United Nations Development Programme

PROJECT DOCUMENT

Ukraine

Project Title: UNDP Mine Action Project (MAP) in Ukraine
Project Number: 134286, 132505, 134487
Implementing Partners: Cabinet of Ministers, Ministry of Economy, Ministry of Defence, and Ministry of Internal Affairs
Start Date: 1 January 2023 **End Date:** 31 December 2027 **PAC Meeting Date:** 4 August 2023

Brief Description
Governance, structural reforms, and capacity development are at the core of the mandate of the United Nations Development Programme (UNDP) within the United Nations (UN) system (UNDP Strategic Plan 2022-2025), and at the core of its role within the mine action sector (United Nations Mine Action Strategy 2019-2023). In fulfilment of these mandates, UNDP will draw upon experience from its last 30 years of engagement in Ukraine, and of mine action globally, to respond to the Government of Ukraine's (Go Ukraine) request for assistance to minimize the impact of explosive ordnance (EO) on affected populations in order to save lives and limbs, facilitate the provision of urgent humanitarian assistance, lay the foundation for recovery and resilience, and enhance socio-economic development in conflict affected areas. This five-year project is underpinned by a theoretical framework which seeks to strengthen nationally owned mine action capacity through improved governance and coordination, integration of mine action with humanitarian and development plans, facilitation of access to safe and productive land to improve livelihoods and basic services, reduced risk of harm to affected populations, improved quality of life for EO victims, and measurable progress towards international treaty compliance. The project will be implemented simultaneously at the national and oblast level for integrated planning, coordination, and operational efficiencies across the five pillars of mine action, including survey and clearance, explosive ordnance risk education (EORE), victim assistance, advocacy, and stockpile destruction (when able). The project builds upon the work of the UN system as a whole and seeks to complement the work of other actors working in this domain through partnership, collaboration, and coordination.

Contributing Outcome (the United Nations in Ukraine Transitional Framework)
SP1: Saving Lives; SP 2: Strengthening Systems; SP 3: Building Resilience. The intervention will also be in alignment with UN MA strategy 2019-2023. Indicative Output(s): CPD 2018-2023 Output 4.1. Conflict-affected communities feel safer and satisfied with security services, following UNDP support

Total resources required:	**USD 131,208,800**	
Total resources allocated:	Donors:	USD 12,314,678.58, including Denmark: USD 1,618,777.82 Sweden: USD 3,999,627.80
	Unfunded amount:	USD 118,894,121.42

Agreed by (signatures):

Government	UNDP
	Mr. Jaco Cilliers, Resident Representative
Date:	Date: 19.09.2023

UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE
ПРОГРАМА РОЗВИТКУ ООН В УКРАЇНІ

DEVELOPMENT CHALLENGE

The ongoing Russian war on Ukraine has caused tremendous loss of life and livelihoods, mass internal and external displacement, widespread destruction of urban areas and damage to critical infrastructure and has outstripped the capacities of national mine action actors to respond appropriately to the needs for assistance created by an unprecedented level of EO contamination across Ukraine.

From the onset, the current conflict has resulted in a complex mix and extensive contamination of landmines, Cluster Munition Remnants (CMR), Improvised Explosive Devices (IED) and other items of Explosive Remnants of War (ERW), which pose a considerable and mounting threat to civilian populations[1]. Out of 35.6 million people living in Ukraine, 17.6 million people are estimated to be in need of multisectoral humanitarian assistance in 2023. This includes 6.3 million internally displaced, 4.4 million returnees and 6.9 million who have remained in their homes throughout the war[2]. As of February 2023, more than 21,000 civilian casualties have been reported, including over 8,000 deaths of which over 480 are children, according to the OHCHR. The real figure is very likely considerably higher. Most of the civilian casualties recorded were caused by the use of explosive weapons with wide area effects, including shelling from heavy artillery, multiple launch rocket systems, missiles and air strikes[3]. By 20 March 2023, there were 730 civilian victims of mines and ERW, which again is considered a significant under-representation. Figures compiled by the Mine Action Area of Responsibility (AoR) suggest that there are more than 10.5 million persons in need of mine action services in Ukraine. In 25 out of 122 conflict-affected raions, more than 15% of residents report that they are worried about the possible existence of explosive devices.

As the conflict persists, increasing in intensity and severity, continued international assistance supporting the Go Ukraine in mine action will be lifesaving, a precondition for effective humanitarian assistance in many parts of the country, and vital to restoring development gains already made. EO also poses a significant threat to the international community (including the UN and our partners) when delivering humanitarian assistance inside Ukraine.

It should be noted that even prior to the outbreak of the February 2022 war, Ukraine was believed to be one of the most mine-contaminated countries in the world and the most affected country by anti-vehicle mine accidents. As such, the Go Ukraine has made significant progress towards establishing an architecture for its mine action programme. The Law of Ukraine '*On Mine Action in Ukraine*', adopted in December 2020, has outlined the institutional structure for mine action with a dedicated National Mine Action Authority (NMAA), an inter-departmental body under the Cabinet of Ministers, responsible for the coordination of state regulation and planning of mine action, chaired by the Minister of Defence of Ukraine. The NMAA has overarching responsibility to ensure that the negative impact caused by EO is limited and that Ukraine as soon as possible is able to survey, clear and destroy all known landmines and other items of ERW. As part of this responsibility, the NMAA also oversees the development and implementation of national mine action policies, strategies, and standards.

There are currently two Mine Action Centres (MACs) with similar mandates and authority in terms of Humanitarian Mine Action (HMA) operations: (i) the National Mine Action Centre (NMAC), in Chernihiv, Chernihiv Oblast under the Ministry of Defence (MoD), Special Transport Service of Ukraine and (ii) the Humanitarian Demining Centre in Merefa, Kharkiv Oblast, a structural unit of the State Emergency Service of Ukraine (SESU), under the Ministry of Internal Affairs (MoIA). Both are responsible for information management, quality assurance, planning, and other mine action operational coordination tasks.

[1] As part of the 2023 Ukraine Humanitarian Needs Overview (HNO), raions[1] were rated on a scale from 1 to 5, where 1 indicates no impact and 5 a catastrophic impact based on the Joint Intersectoral Analysis Framework-based scale. Five raions in five oblasts were found to be experiencing catastrophic levels of impact, seventeen raions experiencing level 3, and eleven raions level 4.
[2] Ukraine Humanitarian Needs Overview 2023 (December 2022) [EN/UK] - Ukraine | ReliefWeb
[3] Ukraine: civilian casualty update 13 February 2023 | OHCHR

In light of the mounting challenges pertaining to mine action coordination, on 11 February 2023, the Prime Minister of Ukraine announced the establishment of an Inter-Agency Working Group on Humanitarian Demining, chaired by the First Deputy Prime Minister/Minister of Economy, which will oversee policy coordination and monitoring at the level of the Cabinet of Ministers of Ukraine. This group will provide high-level political oversight, ensure interagency coordination and cooperation, and monitor the implementation of demining policies and programs.

A second level of government coordination, the Ukrainian Center for Humanitarian Demining (UCHD), which will be responsible for implementing policies and programs related to humanitarian National Mine Action Authority (NMAA), Ministry of Economy, Ministry of Defense and the State Emergency Services of Ukraine (SESU), to coordinate demining efforts on the ground, manage resources, and ensure effective implementation of policies and programs.

Working closely with the UCHD to ensure policy implementation and coordination, the Demining Policy Support Team will sit as part of the Reform Delivery Office of the Cambinet of Ministers. As a long-term, trusted partner of the Go Ukraine, UNDP at direct request of the Cabinet of Minsters is supporting the reform and coordination mechanisms required to enhance Government coordination mechanisms to save lives and limbs, contribute to economic growth and poverty reduction, and make tangible progress towards treaty compliance.

Despite facing various challenges in 2022 associated with operations in the midst of ongoing conflict, including security and safety concerns, mine action interventions still reached over 3.5 million people. Risk education accounted for the largest portion of these interventions, reaching 62% of the total population. Other activities that made up significant portions of the interventions in Ukraine included clearance (23%), non-technical surveys (5%), information dissemination (5%), capacity building/institutional support (4%), and victim assistance (1%).

With the exception of a number of international mine action NGOs who receive funding from international donors[4], the SESU remains the primary actor responsible for mine action in the country. As of 16 December 2022, SESU had surveyed and cleared approximately 76,649 hectares of land and disposed of 305,772 EO items. They had also conducted over 9,917 risk education sessions reaching around 292,000 people. In 2023, SESU is planning to scale up their demining capacity from 1,000 to 1,500 deminers across 300 divisions (currently 200), with urgent need to train, equip, and deploy these deminers to areas of greatest need[5] as the security situation allows.

Priority to date has been given to the spot clearance of war-affected areas re-claimed from Russian occupation. The widespread presence of landmines, sub-munitions and other items of ERW poses immediate risk to first responders in these areas, impeding access for humanitarian actors, human rights investigators, and specialized services seeking to assess, contain or remediate other critical threats. Public safety is also threatened, exacerbated by the numbers of Internally Displaced People (IDPs) engaging in early spontaneous returns to their homes. Significant quantities of EO are mixed with other war debris, the removal and processing of which represents a significant challenge[6].

Whilst the imperative for the Go Ukraine is to ensure public safety and the restoration of utilities and basic service, there is also an urgent need for people to return to productive livelihoods. According to the NMAA, an estimated 170,000 km^2 of Ukraine's territory has been affected by conflict and may be contaminated with landmines and unexploded ordnance (UXO), requiring survey and clearance, and presenting an imminent threat to life and livelihoods. Facilitating safe access to farmland, will be a significant factor in ensuring both national food security and global grain supply, as well as critical to the livelihoods of over 30,000 small-size Ukrainian farmers and local producers.

[4] These include the Halo Trust, Danish Refugee Council (DRC), Fondation Suisse De Deminage (FSD), and Humanity and Inclusion (HI)
[5] Determined based on level of suspected hazardous areas, number of EO accidents, fear in (returning) populations and clearance contribution to Go Ukraine priorities across restoration and early recovery, access to basic infrastructure livelihoods, food security, and other humanitarian, development, peace priorities.
[6] UNDP has launched a separate, stand-alone programme to address debris/EO clearance, critical environmental hazards and emergency restoration of essential utilities in newly de-occupied areas, currently funded by the Government of Japan and the European Union.

I. STRATEGY

The development challenge in Ukraine continues to grow as the war enters its second year. It is already clear that the scope and scale of the challenge is such that it will likely be the work of a generation to resolve. Despite the immense efforts of competent national mine action actors, such as the SESU and the National Police, the Go Ukraine has acknowledged that significant international support is required to set up an efficient, safe and high-quality national Humanitarian Mine Action (HMA) programme.

Having partnered in Ukraine since 1993, UNDP is a well-established, long-term and trusted partner of the Go Ukraine. UNDP has accumulated valuable operational and programming knowledge on mine action, having implemented similar interventions complementing government efforts globally over the years. As the UN Mine Action lead in Ukraine since 2016, UNDP has also coordinated joint efforts, provided technical assistance, and supported damage assessments and debris removal projects.

One year into the war, UNDP has been working with national authorities to assess the current response and undertake a needs assessment to ensure a coordinated, efficient, and effective national mine action sector. Engagement with project beneficiaries, including Cabinet of Ministers, Ministry of Economy, Ministry of Defence, and Ministry of Internal Affairs, in addition to recipients at the national and oblast levels, in the design of the strategy begind the programmatic offer affords the spectrum of multifaceted and interdependent interventions both in the immediate and short term, while creating the enabling environment for agilility and long term support needs.

As such, the UNDP Mine Action Project (MAP) herein is intended to establish the capacities and coordination necessary to manage the work, even as the situation and needs on the ground continue to evolve. The primary objective of the UNDP MAP is to enhance human security in Ukraine by ensuring that all mine action intervention is firmly embedded in multidimensional crisis response at all levels and across sectors. To ensure agile and responsive programmatic support, the MAP will apply adaptive management principles to respond to evolving circumstances and needs of affected communities and Government priorities. Lessons learned will be captured and shared to improve mine action practice, both on the ground and globally.

Beyond the immediate threat to people's lives, EO affects livelihoods and access to infrastructure, social services and natural resources required for socio-economic activity. Gender and diversity influence peoples' level of exposure and risk of becoming a victim, affecting their ability to access education or skills development, medical and psychological services, and employment. Gender mainstreaming within mine action is not just about increasing the number of women engaged or other aspects of the empowerment of women, but a commitment to identifying the differential impacts of EO on the lives of women, men, girls, boys, and persons with disabilities, and to proposing practical solutions that respond appropriately to the specific needs identified. As such, gender mainstreaming and inclusion is a collective responsibility.

The MAP has been designed in accordance with mine action’s needs-driven, people-centred approach. As outlined in the UN Mine Action strategy 2019-2024 (ref cross-cutting issue # 2) UNDP will address the specific needs of women, girls, men and boys from diverse groups, while facilitating their empowerment and inclusion. United Nations Gender Guidelines for Mine Action Programmes (2019) will be an important tool in this regard, also drawing on the UN Resolution 1325 on Women, Peace and Security and the Geneva International Centre for Humanitarian Demining (GICHD) publication Gender Mainstreaming in Mine Action. As such, the MAP will assess implications and opportunities in such a way as to enhance access and participation by women, girls, boys and men and seeks to ensure that women and men benefit equally, including in regard to access to victim assistance, livelihoods and risk education, preventing the perpetuation of inequality.

There is not only a humanitarian imperative to clear EO, but an environmental necessity given the negative impact UXO can have on the natural environment. The process of mine clearance has an adverse impact on habitats and ecosystems including through vegetation removal and ground preparation, mechanical systems, worksites and waste, and explosive ordnance disposal (EOD). As such, the MAP is aligned to the International Mine Action Standards (IMAS) 07.13 on Environmental Management in Mine Action and is subject to robust UNDP Social and Environmental Screening requirements. UNDP will promote sustainable and environmentally friendly solutions (Sustainable Development Goal - SDG #15) by developing standards, guidelines, tools and approaches from an environment friendly angle, enhanced by UNDPs active membership on the global mine action working group for environmental issues in mine action.

However, it is not only the process of clearing EO which risks environmental impacts. Ukraine is a highly industrialised country where the damage wrought by the war on industrial, commercial and energy facilities is leading to critical environmental risks that threaten the lives of first responders, residents of war impacted areas, returning IDPs/refugees as well as humanitarian actors. Due to the damaged infrastructure, chemicals and hazardous substances are leaking into the natural environment impacting on land, water and air resources. This contamination of water supplies, agricultural land and air results in human health issues associated with environmental risk factors. Moreover, the collapse of solid waste collection and appropriate landfills is causing significant environmental risks to the local population through decomposing wastes in the streets and potential leachate contamination of the groundwater supplies. This results in compounding negative human health risks to first responders, residents, returning IDPs/refugees as well as the humanitarian sector. These critical environmental and social/community health risks and impacts need immediate attention to reduce further risks.

As such, the MAP strategy is complementary to UNDPs broader efforts in support to early recovery in war-affected areas in Ukraine through assessment of building damage, human impact and environmental impact, facilitation of EO site survey and EOD spot-task clearance to enable debris removal and demolition activities, and establishment of early access for humanitarian actors, human rights investigators, and specialised services seeking to assess, contain or remediate other priority environmental threats to public health and safety.

Supporting the integration of such effects requires robust information management, built on evidence based, comprehensive and accurate data. Within mine action, having a comprehensive record of what has been done, where and how it has been monitored, will lead to greater confidence in the quality of the products of mine action activities. The UNDP MAP, in partnership with national authorities, the GICHD, and national and international operators, will support the processes for the management of information in accordance with the IMAS 05.10[7] and seek to ensure a data-driven sector which is well-defined, adhered to and continually improved.

UNDP will also have a clear and strong voice protecting civilians from explosive weapons (ref cross-cutting issue # 1 of the UN Mine Action strategy). The NMAA (on behalf of the Ministry of Foreign Affairs) will be the guardian of the various international disarmament conventions and ensure compliance with the obligations as outlined in the Anti-Personnel Mine Ban Convention (APMBC), the Convention on Certain Conventional Weapons (CCW), and the Convention on the Rights of Persons with Disabilities (CRPD). UNDP will promote compliance to the key disarmament treaties, including the APMBC, CCW, (and adherence to the Convention on Cluster Munition – CCM). UNDP will also seek to create knowledge and political momentum towards the 2030 Agenda and achievement of the global SDGs.

The UNDP MAP is aligned with the UNDP Strategic Plan 2022-2025 as well as key priorities enshrined in the UNDP Ukraine Country Programme Document 2018-2023, alongside other relevant strategic documents of the UN in Ukraine in support of the Government response to the economic and social impact of the war. At a thematic level, UNDPs response and strategy will be guided by the UN Mine Action Strategy 2019 -2023 and the Oslo Action Plan (of the APMBC), which are founded in the principle of national ownership. UNDP MAP will prioritize efforts which ensure the Go Ukraine, through its respective authorities, own and lead the implementation process, so as to ensure the

[7] IMAS 05.10 on Information Management for Mine Action

sustainability of the project. Close collaboration on the local level with public authorities and community representatives will support the effective implementation of the project, allowing early identification of concerns and implementation issues. The Project's sustainability and exit strategy is built into the approaches and activities, with the MAP subject to mid and end period evaluations which will review the implementation period and recommend adaptive management requirements and inform steps towards an exit strategy.

To achieve the strategy and result ambitions of the MAP, the Project is conceived as a multi-donor funded five-year intervention. The MAP will be delivered via development and implementation of detailed Annual Work Plans, to be reviewed and approved by a Project Board, as detailed under the Governance and Project Management section of this document.

Theory of Change

The UNDP MAP has been formulated in line with the mine action sector-wide Theory of Change (ToC) developed by ITAD with funding from the United Kingdom and the Netherlands. It is intended to promote adoption of sector best practice in line with IMAS, ensure transparency and uniformity across the sector, and facilitate monitoring and evaluation of collective interventions.

The vision statement of the ToC serves as the overall objective of the UNDP MAP, that is for increased peace and human security, and support towards development in Ukraine.

The ToC outlines four impacts intended to capture the different strategic and long-term aims of the sector, but which are influenced by factors beyond the sector's control, and which are unlikely to be achieved within the five-year duration of the intervention herein. They do, however, establish the rationale for intervention and justification for funding. These are:

1. Ukraine's strategic objectives supported, and relevant treaty obligations met.
2. Increased community resilience to conflict drivers, contributes to stability and peacebuilding.
3. Economic development and more resilient communities contribute to SDGs.
4. Safer communities and reduced deaths and injuries from mines/ERW.

Outcomes are less predictable, as they are about behaviour change and often rely on more than one output and hence may be dependent on the collective contribution of multiple stakeholders within, and sometimes external to, the mine action sector. The likely or intended effect of the six outcomes is the critical contribution the UNDP MAP is hoped to make to the higher strategic impacts, within the lifetime of the intervention. The six outcomes include:

1. Safe and productive land use improves livelihoods and basic services, improving quality of life and the environment.
2. Responsive and equitable nationally owned Mine Action through improved governance and with increased local implementation.
3. Quality of life for explosive ordnance victims improves.
4. Risk of harm reduced, increases returns and freedom of movement.
5. Mine action integrated or sequenced with humanitarian / development / peacebuilding or stabilization initiatives.
6. Measurable progress towards APMBC and CCM treaty compliance.

Partially attributable to the intervention, other factors - including other national and internationally funded initiatives - may also contribute to these outcomes. UNDPs strong positioning within not only mine action in Ukraine, but also leveraging off the broader UNDP Resilience Building and Recovery Framework, devised in March 2022 in close consultation with the Go Ukraine, seeks to provide a flexible framework, programmatic vision and specific 'solutions' to meet the realities of a fast-moving context to fully leverage UNDPs comparative advantage in contribution to the vision and outcomes.

Underpinning these likely or intended outcomes are the specific, direct deliverables arising from inputs and activities which form the responsibility of UNDP as implementing agency, and which are fully and directly attributable to the UNDP MAP intervention.

The six outcomes of the ToC are intended to be achieved through delivery of seven outputs, six of which are immediately relevant to the current development challenge identified in Ukraine, and one which will be pursued in the post-war period:

Output 1: Land released for safe and productive use and risk from explosive hazards removed

Output 2: Enhanced capacity of local mine action implementers

Output 3: Enhanced capacity of national authorities

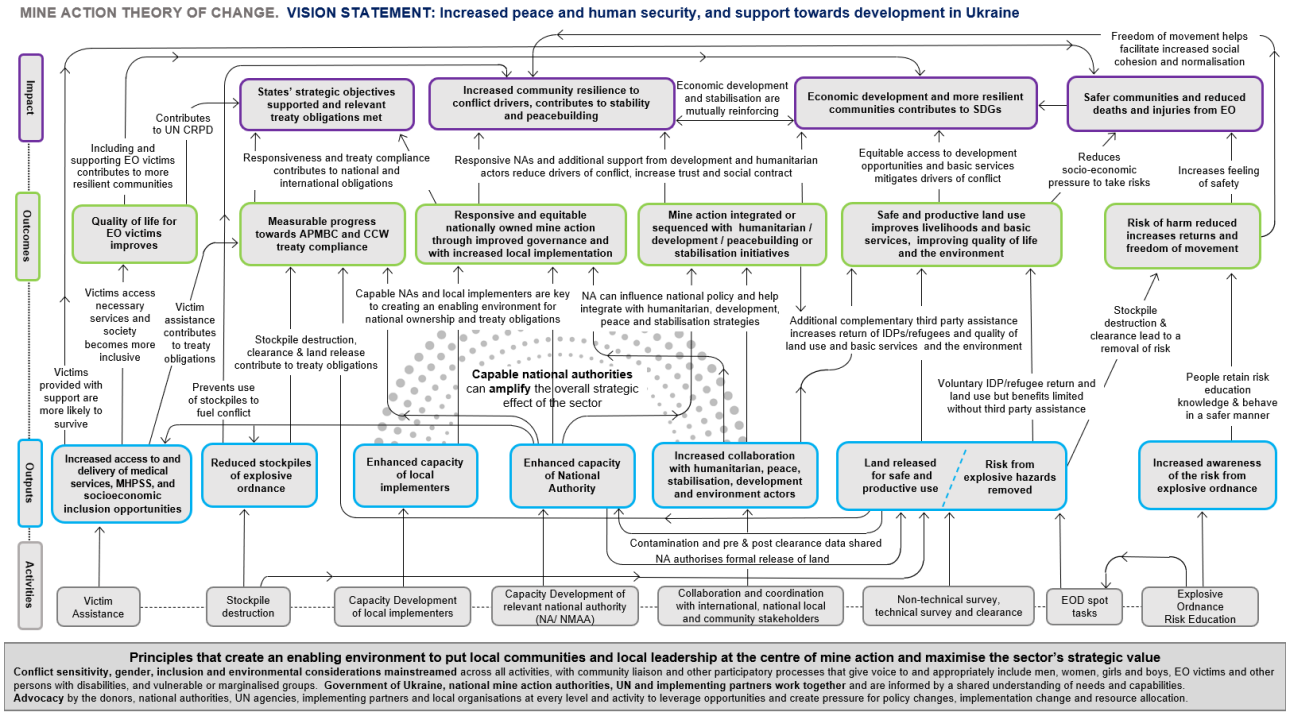
Output 4: Increased access to and delivery of medical services, mental health and psycho-social support (MHPSS), and socio-economic inclusion opportunities to explosive ordnance victims

Output 5: Increased awareness of the risks of explosive ordnance.

Output 6: Increased collaboration with humanitarian, peace, stabilisation, development and environment actors

Output 7: *Reduced stockpiles of explosive ordnance (to be pursued in the post-war period)*

The outputs and activities detailed below complement and reinforce one another. Consequently, they should be understood as forming part of a comprehensive, holistic approach supporting efforts across the five pillars of mine action. The below outputs and activities simultaneously engage at the national and oblast levels in order to effectively respond to the nature of the challenges poised by the ongoing war in Ukraine and ensure coherence and coordination between activities and interventions within the evolving landscape.



II. RESULTS AND PARTNERSHIPS

Output 1: Land released for safe and productive use and risk from explosive hazards removed.

Effective and efficient land release efforts are core to early recovery, enabling safe returns, access to basic and critical infrastructure, enhancing food security and livelihoods, and establishing access for humanitarian actors, human rights investigators, and specialized services seeking to assess, contain or remediate other critical threats.

Land release is an evidence-based decision-making process that helps determine with confidence which land needs further action, and which does not, and is subject to a set of overarching IMAS[8], with separate and detailed technical standards for all constituent components, including the identification of hazardous areas, the cancellation of land through Non-Technical Survey (NTS), the reduction of land through technical survey and the clearance of land with actual EO contamination.

Supporting the entire land release process should be an effective information management system that ensures that data is collected accurately and consistently, is reported in compliance with formats and schedules, is entered into databases correctly, and is analysed to provide reliable support to decision makers, quality monitors and other interested parties.

Quality management in mine action requires a risk management process which involves identifying aspects of processes and products that could fail to satisfy requirements and then developing procedures, checks and monitoring systems to reduce the chances of failure to a tolerable level. Within the quality management system, quality assurance and quality control play an important role in ensuring clearance and land release requirements are fulfilled. It provides

[8] IMAS 07.11, Land Release; IMAS 08.10 Non-technical Survey; IMAS 08.20 Technical Survey; IMAS 09.10 Clearance; IMAS 09.11 Battle Area Clearance.

confidence to the public, development partners, national authorities, operators, and other stakeholders that quality requirements have been met.

The MAP will strive to create safe environments for all by ensuring that EO contaminated land is surveyed, marked, and released as soon as possible, as an enabler for humanitarian action, early recovery and development. Efficient and effective land release will require close partnership with national and local authorities, local communities, as well as development agencies to ensure optimal use of released land.

Applying NTS as the first land release methodology will support authorities in prioritizing and developing workplans at the local level and allow effective targeting of mine action resources (EORE, technical survey and clearance, EOD) as well as development of national standards and render safe procedures for technicians. UNDP will support the authorities and partners to ensure that the NTS is operationalized, standardized and systematic in order to generate a baseline for forward-looking operational and strategic planning.

While the current setting does not allow a national survey to be conducted in Ukraine, UNDP is already supporting land release activities in Kyiv, Kharkiv, and Mykolaiv oblasts. Further areas will be included as additional territory is de-occupied and as the security situation allows.

- **Activity 1.1: Ensure timely, accurate and robust information management for mine action.**
  UNDP, in partnership with GICHD, will ensure international best practice in data gathering, processing and management using the Information Management System for Mine Action (IMSMA), already established in Ukraine and alternate information systems as required. An evidence based and accurate baseline, and an updated IMSMA database with quality data is considered a precondition for making realistic plans and set sound priorities.

- **Activity 1.2: Enhance use of NTS.**
  The MAP will scale NTS operations through the exploration of technological advancements and innovation, alongside the contracting of accredited operators to support accelerated land cancelation and categorization of suspected/confirmed hazardous area (SHA/CHA) in accordance with IMAS 8.10 and national standards and policies to ensure resource intensive technical survey and clearance resources are directed to the areas of greatest and actual need.

- **Activity 1.3: Release land back to affected communities for productive use through technical survey and clearance operations.**
  In accordance with Go Ukraine defined priorities and associated workplan tasking, the MAP will support enhanced clearance operations (linked to Output 2) through contracting of accredited mine action operators, prioritizing national operators, to enable safe land to be returned to productive or development use.

- **Activity 1.4: Support damage assessments, debris removal and demolition work through EOD mechanisms.**
  UNDP is supporting the Go Ukraine to undertake damage assessments, debris removal and demolition work to support early recovery efforts. Noting the high risk of EO in these sites, UNDP MAP will work together with accredited operators, sub-contractors and local authorities in order to develop a plan of joint actions and ensure these efforts are supported by EOD specialists.

- **Activity 1.5: Assist risk mitigation through strong quality management systems.**
  The MAP will support national authorities to develop a clear quality management system, comprised of quality assurance and quality control mechanisms, which links to IMAS 07.12, national standards and policies. This will include land release/handover certification processes for national authorities.

Output 2: Enhanced capacity of local mine action implementers

Levels of EO contamination are already such that clearance will require a generational effort. While international expertise and operators are required to support immediate priorities and to put in place the policy and institutional structures that are required to meet them, this must be accompanied from the start by a focus on building the capacities – institutional, technical and tactical – of national partners for the long-term.

Scaling of EO survey and clearance at such pace requires vast human and operational capacities to match, including the appropriate procurement of and training in survey and clearance equipment, to ensure national operators have a full tool box of mechanical, manual, animal detection systems, and sub-aquatic survey and clearance equipment to safely, efficiently and effectively undertake their tasks.

The UNDP MAP will support both the local mine action implementors through equipment, training and technical advise to ensure sustainable, long-term national capacity in the sector, working to IMAS and enhancing national standards in line with them. In addition, at the request of national authorities, and with the agreement of donor partners, the project will work with international mine action operators for required land release activities and to support capacity development of national operators (i.e. training in animal detection systems).

- **Activity 2.1: Procure equipment.**
  UNDP will support the validation and prioritization of equipment requests from national operators and facilitate fast-tracked procurement through internal processes. Initial priority will be given to provision of equipment for SESU Pyrotechnic and Police EOD units, which are in the process of significantly increasing the number of operational EO clearance units available for deployment. Additional requests for support to other actors (i.e. State Special Transport Service (SSTS)) will be assessed based on request from government, interest from donors, and following due diligence risk assessment to uphold the United Nations principle of impartiality.

- **Activity 2.2: Train existing and new operators engaged in mine action activities to support application of national and international mine action standards.**
  In line with the National Strategy to be developed (see Activity Result 3.1), UNDP will provide capacity development support to national mine action operators accredited to undertake mine action activities in Ukraine. This can include tactical use of mechanical, manual, and animal detection systems for survey and clearance, EOD and spot-tasks, and operational capacity across accreditation, tasking, information management and quality management requirements, etc.

- **Activity 2.3: Provide technical advisory support.**
  UNDP will deploy a range of national and international technical experts to provide advisory support as required. Furthermore, in recognition of the deep mine action experience and interest of many donor partners in providing direct technical assistance to Ukrainian mine action partners, UNDP will also provide an administrative platform to facilitate their efforts across deployment of technical experts to support national capacity development.

Output 3: Enhanced capacity of national authorities

In spite of significant progress in the legal and institutional development of the mine action sector in the challenging environment of ongoing war, Government capacities and inter-governmental coordination need to be strengthened further. UNDP will continue to supply mine action technical advisory capacity to support development of a comprehensive, inclusive, coordinated mine action architecture that is fit-for-purpose for the task in-hand.

Preconditions for successful HMA intervention in conflict settings are close stakeholder coordination, strong sector leadership, traditionally executed by a NMAA (or designated agency acting on the NMAA behalf) and dedicated competent MACs able to manage a complex mine action intervention on a day-to-day basis (accreditation, tasking, quality management, information management, etc.), in pursuit of tangible progress towards international treaty compliance.

At the request of the Cabinet of Ministers, UNDP will support the establishment and functioning of Government coordination mechanisms, including working groups, centres and support teams as required to establish collective, shared priorities to inform planning and task of clearance operations and broader strategic alignment with Go Ukraine development priorities.

- **Activity 3.1: Support the development of a National Mine Action Strategy.**
  UNDP will support the development of a National Mine Action Strategy, aligned with the Law on Mine Action, to guide the strategic direction of the entire Ukrainian mine action programme.

- **Activity 3.2: Support the development of National Mine Action Standards.**
  UNDP will seek the integration and adoption of IMAS in all relevant national policy frameworks and implementation arrangements, developing a suite of National Mine Action Standards which align to the IMAS and form the guiding principles to which mine action operators must establish their Standard Operating Procedures. This will include dissemination of UNDP developed Gender Guidelines for Mine Action Operators, as well as related capacity development training intended to ensure an inclusive and gender-responsive approach to HMA.

- **Activity 3.3: Enhance Government coordination for mine action.**
  UNDP, in coordination with other relevant stakeholders and development partners[9], will embed relevant technical experts within the Cabinet of Ministers and national authorities as requested to support the formation and functioning of Government coordination mechanisms.

- **Activity 3.4: Support international cooperation and exchange.**
  The MAP will support Go Ukraine compliance with and reporting commitments to international treaties, including the provision and sharing of experiences, and promoting the preservation, enhancement and dissemination of mine action knowledge within the sector and beyond.

Output 4: Increased access to and delivery of medical services, mental health and psycho-social support (MHPSS), and socio-economic inclusion opportunities to EO victims

Meeting the immediate and long-term needs of victims[10] of EO who have suffered physical, mental and/or sensory trauma, whilst also addressing affected families and communities, requires a holistic and integrated multi-sector approach.

Victim assistance, including emergency and on-going medical care, rehabilitation, psychological and social support, facilitation of access to education, social and economic inclusion, and related laws and policies, should be delivered according to norms and standards that exist within the health, rehabilitation, disability, education, employment, social protection, and rural development sectors[11].

[9] For example, GICHD, European Union, Swedish Civil Contingencies Agency (MSB), etc.
[10] The term 'Victim' refers to persons either individually or collectively who have suffered physical, emotional and psychological injury, economic loss or substantial impairment of their fundamental rights through acts or omissions related to the use of EO. Victims include people injured and killed, their families, and communities affected by EO. The term 'victim' carries legal significance with respect to the APMBC, CCW and CCM.
[11] Additional information can be found in CRPD Article 25 (Health), CRPD Article 26 (Rehabilitation), CRPD Article 24 (Education), CRPD Article 27 (Employment), CRPD Article 28 (Social protection), and CRPD Article 32 (Inclusive development).

Owing to the multifaceted and complex needs of victims, much of the mine action sector's role includes identification and referral to the appropriate authorities and institutions. Victim assistance is a national responsibility towards all people who have been injured, and to those living with a disability or who are especially vulnerable for other reasons.

The Go Ukraine, through the Ministry of Health (MoH) and Ministry of Social Policy (MoSP), has overall responsibility to provide EO survivors, among other people with disabilities, with the support they need. The MAP will provide all necessary support to the Government to ensure that it meets all relevant obligations under the CRPD, as well as under the APMBC[12] and the CCW[13], and in alignment with the CCM[14]. All UNDP work in Ukraine will be aligned with, and governed by, relevant IMAS and national policies and standards[15].

The UN Strategy for Mine Action highlights the role of UN mine action actors in documenting and supporting referral pathways, a flexible mechanism that links survivors to supportive and competent services, such as medical care, MHPSS, legal/justice, and established indicators to monitor progress. The MAP will support the identification and referral of victims to the appropriate authorities and institutions by enhancing these mechanisms while increasing the professionalization and sustainability of the sector and facilitating reintegration of EO victims and/or their immediate families with socio-economic life.

UNDP MAPs interventions within victim assistance have been designed to specifically enhance progress towards this state through the following activities:

- **Activity 4.1: Prepare a national strategy in support of victim assistance, policies, guidelines, all aligned with IMAS.**
  In close cooperation with the relevant national authorities and line ministries, the MAP will support enhancement of victim assistance normative frameworks through the preparation of a national strategy for EO victim assistance, as well as a guidelines, standards, procedures, and monitoring and evaluation regime for its implementation. It is envisaged that the victim assistance strategy will be aligned to the IMAS 13.10 and closely linked with the disability framework already developed/under development by the MoH.

- **Activity 4.2: Support the establishment of referral systems and increased access to local rehabilitation centres.**
  The activity will build from current victim assistance activities being undertaken through the UNDP Democratic Governance Portfolio in order to complete a full mapping of current service providers across the country to better determine local level needs to ensure broad access and coverage to all who require it. Referral systems will be established to enable access to local rehabilitation centres, MHPSS services and continuing medical care for physical and mental health needs of EO victims and their families, including mine action operators as required.

- **Activity 4.3: Strengthen the capacity of local health and rehabilitation centres.**
  In cooperation with the MoH, the MAP will assess and meet capacity development needs of local rehabilitation and health centres working with EO victims and/or their families, in line with the national strategy to be developed, via provision of technical advisory support, equipment and staff training, necessary to ensure access to quality physical and MHPSS services for EO victims, including mine action operators, across the country.

[12] APMBC, article 6.3.
[13] CCW, Protocol V, article 8.2.
[14] CCM, article 5.
[15] See IMAS 13.10, Victim Assistance in Mine Action, September 2021.

- **Activity 4.4: Procure medical equipment, prosthetics, and related supplies.**
  Building on its long history of health sector procurement on behalf of the Go Ukraine and utilising open contracts and/or new fast-track procurement procedures agreed, UNDP will assess and meet needs for medical equipment, prosthetics, and related supplies necessary to the treatment of EO victims in hospitals and local rehabilitation centres.

- **Activity 4.5: Facilitate socio-economic support to victims through integration into socio-economic livelihood activities.**
  Socio-economic support will be provided to victims and/or their immediate family through integration into Government and international community programmes for social inclusion and livelihoods support. Particular focus will be on identifying employment opportunities within the sector for veterans, war widows and women, direct and indirect victims of explosive ordnance and other persons with disabilities, and displaced populations.

Output 5: Increased awareness of the risks of explosive ordnance.

'Explosive Ordnance Risk Education' (EORE) refers to activities which seek to reduce the risk of injury from EO by raising awareness of women, girls, boys and men in accordance with their different vulnerabilities, roles and needs, and by promoting behavioural change. Core activities include public information dissemination, education and training. The objective is to reduce the risk to a level where people can live safely, thus contributing to an environment where economic and social development can occur free from the constraints imposed by EO contamination.

Certain international treaties impose legal obligations on States Parties to provide EORE[16]. In Ukraine, EORE should be provided to populations living in war-affected areas, and to IDPs and refugees planning to return to them. EORE will have to be provided using a range of tools and platforms that are both threat and context sensitive, and tailored towards a range of different target groups, acknowledging special needs of returnees, as well as those of women and children.

While EORE is usually integrated with other activities such as survey and clearance, it can also be implemented as a stand-alone activity under specific circumstances – such as exist in Ukraine currently – where ongoing conflict inhibits or slows the deployment of survey and clearance teams or where it is provided to people who have been displaced by conflict. Currently with Ukraine, the multitude of organizations delivering EORE has resulted in limited coordination, increasing risks of duplication, poor resource planning, and gaps in EORE messaging reaching vulnerable communities.

Importantly, for EORE understanding knowledge levels, prevailing attitudes, and perceptions that both facilitate and hamper the adoption of safe behaviour around EO are key to targeting EORE messaging and minimising the impact of EO on at risk communities. Furthermore, with the enormous humanitarian response requirements and early recovery programmes underway throughout EO affected communities, it is vital that those engaged in their work in SHA receive the appropriate training to undertake their vital roles.

The MAP will work in partnership with and under the technical lead of UNICEF, as per its mandate, to enhance EORE coordination, mitigate duplication, address gaps in EORE dissemination, including to humanitarian and development actors working in affected communities, and improve the targeting of key messaging for greatest impact.

[16] The APMBC obliges States Parties 'in a position to do so … to provide assistance for mine awareness programs.' The CCM requires that States Parties conduct 'risk reduction education' to ensure awareness among civilians living in or around cluster munitions contaminated areas of the risks posed by such remnants. Protocol V to the CCW requires that States Parties and parties to an armed conflict 'take all feasible precautions in the territory under their control affected by explosive remnants of war to protect the civilian population, individual civilians and civilian objects from the risks and effects of explosive remnants of war… These precautions may include warnings [and] risk education to the civilian population…'. Similarly, CCW Amended Protocol II on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices requires that all feasible precautions shall be taken to protect civilians from the effects of these weapons.

- **Activity 5.1: Implement KAP Survey to enhance coordination, prioritization and quality assurance of EORE.** UNDP will complete a KAP (knowledge, attitude and perception) survey through individual questionnaires, focus group discussions and key informant interviews with selected EO affected communities to enhance coordination, prioritisation and quality assurance of EORE.

- **Activity 5.2: Improve coordination and delivery of EORE to affected communities.** In collaboration with UNICEF, national authorities, and national and international operators providing EORE, UNDP will support the development of a Risk Education Platform to systematically map plans for and delivery of EORE, to mitigate duplication and address emerging gaps. Strategic communication platforms will also be utilized to elevate EORE to broader audiences and maximize exposure to risk messaging.

- **Activity 5.3: Contribute to the development of a national EORE strategy.** In collaboration with UNICEF, national authorities, and operators, UNDP will prepare a national EORE strategy[17], to target both the general public, and specific target groups considered at-risk, including returnees to war-affected areas, children, agricultural workers and other economical sectors. The strategy will detail both the contents to be communicated, as well as the various means of communication best suited to reaching target groups identified.

- **Activity 5.4: Deliver EORE and safety trainings for affected populations, humanitarian and development actors.** Risk Education and safety training will be provided to humanitarian and development actors on an ongoing basis, to ensure that all staff are sufficiently aware and trained to respond to any ERW threats encountered in the course of their work. In areas supported by the MAP, EORE will be incorporated alongside survey and clearance efforts to ensure at risk communities are educated in the dangers of EO and understand how to report them to the appropriate authorities.

Output 6: Increased collaboration with humanitarian, peace, stabilisation, development and environment actors

Mine action has a critical role to play in helping mine-affected states, often fragile or suffering from protracted crises, address the immediate humanitarian challenges posed by the presence of landmines, cluster munitions and other ERW, while at the same time laying the foundation of durable recovery and lasting peace and development.

In conflict and immediate post-conflict phases, mine action tends to pursue immediate humanitarian objectives rather than medium- and long-term development-oriented goals. The 2017 GICHD/UNDP joint study, *Mine Action and the Sustainable Development Goals*[18], shows there is much potential for the work of mine action in fragile contexts to prepare the foundations on which sustainable peace and development can be built.

As the mine action sector matures, its role as a transformational activity that not only reduces violence and fear but also enables and accelerates broader sustainable development should be strengthened. Mine action has in many instances played a part in reducing the humanitarian-development divide. By its nature, SDG 16 provides the most direct entry point for mine action, in particular SDG target 16.1 that seeks to 'significantly reduce all forms of violence and related death rates everywhere'. However, clear direct and indirect links can be seen right across the SDG framework.

Building on UNDPs 30 years of HMA globally, and responding to emerging developments within the HMA sector, UNDP MAP will advocate for linkages between mine action and socio-economic development in line with UNDPs Strategic Plan 2022-2025, its commitment to Leave No One Behind, and its call to work with other actors, whether other UN or

[17] In accordance with IMAS 12.10 EORE
[18] Mine Action and the Sustainable Development Goals | United Nations Development Programme (undp.org)

UNDP projects, government, NGO or private sector initiatives to propose and implement more strongly integrated development solutions.

Outside of the UNDP MAP, UNDP will fulfil its mandate as Mine Action AoR Coordinator in Ukraine, according to the standard ToR of the IASC Cluster System. The AoR is an important forum which brings together UN agencies and international organizations to coordinate efforts which compliment Go Ukraine needs as national capacities are enhanced. The UNDP MAP will actively engage in the Mine Action AoR to support critical information exchange, coordination of interventions, and prioritization of tasks, as well as ensure that standards and best practices are promoted.

Extending the international coordination mechanism, UNDP will co-chair (as relevant), support and participate in Technical Working Groups (TWG) across victim assistance, EORE, information management, land release and other thematic areas as needed to provide input into the targeted discussions to be undertaken.

Relying on its expertise and mandate to translate mine action into sustainable development dividends, UNDP, as part of the coordinated UN response, will assist the Go Ukraine to link immediate needs to long-term goals which prioritise approaches which are inclusive, just and green and which support Ukraine's efforts to achieve the SDGs.

- **Activity 6.1: Coordinate and contribute to the Mine Action AoR and TWG meetings.**
  UNDP will maintain its role as Chair to the Mine Action AoR and will ensure relevant expertise to participate in the Mine Action AoR and TWG meetings to support effective coordination of humanitarian and development actors, with the goal of better integrating mine action activities within the wider portfolio of humanitarian-development nexus programming in Ukraine.

- **Activity 6.2: Enhance understanding of mine action's contribution to socio-economic development.**
  UNDP MAP will build in socio-economic data collection to land release operations, with a particular focus on land release on agricultural land for economic growth, poverty reduction, and livelihood activities, linked to Output 1. Landmine Impact Surveys for socio-economic development will be undertaken and pre- and post-clearance data collection on crops, yields, sales, land lease payments, jobs, etc. will be collected at a community level to enhance an evidence-based articulation of mine action's contribution to development dividends.

- **Activity 6.3: Coordinate donor liaison and resource mobilisation.**
  UNDP will leverage its convening power to support the Go Ukraine to mobilize resources from traditional and non-traditional mine action development partners, including through private sector and other innovative financing mechanisms were applicable.

Output 7: Reduced stockpiles of explosive ordnance

Stockpile destruction is the process of final conversion of munitions and EO into an inert state whereby they can no longer function as designed. The effective management of stockpile destruction planning and operational activities aims to physically destroy EO in a safe, cost effective and efficient manner.

An overview of the stockpile destruction process can be achieved through the accreditation and monitoring of destruction organisations before and during the destruction processes, and by the inspection of the explosive safety and verification systems being used.

Most national authorities already have the capability to apply some form of external monitoring. The form and extent of such monitoring varies from country to country, but the aim is similar; to confirm that destruction organisations are applying their approved management processes and operational procedures in a manner that will result in the safe,

effective and efficient destruction of stockpiled ammunition, including anti-personnel mines (APM). Monitoring is an activity conducted by or on behalf of the national authority. It involves observation, recording and reporting. It is an essential element of the overall quality process.

The IMAS 07.42, monitoring of stockpile destruction programmes, seeks to promote a common and consistent approach to the external monitoring of destruction organisations. Monitoring is an essential part of the destruction process. It provides the national authority with the necessary confidence that the destruction organisation has destroyed the EO stockpile in accordance with its contractual obligations, and that the destruction process was conducted in a safe, effective and efficient manner. In the case of APM and cluster munitions, the national authority of States Parties to the APMBC and CCM will then be in a position to submit their Article 7 reports respectively to the United Nations, confident that a fully auditable trail for the destruction process exists to support their submission.

The Output is included given hopes for a peaceful conclusion of the war within the five-year duration of the MAP, but no activities are foreseen while the war is ongoing. Strategy, activities and theories of action for each activity will be established at the right moment and included in the relevant Annual Work Plan.

Resources Required to Achieve the Expected Results

UNDP Technical Assistance: The Project implementation team will consist of a Programme Manager, two specialist streams (mine action strategy and mine action technical) of national and international advisors, the Mine Action AoR team, an operational support arm and national policy support to be embedded within the Cabinet of Ministers. The recruitment of posts will be phased against donor contributions, with a proposed, draft organogram included in the annexes. The Project will also coordinate with the UNDPs Istanbul Regional Hub (IRH), contributing to and benefitting from exchanges and sharing of experience and expertise within UNDPs regional support. See Annex 5.

UNDP Country Office: UNDP Country Office will work closely with the MAP to provide oversight and advisory support, particularly in relation to procurement processes, monitoring, evaluation, cross-cutting issues such as gender mainstreaming and inclusion, and leveraging socio-economic impacts of mine action activities. The UNDP Country Office will provide overall quality assurance functions as per the UNDP Planning, Monitoring and Evaluation guidelines. Additionally, UNDP will mobilize its internal experts from the regional hub and headquarters to support the project should assistance be required.

Stakeholder Engagement, Beneficiaries, Recipients and Target Groups

Project beneficiaries are the lead bodies responsible for coordination of mine action in Ukraine - the Cabinet of Ministers, Ministry of Defence, Ministry of Internal Affairs, and Ministry of Economy.

Direct beneficiaries will be engaged based on their willingness and commitment to contribute to the project results on a non-monetary basis. From its onset, the project will promote ownership by the targeted local authorities and communities. Direct beneficiaries will be engaged at a minimum during project board meetings, project monitoring field visits, mid and end term reviews, as part of specific activity level actions i.e. pre and post surveys, etc. and on an adhoc basis to support project learning, adaptive management and evauation processes.

Project recipients are key national actors engaged in mine action throughout Ukraine – the State Emergency Services of Ukraine (SESU) and the National Police EOD Units. Additional requests for support to other actors (i.e. State Special Transport Service (SSTS)) will be assessed based on request from government, interest from donors, and following due diligence risk assessment to uphold the United Nations principle of impartiality.

The beneficiaries and recipients will receive capacity development and technical assistance through the MAP. The MAP will pay attention to ensuring access and involvement in project activities by both women and men and shall consider gender and inclusion in studies and recommendations prepared by the project.

The Primary Target Groups for the MAP are the affected communities who benefit from land release, EORE and victim assistance activities. As per the attached Social and Environmental Risk Screening, a grievance mechanism is in place which is easily and anonymously accessible to members of target communities to share and address concerns as they arise, and not be left unaddressed between quarterly monitoring periods.

All stakeholders will be regularly consulted during Project implementation, particularly during Project Board meetings and regular monitoring and audit activities.

Partnerships

UNDP will build on its presence and the broad partnerships it has on mine action nationally, regionally and internationally, and will enhance them by building upon and seeking to complement the work of a wide range of other actors working in the mine action space.

Further to the partnership approach described, the implementation of the project will be highly participatory and will be overseen by a Project Board, as detailed under section VII Governance and Management Arrangements.

Go Ukraine: At the country level, outside of the beneficiaries, UNDP will work in close collaboration with line ministries and national authorities, and national and international mine action operators.

Bilateral / Member States: As a multi-donor funded project, the UNDP MAP will also build upon and collaborate with a wide range of Member States who are already working extensively on issues related to mine action including Japan, the United Kingdom, European Union, France, Denmark and others.

United Nations: Under a One UN approach, UNDP MAP will work in partnership with other UN organisations in accordance with each agencies respective mandate, as informed by the United Nations Inter-Agency Policy on Mine Action and Effective Coordination, in particular UNOPS, WFP/FAO, UNICEF and UNHCR.

Civil society: The MAP will work closely with civil society as appropriate, including I/NGOs engaged in mine action pillars such as land release, risk education and victim assistance, and seek to draw upon the knowledge and expertise of actors also in countries that do not necessarily form part of this project. While the priority under UNDPs mandate is to enhance national capacity, UNDP, as UN mine action lead, is working with key implementing partners, such as HALO, FSD, MAG, to surge the required capacity to meet the immediate needs, while simultaneously testing and evaluating proposed processes which ensure compliance with international norms and standards and the feasibility of their implementation in Ukraine by assessing practice challenges to inform national standards and capacity development needs. Furthermore, UNDP is working with GICHD and other key stakeholders on the development and rollout of revised national standards.
Academia and think-tanks: UNDP is already working with the Kyiv School of Economics as part of its damage assessment efforts. UNDP will expand partnerships with academia who will be leveraged as important impartial platforms for bringing together parties for improved practices and dialogues.

Risks and Assumptions

Monitoring risk is an integral part of the Project. Initial potential risks have been identified and mitigation strategies proposed. On a regular basis, risks will be monitored, reviewed and if necessary new risks will be added and further mitigation strategies developed.

The following areas for potential risk have been identified and are elaborated in the Risk Log attached as Annex 3.

- Significant escalation of active fighting beyond the current axes of control with significant advances of the Russian army to other regions of the country may preclude minimal security conditions necessary for programming in the war-affected areas, provoke new waves of displacement, destroy critical infrastructure and threaten the well-being of staff.
- The occurrence of significant cybersecurity incidents, such as data leaks, cyber-attacks, compromise of physical security of state registers, and violation of digital rights.
- Political situation/turnover of government.
- Limited national or local-level capacities to implement the programme.
- UNDP internal bottlenecks (procurement, payments, logistics, recruitment).
- Donors unwilling to engage in long-term commitment required to fund the MAP.
- Environmental disasters in areas identified for survey and clearance.

South-South and Triangular Cooperation (SSC/TrC)

The MAP will make efforts to ensure that the support to address the multidimensional crisis in Ukraine are leveraged by the best-practiced UNDP programmes in the regional and global context. Such cooperation enables the exchange of experience and best practices with other mine and EO contaminated countries which experienced conflict and post-conflict situations. The project will also support documentation and sharing of experiences from other countries in the region and globally on developing digital databases and tools, including direct exchanges through key project capacity building activities.

Digital Solutions

Information is vital for the effective management of a mine action programmes. Comprehensive and accurate information will lead to more effective and efficient operations as their planning and implementation will be based on facts. Having a comprehensive record of what has been done, where and how it has been monitored, will lead to greater confidence in the quality of the products of mine action activities. To ensure that information is managed effectively and efficiently in the programme it is vital that well-defined and continually improved processes are followed.

Information management in mine action refers to the process of defining and continually improving information requirements from all relevant stakeholders and to the subsequent collection, validation, storage, analysis and dissemination of timely, accurate and easy-to-access information that meets these requirements. The ultimate goal of information management is to deliver information products to stakeholders. To be effective, information management therefore depends on the close collaboration and involvement of all stakeholders, both internal and external, with an interest in the mine action programme.

Information management is key to quality assurance and quality control mechanisms and in maintaining the minimum data necessary for mine action programmes to collect in oder to fulfil obligations resulting from relevant standards and conventions.

Within the MAP, digital components are embedded throughout as an enabler and will contribute to robust data collection in line with IMSMA requirements and in aligningment with IMAS 05.10 on Information Management for Mine Action.

Knowledge

A large number of trainings and other forms of knowledge transfer conducted, particularly under Output 2 and 3, and will result in training curricula and training toolkits which will be left for continuous educational use by relevant professional development and education institutions.

Analyses and thematic professional guidances produced by experts, recommendations (related to policies, institutional development, legislation, etc.) will be made available to direct beneficiaries, and, depending on topics and as agreed with relevant institutions and beneficiaries, to limited or broader expert public, or to the public at large. Various information materials (such as risk education products, leaflets, info kits, online content) produced for purpose of awareness raising and facilitation of access to justice will be disseminated to large categories of indirect beneficiaries or specific groups (e.g. victims of EO). A repository of knowledge products will be maintained by the project staff.

Lessons learned and best practices will be digested in thematic reports or compiled and shared otherwise. As part of the adaptive management principles within the MAP Strategy, the MAP will apply take from the lessons learned and seek to address recommendations for change through programmatic realignment as circumstances evolve, both politically and on the ground. The MAP will also be subject to a Mid-Term Evaluation, findings from which will be incorporated into a programmatic repositioning as required.

Sustainability and Scaling Up

The Project's sustainability and exit strategy is built into the Project's approaches and activities. However, before the end of the Project, UNDP will undertake a review of its overall strategy, with a view to developing a detailed plan for transition and exit. The exit strategy will also be informed by the findings of the Project evaluation. The key elements of sustainability and exit strategy include the following:

1. The Project invests in strengthening institutional capacities across the different components of the project that would take the areas of work forward. The strengthened institutional capacity and mechanisms will remain in place after the Project's end and will contribute to addressing risk management and EOD call outs in the long run and will create a pool of knowledge within institutions that could be further disseminated through peer-to-peer knowledge transfer. Core to mine action is the principle of national ownership, hence, the main elements of the Project are centred around strengthening the institutions' knowledge and technical capacities to fulfil their mandate. In that sense, the training and capacity building of relevant government institutions and developing of efficient and effective mine action operations across the five pillars will contribute to sustain the results of the project beyond its end.
2. The Project will facilitate partnerships to support sustainability of relevant activities. For example, cooperation between line ministries, private sector, academia, CSOs to enhance mine action's contribution to the humanitarian, development, peace nexus and their respective dividends.

III. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the Project management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the UNDP Country Programme for Ukraine. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by UNDP Ukraine deployed by its three portfolio – Democratic Governance, Inclusive Development, Recovery and Peacebuilding, and Energy and Environment - ensures synergies and leverages activities and partnerships among several initiatives and projects that are implemented through the Portfolios by UNDP Ukraine. The strategy of this project is to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are

specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with SMART indicators. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities.

On the financial side, in addition to the progress reports as noted under Project Management below, UNDP Ukraine will prepare a final financial report at the end of the project, which will constitute the official report of project expenditures for duration of the project. For any balance at the end of the project, the UNDP Ukraine shall consult with respective donor partners on its use. The interest income should be treated in accordance with the relevant donor agreement on Arrangement for the Interest Income.

Project Management

This Project will be implemented under the framework of the UNDP Country Program Document for Ukraine, applying the Direct Implementation (DIM) modality, where UNDP Ukraine will act as the Implementing Partner. The Project complies with policies, procedures and practices of the UNDP, and as such, is consistent with UNDPs POPP, social and environmental sustainability through application of the UNDP Social and Environmental Standards.

The Project implementation team will consist of national and international technical advisors and will benefit from wider support services of the Operations Team of UNDP Ukraine, including Procurement, Human Resources and other operational aspects.

In implementation, the Project will have the technical support of the UNDP Global Policy Network (GPN). This support will focus on providing technical assistance to the project deployment of expert capacity via the GPN ExRoster, as needed for the implementation of the project activities in areas of analysis, capacity development, monitoring and evaluation. GPN capacity will also be leveraged to support complex studies ensuring timely and efficient delivery of these activities. The Project will also coordinate with the UNDPs Istanbul Regional Hub (IRH), contributing to and benefitting from exchanges and sharing of experience and expertise within UNDPs regional support.

The quality of the Project will be assessed against UNDPs quality standards to identify strengths and weaknesses and to inform management decision making to improve the Project. The overall quality assurance function for the Project will be the responsibility of the UNDP Country Office and the Regional Service Centre for Europe and the CIS, based in Istanbul. Donor partners may undertake monitoring visits both through their own staff or through independent consultants for independent monitoring reviews.

The Project will be subject to the internal and external auditing procedures (financial, assets, partners, etc.) provided for in the financial regulations, rules and directives of UNDP to manage financial risk.

Progress reports, including financial and narrative reports, will be prepared annually, however, additional reports can be prepared based on the requirements of donor partners.

IV. RESULTS FRAMEWORK

United Nations in Ukraine Transitional Framework 2022-2023: SP1: Saving Lives; SP 2: Strengthening Systems; SP 3: Building Resilience.
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: CPD 2018-2023 Output 4.1. Conflict-affected communities feel safer and satisfied with security services, following UNDP support. Indicator 4.1.1: Share of conflict-affected women and men that feel safe outside the home Baseline (2016): 37% (women), 75% (men) Target (2022): 47% (women); 85% (men)
Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan, Outcome 3, Signature Solution3: Resilience, Output 3.3
Project title and Quantum Project Number: UNDP Mine Action Project

EXPECTED OUTCOMES / OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	2026	2027	FINAL	
Outcome 1: Safe and productive land use improves livelihoods and basic services, improving quality of life and the environment	**Indicator 1:** Number of direct beneficiaries of land release and EOD (SADDD)[19]	SESU, IP reports	3,500,000 people[20]	2022	100,000	200,000	250,000	250,000	200,000	4,50,000 cumulatively	Pre- and post-clearance assessments
Output 1: Land released for safe and productive use and risk from	**Indicator 1.1:** Number of items of explosive ordnance destroyed,	SESU, IP reports	314,000[21]	2022	100,000	100,000	100,000	100,000	100,000	814,000 cumulatively	Desk review of operational information of SESU pyrotechnic units

[19] SADDD = Sex, Age, Disability Disaggragted Data
[20] Response reach under 2022 Flash Appeal
[21] Mine Action - 5W Situation Report (As of 01 February 2023)

PROJECT DOCUMENT

Ukraine

EXPECTED OUTCOMES / OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	2026	2027	FINAL	
explosive hazards removed	rendered safe or moved to a safe location										
	Indicator 1.2: Land released through Non-Technical Survey, Technical Survey, and Clearance (m^2)	SESU, IP reports	0	2022	TBC[22]	TBC	TBC	TBC	TBC	TBC	Desk review of operational information of SESU pyrotechnic units
Outcome 2: Responsive and equitable nationally owned Mine Action through improved governance and with increased local implementation	**Indicator 2:** Enhanced capacity of NMAA's operations management systems, procedures & practices based on progression of minimum of one+ step in 4 categories as outline in the mine action and DIED Maturity Model [23]	NMAA	0	2022	CM Level 1 – Initial	CM Level 2 – Developing	CM Level 2 – Developing	CM Level 3 – Defined	CM Level 3 – Defined	CM Level 3 – Defined	Joint scoring based on annual assessment using the UNDP maturity model for mine action
Output 2: Enhanced capacity of local mine action implementers	**Indicator 2.1:** Number of personnel from local mine action implementing organisations trained or supported by capacity	SESU, IP Reports	0	2022	50	75	75	75	75	350	Desk review of procurement and training reports

[22] Targets to be established upon completion of statements of work for survey and clearance contracting and use of unmanned vehicles to support accelerated agricultural land release activities proof-of-concept project (mid-2023).
[23] UNDP has developed a voluntary self assessment tool to assist States in identifying gaps and challenges in their national regulation and preparedness in Mine Action

United Nations Development Programme

PROJECT DOCUMENT

Ukraine

EXPECTED OUTCOMES / OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	2026	2027	FINAL	
	development activities (disaggregated by gender and by area of training e.g. EORE, medical, EOD etc.)										
Output 3: Enhanced capacity of national authorities	**Indicator 2.2:** Number of capacity development objectives from national plan[24] achieved	NMAA	0	2022	0[25]	TBD[26]	TBD	TBD	TBD	TBD	Capacity Development Plan NMAA self-reporting
Outcome 3: Quality of life for explosive ordnance victims improves	**Indicator 3:** Number and % of EO survivors[27] surveyed reporting increased access to victim assistance[28] (SADDD)	MinTOT	0%	2022	50%	60%	70%	80%	80%	80%	KIIs, FGDs, HH surveys
Output 4: Increased access to and delivery of medical services, MHPSS, and socio-economic inclusion opportunities to	**Indicator 3.1:** Number of direct beneficiaries of victim assistance (SADDD)	IP reports	0	2022	20	50	50	50	50	220	Desk review

[24] Developed using the UNDP Mine Action Capacity Development Handbook
[25] Capacity development plan to be prepared in 2023
[26] TBD based on results of the capacity development plan.
[27] Explosive ordnance victims who are referred to, or receive services in the sectors that victim assistance is a part of, i.e. emergency and ongoing medical care; rehabilitation, including prosthetics and orthotics; mental health and psychosocial support; and socioeconomic inclusion (Standardising Beneficiary Definitions for Mine Action, Second Edition).
[28] Victim Assistance includes emergency and ongoing medical care, rehabilitation, psychological and psycho-social support, socio-economic inclusion

EXPECTED OUTCOMES / OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	2026	2027	FINAL	
explosive ordnance victims											
Outcome 4: Risk of harm reduced, increases returns and freedom of movement	**Indicator 4:** % of people surveyed reporting increased freedom of movement and/ or an increased sense of normalisation (SADDD)[29]	IP reports	37% (women), 75% (men)	2016	40% (women); 80% (men)	TBD[30]	TBD	TBD	TBD	TBD	Desk review
Output 5: Increased awareness of the risks of explosive ordnance	**Indicator 4.1:** % of surveyed EORE beneficiaries showing an improvement in pre-/post-EORE surveys (SADDD)	IP reports	0	2022	50%	60%	70%	80%	85%	85%	EORE pre-and post-surveys
	Indicator 4.2: Number of direct beneficiaries of EORE sessions (SADDD)	IP reports	0	2022	TBC[31]	TBC	TBC	TBC	TBC	TBC	Desk review
	Indicator 4.3: Number of indirect beneficiaries of EORE (through other EORE programmes)	IP reports	0	2022	TBC	TBC	TBC	TBC	TBC	TBC	Desk review

[29] Linked to CPD 2018-2023 Output 4.1
[30] TBD based on evolving environment
[31] The UNDP MAP plans to complete a KAP survey in 2023, the results of which wil inform our partnerships and rollout of EORE, with projected targets for Indicator 4.2 and 4.3 to be set based on the KAP survey findinsg.

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EXPECTED OUTCOMES / OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	2026	2027	FINAL	
Outcome 5: Mine action integrated or sequenced with humanitarian / development / peacebuilding or stabilization initiatives	**Indicator 5:** Evidence of mine action integrated into all relevant national planning strategies and or action plans.	Cabinet of Ministers / NMAA	1 (Mine Action Law 2020)	2022	1 (Mine Action Law 2020)	2 (Law + National Mine Action Strategy / Policy)	TBD	TBD	TBD	TBD	Desk review of development plans, peacebuilding initiatives, peace agreements, or state legislature.
Output 6: Increased collaboration with humanitarian, peace, stabilisation, development and environment actors	**Indicator 5.1:** Number of coordination meetings between mine action and other sectors and other evidence of multisector engagement	Mine Action AoR (MA AoR)	12 Mine Action Sub-Cluster meetings	2022	12 x MA AoR + 12 x 5 x TRGs[32]	12 x MA AoR + 12 x 5 x TRGs[33]	TBD[34]	TBD	TBD	TBD	Desk review of meeting minutes and reports
Outcome 6: Measurable progress towards APMBC and CCM treaty compliance	*Indicators for Outcome 6 will be established when the operating environment allows.*										
Output 7: Reduced stockpiles of explosive ordnance	*Indicators for output 7 will be established when the operating environment allows.*										

[32] Technical Reference Groups on [1] EORE, [2] Victim Assistance, [3] Information Managemt, [4] Equipment, [5] Survey
[33] Technical Reference Groups on [1] EORE, [2] Victim Assistance, [3] Information Managemt, [4] Equipment, [5] Survey
[34] TBD based on evoling needs of Go Ukraine and mine action sector more broadly.

V. MONITORING, EVALUATION AND LEARNING

In accordance with UNDPs programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

Monitoring and Learning Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by programme management
Monitor project implementation	Field missions should be conducted on a regular basis to monitor the implementation of the Project. The monitoring mission should include direct meetings and discussions with the stakeholders, among which beneficiaries should be targeted primarily.	At least quarterly.	Detailed field mission reports should be developed, including specific recommendations to improve the Project implementation.
Monitor and manage risks	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDPs Social and Environmental Standards. Audits will be conducted in accordance with UNDPs audit policy to manage financial risk.	Quarterly with Annual Audits	Programme management identifies risks and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	At least annually.	Relevant lessons are captured by the Project team and used to inform management decisions.
Project quality assurance (QA)	The quality of the project will be assessed against UNDPs quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project	Design and Appraisal QA (at the programme inception); Implementation QA (biennially); Closure QA (at operational closure)	Strengths and weaknesses will be reviewed by programme management and used to inform decisions to improve Project performance.

Review and make course corrections	Internal review of data and evidence from all monitoring actions to inform decision-making	Quarterly.	Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections.
Project report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk log with mitigation measures and any evaluation or review reports prepared over the period.	Annually and at the end of the Project (final report)	
Project review (Project Board)	The Project Board will hold Project reviews to assess the performance of the Project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board shall hold an end-of Project review to capture lessons learned and discuss opportunities for scaling-up and to distribute Project results and lessons learned with relevant audiences.	Recommended quarterly. Mandatory at least annually.	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Related Strategic Plan Outcome	RPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost
Project mid-term evaluation	Strategic Plan, Outcome 3, Signature Solution3: Resilience, Result 3.3	Outcome 4	June 2025 (2.5 years after launch)	Project donors, national authorities, SESU, NMAC and beneficiaries	USD 100,000
Project final evaluation	Strategic Plan, Outcome 3, Signature Solution3: Resilience, Result 3.3	Outcome 4	December 2027	Project donors, national authorities, SESU, NMAC and beneficiaries	USD 100,000

VI. MULTI-YEAR WORK PLAN [35][36]

[35] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32
[36] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET BY YEAR USD					TOTAL USD
		2023	2024	2025	2026	2027	
Output 1: Land released for safe and productive use and risk from explosive hazards removed.	**Activity 1.1:** Ensure timely, accurate and robust information management for mine action	30,000	50,000	50,000	50,000	50,000	230,000
	Activity 1.2: Enhance use of NTS	600,000	5,000,000	6,000,000	5,000,000	3,400,000	20,000,000
	Activity 1.3: Release land back to affected communities for productive use through technical survey and clearance operations	60,000	4,000,000	6,000,000	5,000,000	4,000,000	19,060,000
	Activity 1.4: Support damage assessments, debris removal and demolition work through EOD mechanisms	100,000	150,000	150,000	150,000	150,000	700,000
	Activity 1.5: Assist risk mitigation through strong quality management systems	20,000	100,000	100,000	100,000	100,000	420,000
	Sub-Total for Output 1	**810,000**	**9,300,000**	**12,300,000**	**10,300,000**	**7,700,000**	**40,410,000**
Output 2: Mine action better	**Activity 2.1:** Procure equipment	7,189,078	11,034,007	8,058,232	7,939,898	7,901,750	42,122,964

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managed, regulated, and coordinated with increased local implementation	**Activity 2.2:** Train existing and new operators engaged in mine action activities to support application of national and international mine action standards	350,000	500,000	500,000	500,000	500,000	2,350,000
	Activity 2.3: Provide technical advisory support	780,000	160,000	100,000	100,000	100,000	1,240,000
	Sub-Total for Output 2	**8,319,078**	**11,694,007**	**8,658,232**	**8,539,898**	**8,501,750**	**45,712,964**
Output 3: Enhanced capacity of national authorities	**Activity 3.1:** Support the development of a National Mine Action Strategy	150,000	300,000	50,000	0	50,000	550,000
	Activity 3.2: Support the development of National Mine Action Standards	100,000	300,000	200,000	200,000	200,000	1,000,000
	Activity 3.3: Enhance Government coordination for mine action	100,000	200,000	100,000	100,000	100,000	600,000
	Activity 3.4: Support international cooperation and exchange	120,000	120,000	120,000	120,000	120,000	600,000
	Sub-Total for Output 3	**470,000**	**920,000**	**470,000**	**420,000**	**470,000**	**2,750,000**
Output 4: Increased access to and delivery of medical	**Activity 4.1:** Prepare a national strategy in support of victim assistance, policies, guidelines, all aligned with IMAS	250,000	250,000	0	50,000	0	550,000

services, mental health and psycho-social support (MHPSS), and socio-economic inclusion opportunities to explosive ordnance victims	**Activity 4.2:** Support the establishment of referral systems and increased access to local rehabilitation centres	250,000	250,000	250,000	250,000	250,000	1,250,000
	Activity 4.3: Strengthen the capacity of local health and rehabilitation centres	200,000	300,000	300,000	300,000	300,000	1,400,000
	Activity 4.4: Procure medical equipment, prosthetics, and related supplies	500,000	500,000	500,000	500,000	500,000	2,500,000
	Activity 4.5: Facilitate socio-economic support to victims through integration into socio-economic livelihood activities	500,000	500,000	500,000	500,000	500,000	2,500,000
	Sub-Total for Output 4	**1,700,000**	**1,800,000**	**1,550,000**	**1,600,000**	**1,550,000**	**8,200,000**
Output 5: Increased awareness of the risks of explosive ordnance.	**Activity 5.1:** Implement KAP Survey to enhance coordination, prioritization and quality assurance of EORE	200,000	0	200,000	0	200,000	600,000
	Activity 5.2: Improve coordination and delivery of EORE to affected communities	0	50,000	0	50,000	0	100,000

	Activity 5.3: Contribute to the development of a national EORE strategy	0	100,000	0	100,000	0	200,000
	Activity 5.4: Deliver EORE and safety trainings for affected populations, humanitarian and development actors	200,000	500,000	500,000	400,000	400,000	2,000,000
	Sub-Total for Output 5	**400,000**	**650,000**	**700,000**	**550,000**	**600,000**	**2,900,000**
Output 6: Increased collaboration with humanitarian, peace, stabilisation, development and environment actors	**Activity 6.1:** Coordinate and contribute to the Mine Action AoR and TWG meetings	100,000	100,000	100,000	100,000	100,000	500,000
	Activity 6.2: Enhance understanding of mine action's contribution to socio-economic development	0	150,000	150,000	150,000	150,000	600,000
	Activity 6.3: Coordinate donor liaison and resource mobilisation	50,000	50,000	50,000	50,000	50,000	250,000
	Sub-Total for Output 6	**150,000**	**300,000**	**300,000**	**300,000**	**300,000**	**1,350,000**
Output 7: Reduced stockpiles of explosive ordnance	*Strategy, activities, and theories of action for each activity will be established when there is an enabling environment for this Output.*						

Sub-Total for Output 7	0	0	0	0	0	0
OUTPUT SUB-TOTAL	**11,849,078**	**24,664,007**	**23,978,232**	**21,709,898**	**19,121,750**	**101,322,964**
Project Management Staffing Costs	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000
Project Management Costs (travel, conferences, office equipment, comms, M&E, etc.)	900,000	900,000	900,000	900,000	900,000	4,500,000
MAP SUB-TOTAL	**15,249,078**	**28,064,007**	**27,378,232**	**25,109,898**	**22,521,750**	**118,322,964**
DPC	500,000	500,000	500,000	500,000	500,000	2,500,000
GMS (8%)	1,272,806	2,302,101	2,247,020	2,064,827	1,856,947	9,412,544
Security Cost	100,000	100,000	100,000	100,000	100,000	500,000
Audit Cost (0.4%)	60,996	112,880	105,280	96,680	86,880	450,800
UNDP MAP TOTAL	**17,182,880**	**31,078,364**	**30,334,764**	**27,875,164**	**25,068,783**	**131,208,800**

The amount of allocated funds as of 1 August 2023 is USD 12,314,678.58 out of the total budget. The allocated funds amount will be considered as a project budget for the purpose of state registration with Secretariat of the Cabinet of Ministers of Ukraine ("SCMU") in line with Resolution of Cabinet of Ministers of Ukraine No.153 "On Creating a Single System of Requesting, Using and Monitoring International Technical Assistance" from 15 February 2002.

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VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS1

The Project will be governed by the Project Board, which will be responsible for making decisions, in particular when guidance is required by the Project Manager. The Board will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. The Project Board will ensure that required resources are committed. It will also arbitrate on any conflicts within the project and negotiate solutions to any problems with external bodies.

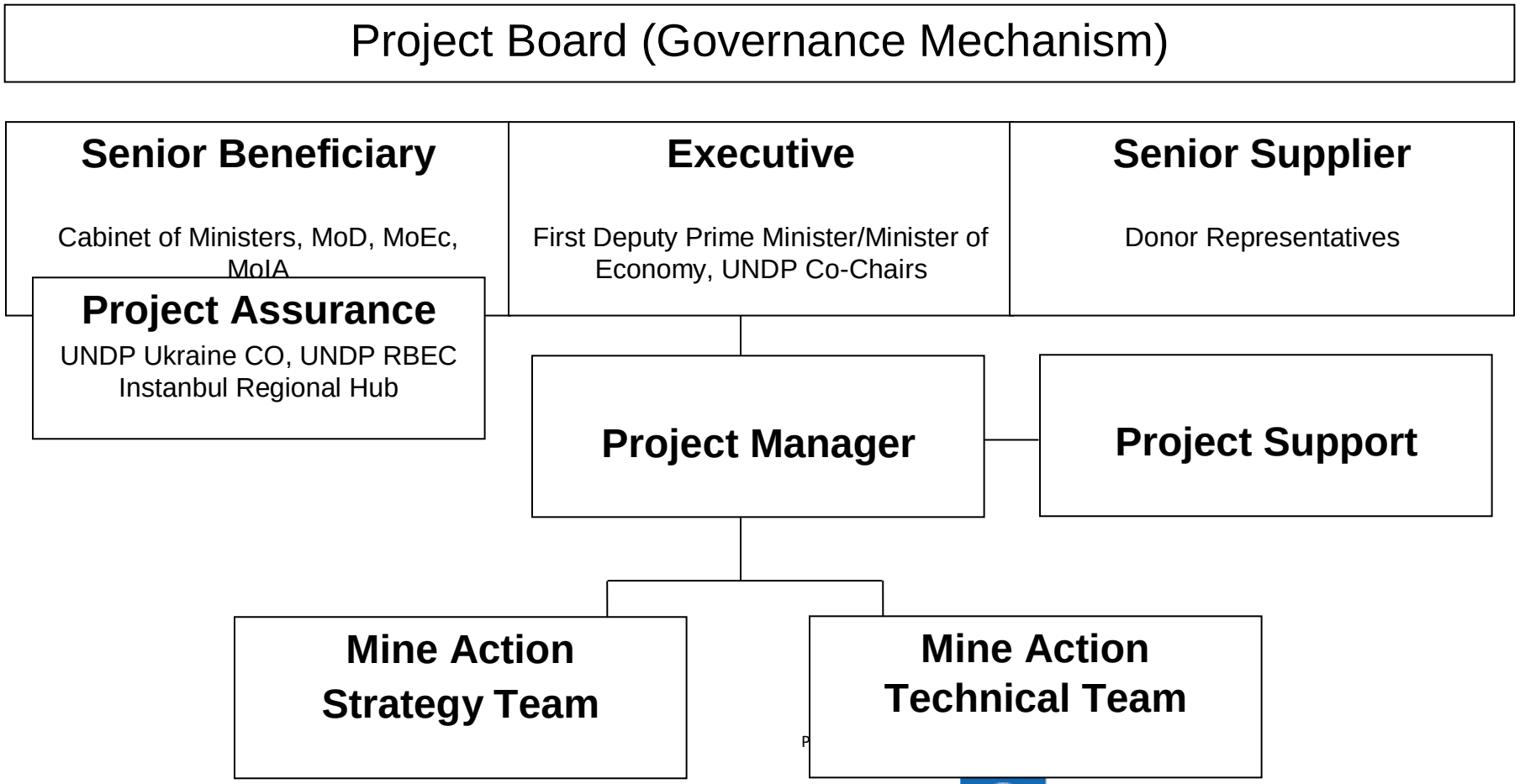
The Project Board meetings are to be organized at least annually or to be convened upon necessity. Noting the rapidly evolving landscape within Ukraine currently, it is proposed Project Board meeting occur more frequently to allow for adaptive programming and responsiveness. Outside of Project Board meetings, it is proposed time sensitive decisions can also be made in writing through email, with decision able to be reached through no objection.

The Project Board shall make its decisions in accordance with international standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition.

Members of the Project Board will consist of key national/local government representatives, UNDP senior official, Project Management Team, donor partners, as well as representative from Civil Society Organization (CSO) and other relevant stakeholders, if necessary. Potential members of the Project Board will be reviewed and recommended for approval during the Local Project Appraisal Committee (LPAC) meeting. New members or ad-hoc participants can be invited to the PB upon the decision of the Board.

To ensure that the Board will remain sufficiently lean to facilitate its effective operation, the Project Board will be comprised of members with the roles of the Executive, Senior Supplier, Senior Beneficiary and Quality Assurance. See Annex 4 for Project Board ToR.

Project Organisation Structure



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VIII. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][37] [UNDP funds received pursuant to the Project Document][38] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

[37] To be used where UNDP is the Implementing Partner
[38] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
   (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
   (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
   (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
   (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
   (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP

informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
   Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

   Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

Annex 1: Project Quality Assurance Report

PROJECT QUALITY ASSURANCE – DESIGN FOR FY2023 (VERSION 5)

(This is a temporary template, the ratings to be provided in the new Project QA platform that will be available in May 2023)

☒	PROJECT QA - DESIGN
	1. STRATEGIC
	1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?
☒	• 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
☐	• 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
☐	• 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. *Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The strategy of the project has been aligned with the mine action sector Theory of Change, developed to promote adoption of sector best practice in line with International Mine Action Standards, ensure transparency and uniformity across the sector, and facilitate monitoring and evaluation of collective interventions. This ToC establishes four strategic and long-term aims of the sector, whereupon the Project Document then describes how the UNDP MAP will contribute to achieving these through six outcomes:

☒	PROJECT QA - DESIGN
	1. Safe and productive land use improves livelihoods and basic services, improving quality of life and the environment. 2. Responsive and equitable nationally owned Mine Action through improved governance and with increased local implementation. 3. Quality of life for explosive ordnance victims improves. 4. Risk of harm reduced, increases returns and freedom of movement. 5. Mine action integrated or sequenced with humanitarian / development / peacebuilding or stabilization initiatives. 6. Measurable progress towards APMBC and CCM treaty compliance. The project further includes an illustration of the ToC , articulating an elaborate change pathway towards the vision statement "Increased peace and human security, and support towards development in Ukraine". The illustration of the ToC shows the interlinkages of the impact, outcomes, outputs and activities outlined in the project, which is backed up by the development challenge analysis, risks and assumptions. Attached: Project Document
	2. Is the project aligned with the UNDP Strategic Plan?
☐	• 3: The project responds to at least one of the development settings as specified in the Strategic Plan[39] and adapts at least one Signature Solution[40]. The project's RRF includes all the relevant SP output indicators. (all must be true)
☒	• 2: The project responds to at least one of the development settings as specified in the Strategic Plan[41]. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
☐	• 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The UNDP MAP is aligned with the UNDP Strategic Plan 2022-2025 as well as key priorities enshrined in the UNDP Ukraine Country Programme Document 2018-2023, alongside other relevant strategic documents of the UN in Ukraine in support of the Government response to the economic and social impact of the war. The MAP aims to support strategic and risk-informed development which is key to prevention, recovery and stabilization, as highlighted in the Strategic Plan. Specifically, the Results Framework notes that the MAP aligns with UNDP's signature solution related to 'prevention and recovery capacities for resilience societies', herein Outcome 3, Signature Solution 3, Output 3.3, Attachment: Project Document
	3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):

[39] *The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises*
[40] *The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.*
[41] *The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises*

☒	PROJECT QA - DESIGN
	The project is fully aligned with with UNDP Resilience and Recovery Programme/Framework and the United Nations in Ukraine Transitional Framework September 2022-December 2023 Strategic Priority 1: Saving Lives Strategic Priority 2: Strengthening Systems Strategic Priority 2: Building Resilience It is further aligned with the following outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: CPD 2018-2023 Output 4.1. Conflict-affected communities feel safer and satisfied with security services, following UNDP support. Indicator 4.1.1: Share of conflict-affected women and men that feel safe outside the home Attachment: Project Document
	2. RELEVANT
	4. Does the project identity target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? [42]
☐	• 3: The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
☒	• 2: The target groups are clearly specified, prioritizing groups left furthest behind.
☐	• 1: The target groups are not clearly specified.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Through provision of legal services and support to victims/survivors of conflict-related sexual violence (CRSV), the project is directly addressing the needs of marginalized and vulnerable individuals, including IDPs. Furthermore, it is targeting groups left behind by building capacities of government entities to provide emergency assistance and restore critical public services to people in ascommunities that are most affected by the war. Attachment: Project Document
	5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?
☐	• 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
☒	• 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
☐	• 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project has been designed based on the International Mine Action Standards (IMAS), and the description of individual activities under outputs include a referral and alignment to the corresponding sub-standards in the IMAS. The IMAS framework is a set of standards and guidelines developed by the United Nations together with representatives from the mine action sector to ensure that mine action programmes are carried out safely and effectively. The standards and guidelines are regularly reviewed and updated to reflect the latest best practices in mine action. The project thus builds on a rigorous set of standards that are knowledge and evidence based.

[42] *Operationalizing Leaving No One Behind good Practice Note for UNCT (https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams)*

☒	PROJECT QA - DESIGN
	The strategy of the project is furthermore to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with SMART indicators. The Project team should look to other UNDP projects with similar approaches of multiple donors and sub-projects to capitalize on lessons learned. Attachment: Project Document
	6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?
☐	• 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
☒	• 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
☐	• 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The key partnerships for the MAP at the country level are line ministries and national authorities, SESU and NMAC, and national and international mine action operators within the Go Ukraine initiative. Some analysis has been made in the project document on the key partnerships, but a communication strategy and clear roles and responsibilities vis-à-vis national partners is not included. The involvement of national project partners is a pre-requisite for successful implementation of the project and sustainability of the project results, and key stakeholders for each of the core components are explicitly stated in the project document. It further outlines how the project will work closely with national partners to ensure their ownership and leadership in the implementation process, leveraging collaboration with local authorities as key to successful implementation. Collaboration with national partners will involve coordination, communication, and regular consultations to efficient collaboration and delivery. Attachment: Project Document
	3. PRINCIPLED
	7. Does the project apply a human rights-based approach?
☐	• 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
☒	• 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
☐	• 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):

☒	PROJECT QA - DESIGN
	The project addresses the widespread presence of landmines, sub-munitions and other items of ERW to pose immediate risks to first responders in these areas, impeding access for humanitarian actors, human rights investigators, and specialized services seeking to assess, contain or remediate other critical threats. The project document outlines how it will ensure meaningful participation throughout implementation and outlines potentially adverse impacts on enjoyment of human rights and subsequently risk mitigation measures, in the SES and the Risk Register. Adverse impact on national and local counterparts have been assessed and measures to provide flexibility to mitigate safety and security risks have been incorporated into the projects design. Expenses for security related to safety and security risks to implementing partners has been allocated for e.g. PPEs, helmets, AVs, fuel for the AVs, maintenance, medical kits, etc. Attachment: Project Document
	8. Does the project use gender analysis in the project design?
☐	• 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
☒	• 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
☐	• 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The MAP project document outlines alignment to the UN Resolution 1325 on Women, Peace and Security and the Geneva International Centre for Humanitarian Demining (GICHD) publication Gender Mainstreaming in Mine Action. Gender equality has been mainstreamed throughout most of the Results Framework with disaggregated beneficiary targets. The project is not specifically dedicated to gender, but gender issues are discussed in all sections of it, with inclusion of sex-disaggregated data where relevant. The baseline and target values here align with CPD 2018-2023 output 4.1. *Conflict-affected communities feel safer and satisfied with security services, following UNDP support.* Indicator 4.1.1: Share of conflict-affected women and men that feel safe outside the home Baseline (2016): 37% (women), 75% (men) Target (2022): 47% (women); 85% (men) Attachment: Project Document
	9. Did the project support the resilience and sustainability of societies and/or ecosystems?
☐	• 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
☒	• 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
☐	• 1: Sustainability and resilience dimensions and impacts were not adequately considered.

☒	PROJECT QA - DESIGN
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Sustainability and resilience dimensions, including environmental hazards, are integrated in the development challenge as the process of mine clearance has an adverse impact on habitats and ecosystems including through vegetation removal and ground preparation, mechanical systems, worksites and waste, and explosive ordnance disposal (EOD). The project document also addresses risks of capacity of the national counterparts in ensuring sustainability of the project after closure. Potential adverse impact on the environment, herein biodiversity and ecosystems, that could be caused by project activities is highlighted in the Social and Environmental Screening along with mitigation measures which entails that the project team will ensure all activities are in line with the environmental requirements. The MAP team should furthermore seek support from projects within UNDP and beyond to ensure regular assessments of environmental impact of project activities. Attachment: Project Document
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If SESP is not required, Select all exemption criteria that apply.]
☒	• Yes
☐	• No (Project QA cannot be approved by the Project QA Approver)
☐	• SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials ☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. activities such as knowledge management, inter-governmental processes) ☐ 6: UNDP serves as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): SESP has been conducted and is attached to the project document. Attachment: Project Document, Description of Action
	4. MANAGEMENT & MONITORING
	11. Does the project have a strong results framework?
☒	• 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)

☒	PROJECT QA - DESIGN
☐	• 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
☐	• 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project retains an appropriate selection of outputs and activities with concrete and measurable indicators. The strategy of the project is to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with SMART indicators. Gender disaggregated indicators are added where appropriate, throughout most activities. Attachment: Project Document, Results Framework
	12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?
☒	• 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
☐	• 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
☐	• 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The MAP will be delivered via development and implementation of detailed Annual Work Plans, to be reviewed and approved by a Project Board, as detailed under the Governance and Project Management section in the Project Document. The ToR of the Project Board, attached to the Project Document, provides a comprehensive outline of the mandate and governance of the MAP. Attachment: Project Document
	13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?
☐	• 3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
☒	• 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.

☒	PROJECT QA - DESIGN
☐	• 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project risks related to the achievement of results are described in the project register, aligned with the attached SESP. Risk treatment measures in the Risk Register outlines how UNDP will work in close coordination with UN Dept for Safety & Security (UNDSS), national and local counterparts to secure a safe environment for the implementation of the project's activities. The risks and related mitigation measures were built on and internal and external consultations and assessments combined with UNDP's accumulated experience in addressing them since the crisis onset. Attachment: Project Document
	5. EFFICIENT
	14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: **i) Using the theory of change analysis to explore different options of achieving the maximum results with the resources available.** **ii) Using a portfolio management approach to improve cost effectiveness through synergies with other interventions.** **iii) Through joint operations (e.g., monitoring or procurement) with other partners.** **iv) Sharing resources or coordinating delivery with other projects.** **v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.**
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document explicitly describes how it will balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities. Following the multi-dimensional approach of the project, it is outlined how UNDP Ukraine will leverage all three three portfolio in the country programme – Democratic Governance, Inclusive Development, Recovery and Peacebuilding, and Energy and Environment – to ensure synergies across activities and partnerships among several initiatives and projects that are to be implemented. Attachment: Project Document
	15. Is the budget justified and supported with valid estimates?
☐	• 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
☒	• 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.
☐	• 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Budget for activities is outlined in the multi-year work plan. The project is partially funded, with UNDP as implementing partner. Actions of addressing funding gaps and identifying funding sources are included in the attached ToRs, but there is no funding plan in place. Attachment: Project Document, Multi-Year Work Plan

☒	PROJECT QA - DESIGN
	16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?
☒	• 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
☐	• 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
☐	• 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Full costings are outlined in the Multi-Year Work Plan, including substantial staffing and project management costs, along with DPC, GMS, Security and Audit as percentages of MAP sub-total. Attached: Project Document, Multi-Year Work Plan
	6. EFFECTIVE
	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? [43]
☐	• 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable, and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)
☐	• 2: Some evidence that key targeted groups have been consulted in the design of the project.
☒	• 1: No evidence of engagement with targeted groups during project design.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document outlines how Output 4 *Increased access to and delivery of medical services, mental health and psycho-social support (MHPSS), and socio-economic inclusion opportunities to EO victims* and 5 *Increased awareness of the risks of explosive ordnance* directly targets LNOB, namely vulnerable groups and those left further behind. UNDP met with beneficiaries and recipients at central and oblast levels during project design phase to seek input into project design to ensure it was targeting immediate and long term needs of the Government. Furthermore, UNDP undertook a field mission to consult with Kharkiv regional center of social services for families, children and young people and the Department of Civil Protection, Kharkiv oblast, as representatives of target groups to consult on needs of affected people to inform the project design. Attached: Project Document
	18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

[43] Operationalizing Leaving No One Behind Good Practice Note for UNCT (https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams)

☒	PROJECT QA - DESIGN
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): A substantial monitoring and evaluation plan has been included in the Project Document outlining regular monitoring and evaluation activities and lessons learned. This outlines how the project board can recommend changes to the respective project agreements as a part of monitoring progress on the Annual Work Plans for consideration and approval of the project signatories. Attached: Project Document
	19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response): **Indicative Output(s) with gender marker[44]:** • Output 3.2 • Outcome 5 Gender marker: GEN 2. The project is not specifically dedicated to gender, but gender issues are discussed in all sections of it, with inclusion of sex-disaggregated data where relevant.
	20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?[45]
☒	• 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards[46] and data principles[47]. (All must be true)
☐	• 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards[48] and data principles[49], but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.

[45] For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (https://rebrand.ly/DbDProjectGuideEN).
[46] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).
[47] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).
[48] The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).
[49] The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).

☒	PROJECT QA - DESIGN
☐	• 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards[50] and data principles[51] are not taken into account when intending to use digital or data technology solutions in project activities.
☐	• Digital considerations are not relevant to this project. *Applicable only to option "Digital considerations are not relevant" ☐ 1: Societal digital transformation is not a government or contextual priority ☐ 2: A non-digital approach yields higher effectiveness and efficiency ☐ 3: Other (specify in the "Evidence" section)
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project aims to support the development of digital databases and tools, including direct exchanges through key project capacity building activities. Digital components are embedded throughout as an enabler and will contribute to robust data collection in line with IMSMA requirements and in alignment with IMAS 05.10 on Information Management for Mine Action. Furthermore, societal digital risks have been considered in the Risk Register, highlighting the risk of violation of digital rights. This is to be mitigated by supporting collaboration between government and GICHD in strengthening cybersecurity capabilities as well as support focus on security in digital transformation\e- services development. Attached: Project Document
	7. SUSTAINABILITY & NATIONAL OWNERSHIP
	21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?
☐	• 3: National / regional / global partners have full ownership of the country / regional / global project and led the process of the development of the project jointly with UNDP.
☒	• 2: The project has been developed by UNDP in close consultation with national / regional / global partners.
☐	• 1: The project has been developed by UNDP with limited or no engagement with national partners.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The project document describes how UNDP will draw upon experience from its last 30 years of engagement in Ukraine, and of mine action globally, to respond to the Government of Ukraine's (Go Ukraine) request for assistance to minimize the impact of explosive ordnance (EO) on affected populations. Moreover, the project builds on lessons learned and established practices through the longstanding partnership between UNDP and government institutions. The project also considers entry points to foster regional and global partnerships and actions between Ukraine and other countries on Mine Action. Attached: Project Document
	22. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?
☒	• 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using

[50] *The ten UNDP Digital Standards are: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term (https://www.undp.org/digital/standards).*

[51] *The eight UNDP Digital Principles are: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations (https://data.undp.org/data-principles).*

☒	PROJECT QA - DESIGN
	clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
☐	• 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.
☐	• 1: Capacity assessments have not been carried out.
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Capacity building of national institutions is at the core of the project, and assessments of gaps in capacities among key national institutions is included, in particular of the State Emergency Services of Ukraine. Attached: Project Document
	23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?
☒	• Yes
☐	• No
☐	• Not Applicable
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): Contracting will be agreed upon with Go Ukraine, in close collaboration with SESU, supplemented by contracting accredited mine action operators as needed. It is not specified whether these contractors are local or otherwise, but there is a clear strategy throughout the descriptions of the various components, of how the project will ensure to utilize national systems, through close partnerships and capacity building with SESU and other national partners.
	24. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and attached a document that provides evidence for your response): The strengthened institutional capacity and mechanisms will remain in place after the programme's end and will contribute to addressing risk management and EOD call outs in the long run and will create a pool of knowledge within institutions that could be further disseminated through peer-to-peer knowledge transfer. Core to mine action is the principle of national ownership, hence, the main elements of the programme are centred around strengthening the institutions' knowledge and technical capacities to fulfil their mandate. Before the end of the project UNDP will undertake a review of its overall strategy, with a view to developing a detailed plan for transition and exit.

Name and Title	*Signature and Date*	*Description*
QA Assessor: Martine Jahre Programme Analyst a.i.	Signature: Date:	The QA Assessor has to be accountable for project assurance, which is independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.

QA Approver: Roman Shakhmatenko Team Leader, Energy and Environment Portfolio Christophoros Politis Deputy Resident Representative	Signature: Date:	The QA Approver is typically the Resident Representative, Deputy Resident Representative, or head of portfolio. The QA Approver must function at a higher level of accountability than the QA Assessor. The QA Approver cannot also be the QA Assessor.

Annex 2: Social and Environmental Screening

UNDP Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Mine Action
2. Project Number (i.e. Quantum project ID, PIMS	134286, 132505, 134487
3. Location (Global/Region/Country)	Country
4. Project stage (Design or Implementation)	Design
5. Date	4 July 2023

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The project fully considers the human rights-based approach and potentially does not lead to any adverse impacts on enjoyment of human rights (civil, political, economic, environmental, social, or cultural) by any key or potential stakeholders, communities involved or wide population. By 20 March 2023, there were 730 civilian victims of mines and ERW, which again is considered a significant under-representation. Figures compiled by the Mine Action Sub-Cluster (MASC) suggest that there are more than 10.5 million persons in need of mine action services in Ukraine. In 25 out of 122 conflict-affected raions, more than 15% of residents report that they are worried about the possible existence of explosive devices. Beyond the immediate threat to people's lives, EO affects livelihoods and access to infrastructure, social services and natural resources required for socio-economic activity. The project is designed with human security at its core, responding to its three principles 1) freedom from fear (threats to the safety of people); 2) freedom from want (threats to basic needs); and 3) freedom to live in dignity (access to services and opportunities), enabling a human rights approach through providing safe access for critical humanitarian and public service delivery.

The project will be underpinned by the key fundamental human rights principles such as non-discrimination and equality (manifests itself through using qualitative and quantitative data to inform emergency support) and accountability and rule of law in close coordination of proposed interventions with national and local partners, securing that duty bearers are held accountable and ensuring that proper monitoring system is in place for tracking and reporting on progress towards expected results. The Project Document refers to a 'Grievance mechanism', available to to be ensured by the Project Team and Project Board.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The ongoing war in Ukraine has exacerbated gender inequality. In particular, women with children are highly vulnerable during time of crisis. Over 60% of IDPs in Ukraine are women, according to the latest statistics (IOM DTM round 13). The project will support public authorities to ensure safe access to war-affected, uncontested areas for both national first responders and humanitarian actors, and to thereby establish the basis for safe IDP and refugee return and early reconstruction and recovery efforts. The MAP project document outlines alignment to the UN Resolution 1325 on Women, Peace and Security and the Geneva International Centre for Humanitarian Demining (GICHD) publication Gender Mainstreaming in Mine Action. Furthermore it serves as guidance for the gender mainstreaming strategy, highlighting how the project is committed to identifying the differential impacts of EO on the lives of women, men, girls, boys, and persons with disabilities, and to proposing practical solutions that respond appropriately to the specific needs identified.

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project contributes to the achievement of Sustainable Development Goals '2 Zero Hunger' and '6 Clean water and sanitation' through enabling 'Humanitarian deliveries are securely delivered including food', 'Humanitarian deliveries are securely delivered including water and safe access provided for the restoration of water services' and 'Humanitarian deliveries are securely delivered including medicines and non-food items for survival while also supporting progress towards a number of other SDGs.

The MAP will ensure long-term national capacity in the sector, working to IMAS and enhancing national standards in line with them, which is at the core of how the project mainstreams sustainability. Despite the immense efforts of competent national mine action actors such as the SESU, the Police and the Army, the Go Ukraine has acknowledged that significant international support is required to set up an efficient, safe and high-quality national Humanitarian Mine Action (HMA) programme, as the the scope and scale of the challenge is such that it will likely be the work of a generation to resolve. The Mine Action Programme strategy is complementary to UNDPs broader efforts in support to early recovery in war-affected areas in Ukraine through the UNDP Resilience Building and Recovery Framework. The assessment of building damage, human impact and environmental impact, facilitation of EO clearance to enable debris removal and demolition activities, and establishment of early access for humanitarian actors, human rights investigators, and specialised services seeking to assess, contain or remediate other priority environmental threats to public health and safety.

Briefly describe in the space below how the project strengthens accountability to stakeholders

Having partnered in Ukraine since 1993, UNDP is a well-established, long-term and trusted partner of the Go Ukraine. The Project seeks to strengthen accountability to key stakeholders, namely the Office of the President of Ukraine, Secretariat of the Cabinet of Ministers of Ukraine, the Ministry of Development of Communities, Territories and Infrastructure, Ministry of Interior, Ministry of Defense, State Emergency Service of Ukraine (SESU), municipal and local authorities including city authorities. The Project will build/formalize partnerships

through signing of memorandums of understanding and other agreements to outline and agree upon its commitments and responsibilities. A multi-stakeholder approach will be applied to ensure strong local ownership and relevance of future interventions.

The project will further ensure communication regarding project plans, activities, and results. The Project will apply memorandums of understanding and other agreements to outline and agree upon its commitments and contributions. A multi-stakeholder approach has been applied to ensure a strong local ownership, relevance and sustainability of future interventions leaving no one behind.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: There is a risk of injuries and casualties to project staff and local population from remaining EO or during transportation, storage and/or disposal of hazardous or dangerous materials	I =4 L =3	Substantial		UNDP will work in close coordination with UNDSS, national and local counterparts to secure a safe environment for the implementation of the project's activities. Proper tools, safety equipment and first-aid kits are to be available in the vehicles and on-site. Furthermore, the geographical focus of the project should not be located in a conflict zone, at a distance closer than 20 km from the military operations or on the non-government controlled territory
Risk 2 Unintended, negative impact on safety of critical infrastructure could be caused by targeted cyber-attacks by Russia and other hostile actors with	I =3 L =2	Low		Project team will ensure sensible management/protection of sensitive and potentially sensitive data, and liaise with government partners on the issue, in particular data that may include geo-location of mines and EOs

the purpose of retrieving sensitive data				
Risk 3 Unintended negative impact on environment, herein biodiversity and ecosystems, could be caused by project activities	I =2 L =3	Low		Project team will ensure all activities are in line with the environmental requirements, and seeks support from projects within UNDP and beyond to ensure regular assessments of environmental impact of project activities
Risk 4 Unintended negative impact on human rights from support to beneficiaries	I =3 L =3	Low - Moderate		The existence of functional national and civilian oversight mechanisms does not mean that there are no risks related to the security forces and consequently to UNDP support. Sustained advocacy by UNDP and UN principals. Regular risk assessments and close collaboration with UNDP EE Portfolio Programme team. Monitoring of equipment provided to beneficiaries to ensure it aligns with the requirements as outlined in SESP.
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk	☐		
	Moderate Risk	+		
	Substantial Risk	☐		
	High Risk	☐		

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High Risk projects				
	Is assessment required? (check if "yes")	+			***Status? (completed, planned)***
	if yes, indicate overall type and status		+	Targeted assessment(s)	planned
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project- level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				

	Human Rights	+	
	Gender Equality and Women's Empowerment	☐	
	Accountability	+	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	
	2. Climate Change and Disaster Risks	☐	
	3. Community Health, Safety and Security	+	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Labour and Working Conditions	+	
	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	*Date*	*Description*
QA Assessor Martine Jahre, Programme Analyst a.i.		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver Christopohoros Politis, Deputy Resident Representative		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair, Christopohoros Politis, Deputy Resident Representative		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
P.12 exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.*	No

16 Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	Yes
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	Yes
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	Yes
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified organisms?[17]	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		

Would the project potentially involve or lead to:	

[17] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

[18] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Yes
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	Yes
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No

Standard 5: Displacement and Resettlement	
Would the project potentially involve or lead to:	
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[19]	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		No
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.* *	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate ensure, consistency with the answers under Standard 5 above*	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note: applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No

[19] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

Standard 8: Pollution Prevention and Resource Efficiency	
Would the project potentially involve or lead to:	

8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Log Register

#	Event	Cause	Impact(s)	Risk Category and Sub-Category	Impact, Likelihood & Risk Level	Risk Valid From/To	Risk Owner	Mitigation/Management Response
1.	There is a risk that minimal security conditions necessary for programming in war-affected areas are not present	As a result of significant escalation of active fighting beyond the current axes of control with significant advances of the Russian army to other regions of the country	Will provoke new waves of displacement, destroy critical infrastructure and threaten the well-being of staff.	Safety and Security (Armed Conflict)	L: High (4) I: High (4) R: Substantial	From: 1 Jan 2023 To: 31 Dec 2027	Risk Owner: Programme Manager Risk Treatment owner: National/Local Authorities, Project Security Specialist/ UNDP Security, UNDSS	Ongoing liaison with formal authorities and community leaders will be held to secure a safe environment for project staff and implementing partners. Expenses for security related to safety and security risks to implementing partners will be allocated for e.g. PPEs, helmets, AVs, fuel for the AVs, maintenance, medical kits, etc. Building capacities of community security providers and supporting the establishment of community-based security systems (e.g. for early warning) for each target area is essential for limiting security risks. Physical risk can also be mitigated by fielding national third-party contractors resident in or near the target areas which may become off-limits to UN staff. Risk assessment and mitigation will be addressed through the regular political economy and security analysis and consultations with key partners and security service providers. Tested business continuity and security plans and standard operating procedures are in place and updated regularly to mitigate the impact of existing and potential threats to UNDP staff.
2.	There is a risk that digital rights will be violated	As a result of the occurrence of significant	Which will compromise the integrity of	Safety and Security (Cyber	L: High (4) I: High (4) R: Substantial	From: 1 Jan 2023	Programme Manager	Support collaboration between government and GICHD in strengthening cybersecurity capabilities as well as

		cybersecurity incidents, such as data leaks, cyber-attacks	land release and victim assistance data and resultant planning dependant on information.	security and threats)		To: 31 Dec 2027		support focus on security in digital transformation\e-services development.
3.	There is a risk that UN may face international scrutiny over support to national security forces	While Ukraine is democratic with existing oversight mechanisms, the fact that the country is under martial law increases the probability of the reputational risk	In such situations the Rule of Law may be at risk and there may be a greater risk of grave human rights violations	Reputational (Ethics and Code of Conduct)	L: Moderate (3) I: Moderate (3) R: Moderate	From: 1 Jan 2023 To: 31 Dec 2027	Progamme Manager	The existence of functional national and civilian oversight mechanisms does not mean that there are no risks related to the security forces and consequently to UNDP support. Regular risk assessments and close collaboration with UNDP EE Portfolio Programme team. Sustained advocacy by UNDP and UN principals.
4.	There is a risk that there may be a change in government	As a result of political instability or turnover	Which will impact on government priorities and programmatic activities.	Strategic (Change/turnover in government)	L: Moderate (3) I: Moderate (3) R: Moderate	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Identify key community members who can support and promote community participation/management in activities in the event that local or national government leaders are replaced or that local governments are not able to function due to political transition
5.	There is a risk that the flow and continuation of work would be interrupted	As a result of staff turnover within national authorities at both management and	Which will delay delivery due to capacity gaps.	Operational (Partners' engagement)	L: Moderate (3) I: Moderate (3) R: Moderate	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Training on strategic and operational requirements of mine action through a capacity-building strategy with national authorities and operators. Facilitate the exchange of knowledge and experience

		administrative levels						and provide international technical specialists as required.
6.	There is a risk of delay to procurement, payments, logistics, recruitment, etc.	As a result of UNDP internal bottlenecks	Which will delay and impact on delivery.	Organisational (Procurement)	L: Moderate (3) I: Low (2) R: Low	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Advance planning of procurement and logistics as well as of implementation modalities on the ground. Use of established and tested DIM implementation modality. Roster expertise to be provided by UNDP Crisis Bureau to support both programme and operational capacities as required.
7.	There is a risk required resources will not be mobilized	As a resul of donors unwilling to engage in the long-term	Which will impact on delivery capacity	Financial (Budget availability and cash flow)	L: Moderate (3) I: Critical (5) R: Substantial	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Sustained advocacy by UNDP and UN principals. Strategic alignment with donor interests to support urgent and resilience building initiatives.
8.	There is a risk clearance operations may be interrupted/impacted	As a results of Environmental disasters in areas identified for survey and clearance	Which would result in targets not met or changes to terrain would would require resurvey to targeted land.	Social and Environmental (Climate change and disaster risks)	L: Low (2) I: High (4) R: Moderate	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Operational planning around current weather patterns and survey and re-clearance as required.
9.	Possible misuse of UNDP funds by partners including embezzlement, non-compliance with rules	As a result of an inability of the Government to fight corruption, ongoing corruption scandals undermines its ability to act as a	Which would result in loss of credibility towards UNDP as a development	Social and Environmental (Human ights)	L: Moderate (3) I: Critical (5) R: Substantial	From: 1 Jan 2023 To: 31 Dec 2027	Programme Manager	Strengthened oversight and fiduciary risk management through programme boards and monitoring mechanisms; tightening of internal control framework.

PROJECT DOCUMENT

Ukraine

		trusted national counterpart.	partner in Ukraine					

Annex 4: Project Board Terms of Reference

UNDP Standard Terms of Reference (ToR) for the Project Board of UNDP Mine Action Programme

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.' The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

1) **High-level oversight of the project**. This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

   The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

   The Project Board reviews updates to the project risk log.

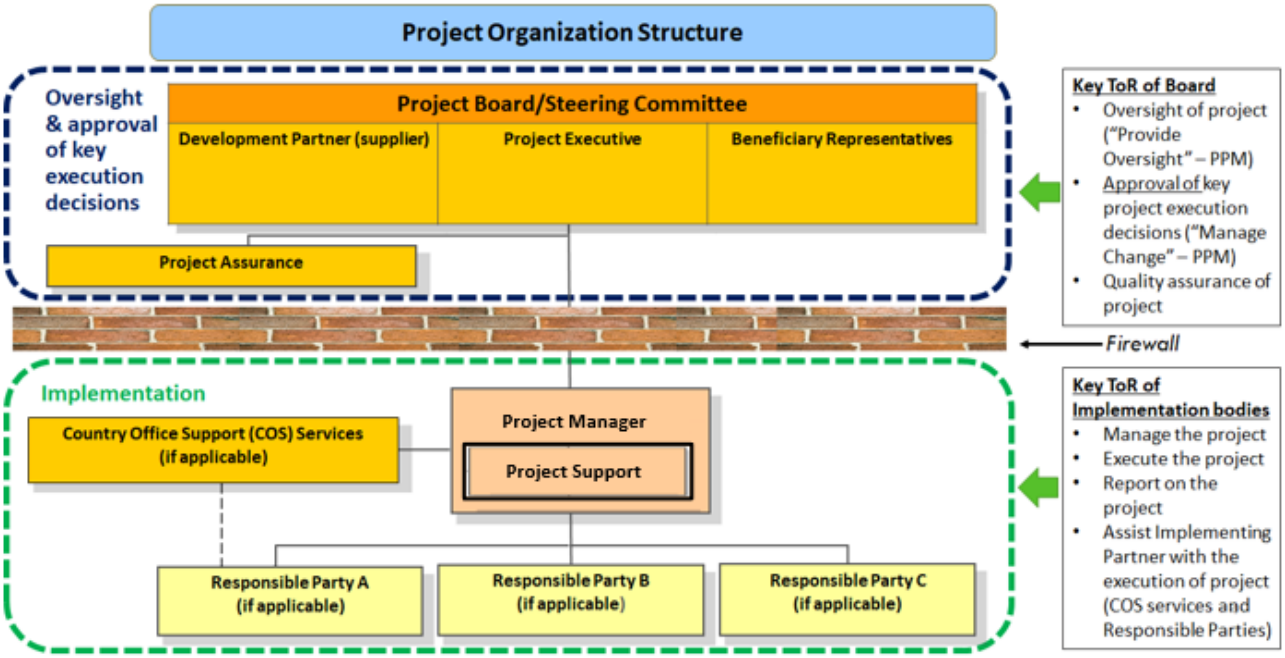
2) **Approval of key project execution decisions**. The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the Project Board is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities

potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[52].

- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following:

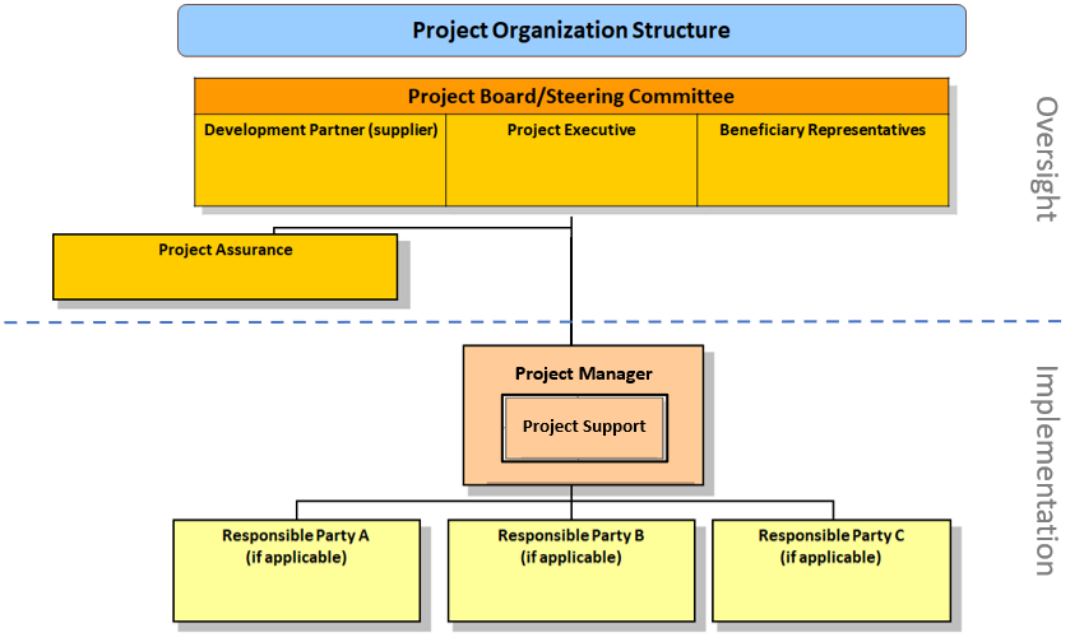
- Ensure coordination between the various donors and government-funded projects and programmes;
- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;
- Providing guidance or reporting protocols to technical committees or sub-bodies reporting to the Board (if applicable);

III. Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Standard Figure for a Project Organization Structure

[52] The responsibilities of the board in this regard should follow UNDP's Social and Environmental Standards (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.



The three categories of Project Board members are the following:

1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. The Project Executive is: the First Deputy Prime Minster – Minister of Economy.

2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board. The Beneficiary Representative(s) are: Deputy Minister of Defence, Deputy Minister of Interior Affairs, Depty Minister for Reintegration of Temporarialy Occupied Territories, Deputy Minister Economy, Deputy Minister for Agriculture, and NMAA Chair.

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project. There can be multiple development partners representatives in a Project Board. The Development Partner(s) representative(s) are all current and future donors of the MAP.

A **UNDP representative must always be represented in the Project Board** as part of the project executive.The level of representation by UNDP on the Board is determined on a case-by-case basis but typically, for national projects, the board member is either the Resident Representative or the Deputy Resident Representative.]

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. Noting the rapidly evolving landscape within Ukraine currently, it is proposed Project Board meeting occur more frequently to allow for adaptive programming and responsiveness. Outside of Project Board meetings, it is proposed time sensitive decisions can also be made in writing through email, with decision able to be reached through no objection.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[53]

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

[53] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[54]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

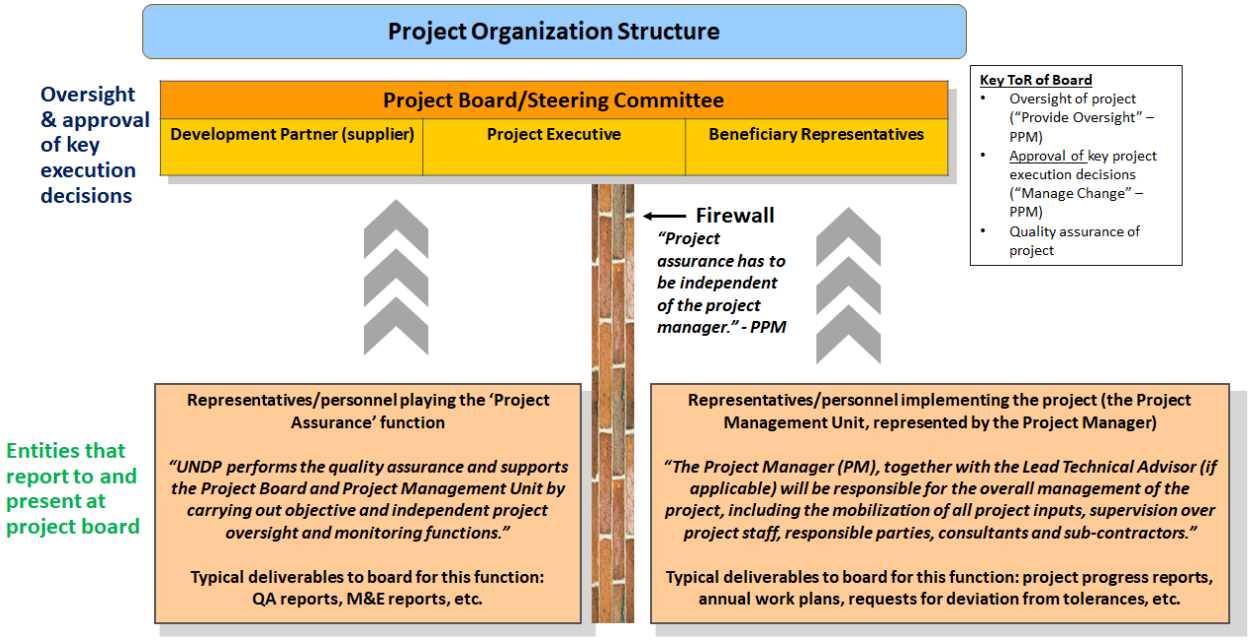
VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities

[54] Including audit reports and spot checks.



Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is the responsibility of Country Office.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is the UNDP Mine Action Programme Manager.

Annex A – Acknowledgement of this ToR by each designated official Project Board member

Note: The form/evidence for this acknowledgement must be included as an annex or codified in other ways (e.g. note to file or minutes of a board meeting)
The formal acknowledgement of the ToR by board members can be done via various procedures, including the following options:

1) Having copies of the ToR be signed by each appointed board member at the Appraise and Approve stage (LPAC) and then having all signed copies attached as an annex to the Project Document
2) Having the final ToR be signed by each appointed board member at the first project board meeting after Project Document signing with the approvals recorded in the minutes of the meeting

In both cases, the signature or acknowledgement should include the name, title and category of board representation for the person signing

Annex 5: Terms of Reference Project Team

1. Project Manager

I. Position Information		
Job Title: Mine Action Project Manager Department: UNDP, Ukraine/RBEC Reports to: Deputy Resident Representative	Grade Level: P5 Bureau: RBEC Direct Reports: Technical Lead, Component Coordinator (mine action component), P4 Technical Lead/Component Coordinator (Debris removal), P4 Operations Officer, NPSA9, Project Officer, NPSA9	Position Number: 00190676 Position designation: with mobility requirement, non-rotational Duty Station: Kyiv, Ukraine
Career Track: Managerial and Executive Career Stream: Programme – Mine Action Contract Modality: FTA International Contract Duration: 1- year FTA		
II. Background and Organizational Context		
The ongoing war in Ukraine has already resulted in significant loss of life, unprecedented displacement of civilians internally and towards neighbouring countries, and devastating destruction of critical infrastructure. Early UNDP assessments suggest that if the war prolongs and expands, up to 90 per cent of the population of Ukraine could be facing poverty and vulnerability to poverty by the end of 2022. Up to 30 per cent of the population is likely to require life- saving humanitarian assistance1. Additionally, 18 years of socio-economic achievements in Ukraine are at risk. UNDP's core interest is to mitigate against the impact of the war on national development gains as much as possible, and to return Ukraine to pathways for SDG achievement as quickly as possible. Within the Ukraine Country Programme Document (2018-2022), 3 interlinked development pathways are identified; inclusive and effective democratic governance; inclusive and gender-responsive sustainable development; and recovery and peacebuilding in conflict-affected areas. These are in line with the priorities of the Government's development strategy and reform agenda, and also anchored in the UNPF 2018-2022. Through its portfolio of projects, under Democratic Governance, Integrated Development, Recovery and Peacebuilding, and Energy and Environment programmes, UNDP is strategically involved in tackling developmental challenges and contributing to the achievement of SDGs in Ukraine. The UNDP Resilience Building and Recovery Programme2 is an integral part of the ongoing development programme that UNDP implements in Ukraine and		

focuses on sequencing key areas of intervention to support humanitarian response, stimulate early recovery, ensuring that both are aligned with Ukraine's EU association agreement. UNDP is continuing to work for the achievement of its goals in the partnership with the government of Ukraine, RCO and other UN agencies, international partners, civil society and local communities. Work of the first phase of the Programme (to be delivered over a 12-month period) is organized under 5 pillars, to be implemented through several national projects and programmes, and via a thematic-based development approach in selected target areas:
Prevention & Avoidance
Protection & Mitigation
Intervention & Adaptation
Preparedness & Resilience
Continuity & Sustainability

With 30 years of experience in humanitarian mine action supporting national authorities worldwide and as the mine action sub cluster coordinator and UN lead agency on mine action in Ukraine, UNDP has the necessary technical expertise to offer its advisory support to the Government in the ongoing process of establishing sound national structures that are optimized to best meet the needs of the institutions and the people of the country. UNDP is in the process of significantly strengthening and expanding its engagement within the humanitarian mine action sector in Ukraine, with a clear vision of providing strategic, technical, and financial support for creating a mine action enabling environment that facilitates the development and implementation of optimal humanitarian interventions and development solutions.

The Government of Ukraine (GoU) has resumed a reform of its mine action response in view of significant increase of the impact of landmines and ERW. UNDP plays not only the leading role in coordinating key stakeholders in the mine action area, but also supports GoU while working on the strategic vision for the sector in Ukraine. Moreover, as a developing agency, UNDP is working on the long-term and sustainable solutions to facilitate humanitarian demining and streamline the access to private financial resources – improving preparedness and resilience to the hazardous threats

III. Position Purpose
The Mine Action Programme Manager will work under the overall guidance and direct supervision of the Deputy Resident Representative and in close coordination and daily management activities of the Team Leader of the Environment portfolio, and will ensure strategic guidance, technical oversight, planning and management in a gender- responsive manner for Mine Action Programme. The Mine Action Programme Manager will prioritize gender equality and women's empowerment within all implementations and promote UN as a gender-responsive organization with zero tolerance to any kind of discriminatory and abusive behaviour, including sexual harassment, sexual exploitation, and abuse.

IV. Key Duties and Accountabilities	
1) Strategically lead and develop the frameworks, strategies, and plans for enhancing the mine action sector in line with the national priorities and international best practice by:	
Example of Duties:	• Identifying areas for support and interventions within the thematic/sectoral area assigned based on thorough analysis and research of the country context. • Leading the development, establishment, and continuous refinement of the Mine Action Strategy for the Government of Ukraine, in tandem with the state mine action reforming processes, and UNDP strategic priorities as outlined in UNDP Strategic Plan 2022-2025, Country Programme Document 2018-2022, UNDP

	Resilience Building and Recovery Programme, as well as other relevant documents. • Ensuring overall programme management through effective implementation of RBM tools, proper forward planning of programme activities and budget expenditures, establishing workplans with clear milestones, quality management, as well as financial and substantive monitoring of results, in coordination and consultation with national partners such as Ministry of Internal Affairs, State Emergency Services, Ministry of Defence, NMAA and NMACs. • Coordinating and collaborating with MOIA, SESU, NMAA, NMACs, Mine Action Operators (MAO), local authorities and relevant stakeholders in-country, at HQ, and with other UN agencies and UNDP projects/programmes, to ensure complementarity, aligned and coherent planning and implementation processes. Ensuring the mainstreaming of gender equality and women's empowerment considerations in the field of expertise, promoting a safe and enabling environment free of any kind of discrimination and abusive behaviour, and use the principles of gender responsive communication in line with the UNDP corporate standards.
2) Management of the Mine Action programme along the 5 pillars and ensuring relevant lines of effort are implemented	
	• Manage and/or enhance country-specific mine action intervention strategies in coordination with national authorities, as well as in alignment with the 5 pillars of the UNDP mine action programme. • **Prevention & Avoidance:** Lead on vulnerability assessments to evaluate impact and severity of explosive hazards on environmental, social and governance performance of the economic agents. Lead on developing frameworks and workplans to support implementation of EORE and related activities. • **Protection & Mitigation:** In close collaboration with stakeholders, identify vulnerabilities to explosive hazards in order to develop effective protective solutions at both the systemic and physical levels. Additionally, support the development of mitigation measures to reduce the impact of explosive hazard contamination. • **Intervention & Adaptation:** Lead on needs assessment of the national authorities to identify areas of potential UNDP support. Subsequently, analyse causal factors from needs assessment findings to develop improvement plans for maintaining effectiveness of existing mine action interventions. • **Preparedness & Resilience:** Participate in reviewing and contributing to the improvement of current emergency preparedness programmes in the aspect of mine action at the national level. Lead on development of national resilience strategies that streamline and refines mine action legislation to be responsive and agile in creating the enabling environment for external intervention during (post) conflict situations for mine action. Resilience strategies to include, but not limited to, innovative business models & financial mechanisms that enables a wide spectrum of economic agents to access and obtain multilateral resources for post conflict recovery. • **Continuity & Sustainability:** Facilitate interaction between national authorities & relevant stakeholders with the global mine action community to develop the resource mobilisation capacity, as well as creating redundancy of funding sources. Additionally, to develop capacity enhancement frameworks that enhance self-sufficiency in the national mine action sector.
3) Ensure effective results-based management of Mine Action Programme in line with UNDP policies and procedures by:	

Example of Duties:	• Developing comprehensive work plans including envisaged programme activities, roles, and responsibilities, as well as corresponding milestones. • Managing and coordinating implementation of Mine Action Programme by ensuring timely delivery of expected results. • Coordinate financial and substantive gender-responsive monitoring and evaluation of the Programme results, identification of operational and financial problems, following up on audit recommendations, while promoting the use of broad participatory approaches in implementation, monitoring and evaluation activities, where applicable and possible. • Ensure constant monitoring and analysis of the programme environment, managing risks to ensure timely readjustment of programme interventions where required. • Contribute to and clearing narrative progress and financial reports, facilitating identification and synthesis of best practices and lessons learnt directly linked to Programme objectives, ensuring that quality reports are submitted in a timely manner.
	• Provide Programme briefing documents as requested by the Portfolio Manager and partners, supporting UNDP in Ukraine in developing policy briefs, ToRs, project concept notes/proposals/project documents around mine action intervention strategies. • Oversee, contribute to and ensure timely and correct preparation of procurement and recruitment plans, requests for procurement, recruitment and payments, budget revisions, mobilizing goods and services to support programme activities, including drafting ToRs and work/product requirements (including specifications) and other related documents for timely commencement of the project activities. • Ensure and contribute to preparation and implementation of programme communications strategies and plans, ensuring visibility of the donors and UNDP in the Programme areas.
4) Provide leadership and management for the mine action team in Ukraine by:	
Example of Duties:	• Management of the UNDP Mine Action Programme, ensuring its sustainability and adaptability over the humanitarian, reconstruction, and development periods. • Provide guidance frameworks to UNDP mine action personnel on their aims and objectives to ensure there is strategic coherence across the whole Programme. • Setting the strategic direction of the UNDP mine action team in Ukraine in alignment with the overall vision of the UNDP country office. • Ensure all UNDP mine action staff, consultants and other contracted positions comply with all relevant UNDP policies and practices when delivering on their roles and functions. • conducting all appropriate UNDP human resources related tasks in the management of staff; • Provide leadership and management to a team of international advisers and national staff to facilitate their support to national mine action authorities, and relevant agencies. • Setting of operational priorities and advising on cost effective mine action operations. • Promulgate continuous learning, ensuring the development of Programme staff knowledge and skills as part of professional advancement.
5) Support strengthening strategic partnerships and effective external coordination with UN agencies, development partners and government counterparts by:	

Example of Duties:	• Liaise with organizations, donors, government, and mine action operators for the purposes of facilitating activities and improving the quality, relevance of Programme implementation, with a focus on Ukrainian national and sub-national organizations in line with sector's long- term sustainability. • Explore and build relationships with new, non-traditional partners, such as educational institutions, community-based organizations, private sector etc., to expand UNDP Mine Action Programme recognition in Ukraine, establish new partnerships, and in this way realize synergies that maximize the Programme's and mine action's impact, as well as identify possible new funding sources. • Participate in, contribute to and report on the relevant inter-agency, UN, donor, and inter- governmental coordination meetings in consultation with relevant Programme technical experts when required. • To support design, coordination and dissemination of public information products, and communication activities, such as public events to raise awareness. • Support preparations and participation in official meetings, events, briefings, and field visits, and prepare talking points, briefing notes, presentations, and speeches for senior UNDP officials. • Contribute to the Mine Action Sub-cluster coordination meetings representing UNDP and contribute to the 5W reporting on the achievements of the UNDP MA programme in an efficient and timely manner.
6) Resource mobilization:	
Example of Duties:	• Formulate and implement the resource mobilization strategy for Mine Action Programme in close coordination and consultation with UNDP CO. • Develop a resource mobilization action plan that identifies funding gaps and establishes targets and timelines for mobilizing extra budgetary resources. • Strengthen partnerships with all relevant stakeholders to prevent the overlap and duplication of work, reduce transaction costs, leverage additional resources, increase impact and strengthen sustainability of the Programme activities. All partnerships are to be regularly reviewed to assess their continued relevance and achievements. • Ensure an integrated and coherent approach to resource mobilization and facilitate cross- sectoral cooperation within UNDP.
Supervisory/Managerial Responsibilities: • Communicate organizational needs. • Oversee and manage Programme personnel's performance. • Provide guidance, support, and identify development needs. • Manage the reciprocal relationship between staff and the organization so that each is successful.	
V. Requirements:	
In this section, describe the qualification requirements of the position.	
Education	

Master's Degree or equivalent in Development and/or humanitarian management Studies, Management, Public Administration, Law, Political or Social Sciences, Risk Management, Disaster or Emergency Management, or related field. Bachelor's degree with additional two years of progressively relevant experience may be accepted in lieu of Master's degree.
Experience, Knowledge, and Skills
• A minimum of 10 years (with Master's degree) or 12 years (with Bachelor's degree) of progressively responsible managerial experience in complex recovery and/or mine action projects is required. • At least 5 years of working experience in the management of large-scale recovery or mine action projects with diversity of experience in providing policy advice and organizing capacity development support to government entities and implementing large scale activities. • Proven record in managing complex recovery and/or mine action projects and engaging in multi-stakeholders management covering all project management cycle steps. • Good knowledge of different project management tools. • Knowledge in Enterprise Resource Planning (ERP) system – Atlas and skills in project and budget formulation. • Operations efficiency and other relevant certifications within humanitarian Mine Action fields would be an asset. • Knowledge in International Humanitarian Laws including Anti-Personnel Mine Ban Convention (APMBC), Convention on Cluster Munitions (CCM), Convention on Certain Conventional Weapons Additional Protocol II (CCW II) as well as the status of membership and responsibility of the state under these conventions would be an asset. • In-depth knowledge of mine action equipment to include, but not limited to, personal protective equipment, electronic detection systems and mechanical mine action assets. • Fluency in written and spoken English is a must.
Expected Demonstration of Competencies
Core

Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

People Management
Cross-Functional & Technical competencies (insert up to 7 competencies)

Thematic Area	*Name*	*Definition*

Business Direction & Strategy	Strategic Thinking	Ability to develop effective strategies and prioritized plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities, linking the vision to reality on the ground, and creating tangible solutions Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight to model what future developments and possible ways forward look like for UNDP
Business Management	Project Management	Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals
Business Management	Partnerships Management	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts, and others in line with UNDP strategy and policies
Business Management	Resource Management	Ability to allocate and use resources in a strategic or tactical way in line with principles of accountability and integrity
Business Management	Communication	Ability to communicate in a clear, concise, and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience Ability to manage communications internally and externally, through media, social media and other appropriate channels
Business Development	Knowledge Generation	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
2030 Agenda: Prosperity	Recovery Solutions and Human Mobility	Mine Action
2030 Agenda	Gender	Gender Mainstreaming

2. Mine Action Strategy Specialist

I.**Position Information**	
Office	UNDP in Ukraine
Unit	Mine Action Project
Title	Mine Action Strategy Programme Specialist
Level	P4
Duty station (City and Country)	Kyiv, Ukraine
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	01 July 2023
Expected Duration	12 months with the possibility of an extension

II.**Background**
Today Ukraine is facing its most serious challenges since achieving independence in 1991. The ongoing war has already resulted in significant loss of life, unprecedented displacement, internally and towards neighboring countries, and

devastating destruction of infrastructure. The UN Ukraine Flash Appeal shows that at least 15.7 million people are in immediate need of emergency assistance and protection. Early projections indicate that if the war should continue in the medium to long term, up to 90% of the Ukrainian population could face poverty and extreme economic vulnerability, and the country's socio-economic progress could be set-back by almost 20 years. In the short-term, 62% of the population is at high risk of falling into poverty. Ukraine's economy is set to shrink by 45% this year due to the war and even with a moderate recovery in the next few years, by 2025 the GDP would still only be two-thirds of the pre-war GDP in 2021.

In addition, the country faces losses of many people's lives and devastative destruction of infrastructures and economic bases. Currently, more than 50% of the energy infrastructure damaged, causing the massive disruption of energy supply nationwide with millions of people experiencing power outages and challenges in heating. Extensive scale of destruction of infrastructure, rehabilitating or constructing infrastructures and installing equipment with necessary supply of the materials is urgently required to restore or maintain life-line and key basic services, followed by removal or mines and explosives as well as debris.

The widespread presence of landmines, cluster munition, and other explosive remnants of war (ERW) in Ukraine pose a considerable and mounting threat. To address the emergency needs in the country, and meet long-term goals for Ukraine, UNDP is scaling-up the project interventions within Mine Action with a focus on supporting Mine Action authorities and emergency service responders.
In this context, UNDP in Ukraine invites applications from highly qualified and experienced professionals for the post of the Mine Action Strategy Specialist who will be responsible for the co-ordination of Mine Action activities across the five pillars of Mine Action, namely land release, Explosive Ordnance Risk Education (EORE), victim assistance, stockpile destruction (when able), and advocacy towards compliance with international treaties.

III. **Duties and responsibilities**

Under the overall guidance from, and the supervision of the UNDP Mine Action Programme Manager, the incumbent will be responsible for facilitating a process aimed at ensuring the achievement of the following results.

- Leadership and management of the strategy and capacity development team

Example of Duties:

- Lead, manage a team of international advisers and national staff, and provide the necessary support so that they successfully succeed in their work with the national Mine Action authorities, and other relevant agencies.
- Provide strategic guidance frameworks to the personnel on their aims and objectives to ensure there is strategic coherence across the whole Project in collaboration with the Programme Manager, and the Mine Action Technical Specialist.
- Follow and apply the UNDP HR rules and regulations when dealing/communicating with staff.
- Promulgate continuous learning, ensuring the development of personnel knowledge and skills as part of their professional advancement.

- Mine Action institutional capacity development

Example of Duties:

- Coordinate and collaborate with the Cabinet of Ministers, National Mine Action Authority (NMAA), National Mine Action Centres (NMACs), Mine Action Area of Responsibility, National and International Mine Action operators (MAO), and with relevant stakeholders in-country, at HQ, and in other UNDP projects/programmes; ensuring sound strategies, plans, and structures that promote efficient management and supervision of the sector.

- Advise on the integration of International Mine Action Standards (IMAS) in the national policy frameworks, on the implementation arrangements, and on the development of a suite of National Mine Action Standards (NMAS) which align to the IMAS.
- Provide technical advisory support on the establishment of normative frameworks across the five pillars of mine action, in particular the victim assistance.
- Collaborate with the national authorities, and national/international counterparts, to enhance efficiency, effectiveness, coordination, and response across Victim Assistance, Explosive Ordnance Risk Education (EORE), and integrated programming to leverage off land release operations for socio-economic development.
- Provide advice on and support to linking mine action with socio-economic outcomes through enhanced socio-economic data collection in land release operations, with a particular focus on economic growth, poverty reduction, livelihood activities, and achievement of the SDGs.
- Support and advise on the institutional capacity need self-assessments of national authorities, and the related capacity development plans and execution of UNDPs capacity development response.
- Provide strategic assistance and capacity development support on humanitarian Mine Action to ministries, NMAA, secretariat, regional authorities, and local administrations of the regions affected by landmines and ERWs.
- Provide advice and support on the cross-cutting principles of mine action, including gender mainstreaming, and environmental protection.
- Advocate for and provide guidance on the adherence to the international treaty obligations and reporting.

- Programme development, coordination, and monitoring

Example of Duties:

- Act as the Mine Action Team Focal Point for the provision of Mine Action services to other relevant UNDP projects and programmes to ensure effective internal coordination and integrated programming.
- Provide substantive technical and policy support to the country office, and multi-country office programme teams in developing, expanding, and strengthening projects/programmes for the implementation of national and international norms and standards.
- Lead the process of preparation, design, submission, and approval of regional and national programme/project concepts and full-fledged proposals for financing.
- Develop, present analytical reports, research papers, and prepare briefing notes, background papers, summaries, correspondences, and knowledge products on Mine Action.
- Identify changes in the external environment, and propose necessary solutions/actions.
- Ensure the mainstreaming of gender equality considerations in the Mine Action strategy, policies, and broader aligned normative frameworks.
- Promote a safe and enabling environment free of any kind of discrimination and abusive behavior, and gender-responsive communications based on the corporate principles.
- Participate in the field missions, and in the monitoring of project's activities.

- Partnerships, representation, and inter-agency collaboration

Example of Duties:

- Support the establishment of relationships with other UN agencies, international/national organizations, donors, government, and Mine Action stakeholders for the purposes of facilitating activities and improving the quality and relevance of the project implementation, with a focus on Ukrainian national organizations in line with sector's long-term sustainability and directives provided by the UNDP Mine Action Programme Manager.
- Maintain strategic partnerships with the Government, other agencies, donors, I/NGOs, private sector, scientific institutions, etc. to support the development of national strategies and initiatives.

- Explore and build relationships with new, non-traditional partners, such as educational institutions, community-based organizations, private sector etc., to expand the UNDP Mine Action Project recognition in Ukraine.
- Establish new strategic partnerships, and develop synergies that maximize the project's and Mine Action's impact, as well as identify possible new funding sources.
- Participate in, contribute to, and report on the relevant inter-agency, UN, donor, and inter- governmental coordination meetings in consultation with the relevant technical specialists, when required.
- Support the design, coordination, and dissemination of public information products, and communication activities, such as public events to raise awareness.
- Support international collaboration, knowledge sharing, and communications of lessons learned through relevant channels, including South-South and Triangular Collaboration, national, regional, and global conferences, workshops, publications, and exchange platforms.
- Support in the preparations, and take part in the official meetings, events, briefings, and field visits, as well as prepare talking points, briefing notes, presentations, and speeches for the Programme Manager and Senior UNDP officials.

IV.**Institutional arrangements**
The Mine Action Strategy Specialist will work in close partnership with the Mine Action Technical Specialist, Mine Action Area of Responsibility (AoR) Coordinator, Operations Specialist, and the Global UNDP Mine Action Advisor. The incumbent is expected to engage proactively, and develop effective partnerships with government counterparts, UN system agencies and organizations, civil society organizations, and with bilateral and non-traditional donors in order to promote key strategic regional, national, and global mine action outcomes.

V.**Competencies**	
Core level 3	
Achieve Results:	LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously	LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility	LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination	LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner	LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration
Enable Diversity and Inclusion	LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity
People Management	

UNDP People Management Competencies is found in the dedicated site.

Cross-functional & technical competencies

Thematic Area	*Name*	*Definition*
Business Direction & Strategy	**Strategic Thinking**	• Ability to develop effective strategies and prioritised plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities; linking the vision to reality on the ground, and creating tangible solutions. • Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight in order to model what future developments and possible ways forward look like for UNDP.
Business Direction & Strategy	**System Thinking**	• Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system.
Business Development	**Knowledge Generation**	• Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need.
Business Management	**Partnerships Management**	• Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts, and others in line with UNDP strategy and policies.
Business Management	**Communication**	• Ability to communicate in a clear, concise and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience. • Ability to manage communications internally and externally, through media, social media and other appropriate channels.
2030 Agenda: Engagement & Effectiveness	**Crisis and Fragility Policy and Engagement**	• Humanitarian-Development Peace (HDP) Nexus.
Recovery Solutions and Human Mobility		• Mine action

VI. **Minimum education and qualification of the successful NPSA**

- A minimum of seven (7) years of working experience in programme/project management and/or coordination and/or advocacy with a Master's degree **OR**
- A minimum of nine (9) years of working experience in programme/project management and/or coordination and/or advocacy with a Bachelor's degree
- Relevant experience in providing capacity building and development for high-level Government counterparts is an asset.
- Experience in interagency coordination, strategic partnership development, and advocacy is desired.
- Experience in providing strategic advice to stakeholders in project implementations, designs, coordination, and monitoring and evaluation is desired.
- Relevant experience in linking mine action with socio-economic outcomes is an asset.
- Proficiency in the use of office software packages (MS Word, Excel, PowerPoint, Outlook) and advanced knowledge of database packages, and web-based management systems is required.

- Fluency in English is required.

IX.**Approval:**
This TOR is approved by: Christophoros Politis, UNDP Deputy Resident Representative. This certifies the appropriateness of the functions to the NPSA contractual modality. Name and Designation Date of Approval

3. Mine Action Technical Specialist

I.**Position Information**	
Office	UNDP in Ukraine
Unit	Mine Action Project
Title	Mine Action Technical Specialist
Level	NPSA 11
Duty station (City and Country)	Kyiv, Ukraine
Type (Regular or Short term)	Regular
Office- or Home-based	Office-based
Expected starting date	01 July 2023
Expected Duration	12 months with the possibility of an extension

II.**Background**
Today Ukraine is facing its most serious challenges since achieving independence in 1991. The ongoing war has already resulted in significant loss of life, unprecedented displacement, internally and towards neighboring countries, and devastating destruction of infrastructure. The UN Ukraine Flash Appeal shows that at least 15.7 million people are in immediate need of emergency assistance and protection. Early projections indicate that if the war should continue in the medium to long term, up to 90% of the Ukrainian population could face poverty and extreme economic vulnerability, and the country's socio-economic progress could be set-back by almost 20 years. In the short-term, 62% of the population is at high risk of falling into poverty. Ukraine's economy is set to shrink by 45% this year due to the war and even with a moderate recovery in the next few years, by 2025 the GDP would still only be two-thirds of the pre-war GDP in 2021.

In addition, the country faces losses of many people's lives and devastative destruction of infrastructures and economic bases. Currently, more than 50% of the energy infrastructure damaged, causing the massive disruption of energy supply nationwide with millions of people experiencing power outages and challenges in heating. Extensive scale of destruction of infrastructure, rehabilitating or constructing infrastructures and installing equipment with necessary supply of the materials is urgently required to restore or maintain life-line and key basic services, followed by removal or mines and explosives as well as debris.

The widespread presence of landmines, cluster munitions, and other explosive remnants of war (ERW) in Ukraine pose a considerable and mounting threat. To address the emergency needs in the country, and meet long-term goals for Ukraine, UNDP is scaling-up Mine Action interventions through its a multi-donor funded Mine Action project which enhances the national capacity of Mine Action authorities and emergency service responders, establishes normative frameworks and links Mine Action with sustainable development outcomes.

In this context, UNDP in Ukraine invites applications from highly qualified and experienced Ukrainian professionals for the post of the Mine Action Technical Specialist who will be responsible for the co-ordination of Mine Action activities across the five pillars of Mine Action, namely land release, Explosive Ordnance Risk Education (EORE), victim assistance, stockpile destruction (when able), and advocacy towards compliance with international treaties.

The incumbent will prioritize gender equality and women's empowerment within all implementations and promote UNDPs mandate as a gender-responsive organization with zero tolerance to any kind of discriminatory and abusive behaviour, including sexual harassment, sexual exploitation and abuse.

III. **Duties and responsibilities**

The Mine Action Technical Specialist is expected to be responsible for ensuring technical backstopping of projects implementation within the framework of Mine Action, and for achieving the projects' results (outputs) as defined in the approved project document, and in the annual work plans, through timely implementation, and quality monitoring of the projects' activities. The incumbent will be responsible for the following duties and responsibilities.

I. Leadership and Management of the Explosive Ordnance (EO) Technical and Operational Teams:

- Lead, manage a team of international advisers and national staff, and provide the necessary support so that they successfully succeed in their work with the national Mine Action authorities, and other relevant agencies.
- Provide guidance frameworks to the personnel on their aims and objectives to ensure there is strategic coherence across the whole Project in collaboration with the Programme Manager, and the Mine Action Strategy Specialist.
- Follow and apply the UNDP HR rules and regulations when dealing/communicating with staff.
- Contribute to the setting of operational priorities, and advise on the cost effective Mine Action operations.
- Promulgate continuous learning, ensuring the development of personnel knowledge and skills as part of their professional advancement.

II. Mine Action Field Operations:

- Provide technical expertise, and support to national implementors/operators on land release activities, including Non-Technical Survey (NTS), Technical Survey and clearance activities, explosive ordnance disposal (EOD), spot-tasks and associated quality management (QM) mechanisms and information management (IM) systems.

- Provide technical expertise to planning, prioritization, and tasking requirements, including solutions for non-common situations involving a combination of different methods of survey and clearances such as manual, mechanical, and animal detection systems.
- Provide technical advice on the Explosive Ordnance survey requirements, and the quality management processes for UNDP workstreams related to debris removal and demolition sites on the former frontline and newly liberated areas.
- Oversee the procurement of specialized vehicles and equipment, including heavy machinery, ensuring that it meets operations' requirements, as well as adheres to the unification of brands and types among Mine Action operators.
- Provide guidance and recommendations on the procurement of goods that may fall under import control.
- Oversee capacity development support to National Mine Action Centers (NMAC) and other national Mine Action operators accredited to undertake Mine Action activities in Ukraine, including the use of mechanical, manual, and animal detection systems for survey and clearance, and operational capacity across accreditation, tasking, IM and QM requirements.
- Provide oversight, and delivery where required, of public safety and Explosive Ordnance Risk Education (EORE) efforts under UNDP projects and programmes, including safety training to other humanitarian and development actors.
- Advise on the integration of International Mine Action Standards (IMAS) in the national policy frameworks, on the implementation arrangements, and on the development of a suite of National Mine Action Standards (NMAS) which align to the IMAS.
- Provide technical advice to support the development of the National Mine Action Strategy for the Government of Ukraine, and to guide the national Mine Action project, its implementation and other related procedures and instructions, as well as the development of management response to related review recommendations.
- Provide technical assistance and capacity development support on humanitarian Mine Action to Cabinet of Ministers, National Mine Action Authority (NMAA) secretariat, regional authorities, and local administrations of the regions affected by landmines and ERWs.

III. Project Development, Coordination, and Monitoring:

- Provide technical expertise to the Mine Action Procurement Analyst on matters related to procurement of land release services, including NTS and clearance of contracts to ensure the best value for money, transparency, fairness, and accountability of the process.
- Monitor Mine Action contract performances, provide advice as required, maintain records of contract delivery results for reference, and contribute to the negotiations of the contract and contract amendment processes.
- Oversee the quality requirements, ensuring that management practices and operational procedures are being applied appropriately, to achieve the stated requirement in a safe, effective, and efficient manners.
- Contribute to the project's annual work plans, relevant project documents, and lead the development and maintenance of associated monitoring mechanisms as needed for the implementation of the project, ensuring activities reflect in-house capacity, budget, agreed areas of project interventions, and the internal tools and knowledge resources.
- Monitor the achievement of relevant financial targets and provide continuous feedback to the Programme Manager on the rate of financial deliveries, advising and proposing prompt actions in case of under-delivery.
- Identify changes in the external environment, and propose necessary solutions/actions.

- Ensure the mainstreaming of gender equality considerations in Mine Action, promotion of a safe and enabling environment free of any kind of discrimination and abusive behavior, and gender-responsive communications based on corporate principles.
- Plan and execute field missions, and maintain quality assurance of field activities.

IV. Partnerships, Representation, and Inter-agency Collaboration:

- Support the establishment of relationships with other UN agencies, international and national organizations, donors, government, and Mine Action stakeholders for the purposes of facilitating activities and improving the quality and relevance of project implementation, with a focus on Ukrainian national organizations in line with sector's long-term sustainability and directives provided by the UNDP Mine Action Programme Manager.
- Explore and build relationships with new, non-traditional partners, such as educational institutions, community-based organizations, private sector etc., to expand UNDP Mine Action Project recognition in Ukraine.
- Establish new partnerships, and develop synergies that maximize the project's and Mine Action's impact, as well as identify possible new funding sources.
- Participate in, contribute to, and report on the relevant inter-agency, UN, donor, and inter-governmental coordination meetings in consultation with the relevant technical specialists, when required.
- Support the design, coordination, and dissemination of public information products, and communication activities, such as public events to raise awareness.
- Support in the preparations, and take part in the official meetings, events, briefings, and field visits, as well as prepare talking points, briefing notes, presentations, and speeches for the Programme Manager and Senior UNDP officials

IV.**Institutional arrangements**
Under the overall guidance from, and the supervision of the UNDP Mine Action Programme Manager, the Mine Action Technical Specialist will be responsible for facilitating a process aimed at ensuring the achievement of the above-mentioned results (outputs). The incumbent will work in close partnership with the Mine Action Strategy Specialist, Mine Action Area of Responsibility (AoR) Coordinator, Operations Specialist, and the Global UNDP Mine Action Advisor.

V.**Competencies**	
Core level 3	
Achieve Results:	• LEVEL 3: Set and align challenging, achievable objectives for multiple projects, have lasting impact
Think Innovatively:	• LEVEL 3: Proactively mitigate potential risks, develop new ideas to solve complex problems
Learn Continuously:	• LEVEL 3: Create and act on opportunities to expand horizons, diversify experiences
Adapt with Agility:	• LEVEL 3: Proactively initiate and champion change, manage multiple competing demands
Act with Determination:	• LEVEL 3: Think beyond immediate task/barriers and take action to achieve greater results
Engage and Partner:	• LEVEL 3: Political savvy, navigate complex landscape, champion inter-agency collaboration

Enable Diversity and Inclusion:	• LEVEL 3: Appreciate benefits of diverse workforce and champion inclusivity

People Management

UNDP People Management Competencies is found in the dedicated site.

Cross-functional & technical competencies

Thematic Area	*Name*	*Definition*
Business Direction & Strategy	**Strategic Thinking**	• Ability to develop effective strategies and prioritised plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities; linking the vision to reality on the ground, and creating tangible solutions. Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight in order to model what future developments and possible ways forward look like for UNDP.
Business Direction & Strategy	**System Thinking**	• Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system.
Business Development	**Collective Intelligence Design**	• Ability to bring together diverse groups of people, data, information or ideas, and technology to design services or solutions.
Business Management	**Results-based Management**	• Ability to manage programmes and projects with a focus at improved performance and demonstrable results.
Business Management	**Project Management**	• Ability to plan, organize, prioritize and control resources, procedures and protocols to achieve specific goals.
Operations: Finance	**Budget management**	• Ability to support budgetary aspects of work planning process, drawing and management of team budgets.
2030 Agenda: Prosperity	**Recovery Solutions and Human Mobility**	• Mine Action

VI.**Minimum education and qualification of the successful NPSA**	
Min. Education requirements	• Master's degree in public administration, or business administration, or project management, or military engineering, or social sciences, or any other related fields **OR** • Bachelor's degree in public administration, or business administration, or project management, or military engineering, or social sciences, or any other related fields.
Min. years of relevant work experience	• A minimum of seven (7) years of working experience in the Mine Action sector (military, commercial, humanitarian, etc.) with a Master's degree **OR** A minimum of nine (9) years of working experience in the Mine Action sector (military, commercial, humanitarian, etc.) with a Bachelor's degree. Desired experience: • Relevant experience at the managerial level, managing and/or coordinating programme, projects, and operations is desired. • Proven experience in managing demining large-scale operations including all clearance methods: manual, mechanical & mine detection dogs is an asset.

	• Proven experience in the capacity building and development at the national level with relevant trainings' delivery to the staff of the national Mine Action authority/centres is desired. •
Required skills	• Proficiency in the use of office software packages (MS Word, Excel, PowerPoint, Outlook), and advanced knowledge of database packages, and web-based management systems is required. •
Required Language(s)	• Fluency in English and Ukrainian is required.
Professional Certificates	• Explosive Ordnance Disposal level 3 certification in compliance with IMAS from an internationally recognized educational entity (Skive school, MAT Kosovo) is an asset.
Min. Education requirements	• Master's degree in public administration, or business administration, or project management, or military engineering, or social sciences, or any other related fields **OR** • Bachelor's degree in public administration, or business administration, or project management, or military engineering, or social sciences, or any other related fields.

X.**Approval:**
This TOR is approved by: Christophoros Politis, UNDP Deputy Resident Representative. This certifies the appropriateness of the functions to the NPSA contractual modality. Name and Designation Date of Approval

Annex 6: UNDP MAP Organogram

