Cabinet of Ministers has been involved in the process of making the handbook and/or formulating the strategy:

- Natalia Dniprenko, Deputy Head of the Communication Department
- Natalia Oksha, Sector Director of the Department for Communication with the Public and State Authorities.
- Anna Leontjeva, responsible for Public Councils.
- Dmitry Voytenko, responsible for coordination with other authorities.



- Anatoly Romanenko, responsible for production of information material
- Anna Zotsenko, responsible for media relations and explanatory work.
- Igor Lyashuk, Head of the Department for Organization of Meetings.

Staff from other State authorities, NGOs and private companies that have participated in the project have been:

- Andriy Massalsky and Larysa Mudrak at the Secretariat of the President of Ukraine.
- Victor Skryabin, Head of information Department, Ministry of Housing and Municipal Economy.
- Oksana Romaniuk, Foreign Desk Editor at UNIAN.
- Valeriy Zhaldak at OSCE.
- Sergiy Goos, Oksana Vynnychuk at IMTUU.
- Vyacheslav Tolkovanov, Deputy Minister, Ministry of Housing and Municipal Economy.
- Hlib Vyshlinsky, Inna Volosevych at GfK.
- Gender expert Oksana Dugert.
- Oleg Khomenok, trainer of journalist and consultant, Internews
- Natalia Yanovskaya, designer.
- Viktor Kornienko, Lubov Polyakova at the State Forest Committee
- Hanna Brogren, former Head of Information, Swedish Government Office.
- Oleksandr Mazurchak. Vice-minister at the Ministry of Housing
- Bogdan Yakymiuk at the Anti-Monopoly committee
- Yelena Lobova, Andriy Hunder at the PR agency Pleon Talan

The estimated total work time by staff at the Cabinet of Ministers is 1 200 hours, divided into:

Editing, designing and printing the handbook: 400 hours.

Planning visits to Kyiv, Stockholm and Brussels: 80 hours.

Planning seminars and workshops: 320 hours.



In this estimation, participation at study visits is not included, nor the work performed by representatives from other Executive Government bodies.



## 10. Appendices

Global Reporting has made an effort to document the process carefully, as this project has the character of a pilot project for Sida. As has been mentioned earlier, all documents translated into Ukraine and produced during the process are published at the website [www.ukrainepublicdialogue.org](http://www.ukrainepublicdialogue.org). Below is a list of all other project documents.

Appendix 1: Lessons learnt: Reflections on the performance of Ukraine Public Dialogue.

Appendix 2: Short project description in Ukrainian.

Appendix 3: Short project description in English.

Appendix 4: Project Document.

Appendix 5: Global Reporting methodology.

Appendix 6: Last progress report, June 2008.

Appendix 7: Travel reports 2007-2008.

Appendix 8: Trends in government communication, article.

Appendix 9: Programmes study visits, Phase 1 and 2.

Appendix 10: Workshop kits in government communication (in Ukraine).

Appendix 11: The Handbook on Public Communications (in Ukraine).

Appendix 12: Report on the Ombudsman model (in Ukraine).

Appendix 13: List of resource persons in the project in Sweden, Estonia and the EU.

Appendix 14: Total accumulated expenditures according to approved budget.

Appendix 15: List of principal documents translated.