United Nations Development Programme

PROJECT DOCUMENT

Ukraine

Project Title: Strengthening Evidence-Based Recovery in Ukraine
Project Number: 00133617
Implementing Partner: UNDP (DIM)
Start Date: 01 May 2024 **End Date**: 30 April 2026 **PAC Meeting date**: 30 April 2024

Brief Description

Responding to the challenges posed by the full-scale war, the United Nations Development Programme (UNDP) in Ukraine is supporting national authorities in Ukraine to conduct recovery planning and implementation based on verifiable evidence and quantitative data.

UNDP is planning the next (development) phase of the project 'Strengthening Evidence-Based Recovery in Ukraine' (Project) for the duration of two years, responding to the emerging needs for enhanced data-driven recovery planning identified through continuous consultations with national and local stakeholders and international community members. The Project will leverage the comprehensive data collected during its initiation phase, including digital maps from the building damage assessment (BDA), satellite imagery, and orthophoto plans. This data will be used to enhance resilience and efficiency in recovery and development through a collaborative, multi-faceted approach that includes further investment in capacity development for data handling, digital literacy, and geospatial analysis for the target community members and partners, i.e., local, regional and national authorities as appropriate. The Project also emphasizes the establishment of systematic and gender and disability-disaggregated data, wherever applicable, collection methods to enhance local service delivery, planning and monitoring for targeted communities. To ensure sustainability and national ownership, the Project will facilitate launching of a Recovery Knowledge and Replication (RKR) Hub as a network of expertise on recovery to support communities in adopting digital tools, exchanging best practices, and conducting research on data usage for improved recovery processes.

Contributing Outcome (UNSDCF, CPD, RPD):

CPD Outcome 4 By 2024, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support

Indicative Output(s) with gender marker:

Output 1: *Targeted war-affected communities empowered for comprehensive recovery programming through the utilization and analysis of data, with gender and disability considerations – GEN 2*

Output 2: *National and/or municipal authorities have enhanced their capacity to analyze and utilize geospatial data for recovery and reconstruction – GEN 2*

Total resources required:		4,845,673.86 USD
Total resources allocated:		
	UNDP:	795,673.86 USD
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		4,050,000.00 USD

AGREED BY: UNITED NATIONS DEVELOPMENT PROGRAMME IN UKRAINE
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AGREED BY: MINISTRY FOR COMMUNITIES, TERRITORIES, AND INFRASTRUCTURE DEVELOPMENT OF UKRAINE
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I. DEVELOPMENT CHALLENGES

Ukraine's journey towards recovery and development following the full-scale invasion that erupted in 2022 is marked with significant challenges. The war has caused extensive damage across the country, affecting infrastructure, and severely impacting local communities. According to the Office of the United Nations High Commissioner for Human Rights (OHCHR)[1], this has resulted in 27,449 civilian casualties, including 9,701 people killed and 17,748 injured. The Third Rapid Damage and Needs Assessment (RDNA3) [2] estimates the cost of recovery and reconstruction at 486 billion USD. Critical sectors such as housing, transport, commerce and industry, agriculture, energy, social protection and livelihoods, and explosive hazard management require urgent response. This underscores the need for comprehensive recovery planning and resource allocation to address these wide-ranging challenges.

In response, the Ministry of Communities, Territories, and Infrastructure Development of Ukraine (Ministry for Restoration), in cooperation with line ministries, coordinates strategic regional development planning. The strategic planning framework operates at national, regional, and local levels. It includes state and regional development strategies, action plans, and community recovery programs, highlighting the national focus on revised State Regional Development Strategies for 2021–2027 and the Action Plan for its implementation for 2024-2027.

At the regional level[3], the recovery efforts are guided by regional development strategies and action plans for their implementation, and comprehensive regional recovery programmes. At the local level, the emphasis is on developing community development strategies, comprehensive plans for the spatial development of territorial communities, comprehensive territorial community recovery programmes, and community recovery and development plans.

The effectiveness of these strategies critically depends on the availability and accessibility of up-to-date and reliable data. This is hindered by significant gaps, as highlighted by the RDNA3 report and the draft Ukraine Recovery Plan, 2022[4]. These gaps include outdated spatial and thematic data, poor gender and disability disaggregation, and a general lack of comprehensive spatial plans at the community level. These challenges are further exacerbated by restrictions imposed under martial law, which limit the ability to access, update and expand the necessary datasets for effective recovery planning.

To maintain up-to-date records of the extent of damage and recovery needs, the Government of Ukraine (GoU) established the State Register of Property Damaged and Destroyed (RDDP) due to the full-scale war. As of January 2024, the Register includes verified information on more than 270,000 damaged and destroyed objects. Despite these efforts, significant information gaps remain in areas with limited accessibility, where remote sensing and advanced image analysis techniques could improve the damage assessments. To address this gap, the CMU Resolution No.1185[5] was introduced to conduct a pilot project using remote-sensing information products in the city of Melitopol. Accordingly, the Ministry for Restoration requested UNDP to provide technical support on this pilot to assess and record the extent of residential destruction. As a result of the successful implementation, the Ministry for Restoration officially requested UNDP to extend the analysis to other areas of limited accessibility to systematically categorize and document residential damages based on remote sensing and AI-driven analytics.

Moreover, systems like the Digital Reconstruction Ecosystem for Accountable Management (DREAM) and the RDDP were introduced by the GoU to integrate real-time damage assessments, budgeting, project planning, and procurement into a unified system, which would greatly enhance the efficiency and transparency of recovery processes. However, local capacities to manage these systems and implement recovery plans vary, influenced by prior investments in administrative capabilities and digital tools. Targeted support is, therefore, essential to ensure equitable community participation in recovery efforts.[6] [7]

Despite significant digital advancements in recent years, the application of these technologies is not uniformly distributed, especially in war-affected territories. There is a notable gap in access to gender and disability-disaggregated

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[1] *Protection of Civilians: Impact of Hostilities Two-Year Update on Civilians Since 24 February 2022. OHCHR*

[2] *World Bank. Ukraine - Third Rapid Damage and Needs Assessment (RDNA3): February 2022 - December 2023*

[3] *Cabinet of Ministers of Ukraine (CMU) Resolution No. 731 On Approval of Procedures for the Restoration and Development of Regions and Territorial Communities*

[4] *Draft Ukraine Recovery Plan. Materials of the "Construction, Urban Planning, Modernization of Cities and Regions" Working Group*

[5] *CMU Decree No. 1185 On the Implementation of a Pilot Project to Conduct a Survey of Certain Categories of Destroyed Real Estate, In Particular with the Use of Remote Sensing Information Products, dated 27 October, 2023*

[6] *Turning to Regions and Local Governments to Rebuild Ukraine. OECD*

[7] *Supporting Inclusive and Sustainable Urban Recovery Planning in Ukraine to 'Build Back Better'. The United Nations Innovation Technology Accelerator for Cities*

data, while gender disparities intensified by the ongoing war in Ukraine, i.e., underrepresentation of women in post-conflict decision-making; economic disempowerment of women due to conflict and lack of gender and disability-sensitive data and research[8] need to be addressed at all stages of the recovery and development processes.

Due to the absence of national legislative regulations related to municipal statistics, efforts to coordinate with other stakeholders in sharing data are needed to support the development of unified approaches to data collection and inform recovery programming at the community level.

Deterioration in technical capacity (human and infrastructure) among affected communities hinders the development and execution of recovery plans. This deterioration, coupled with disparity in terms of destruction and access to financial resources, calls for a targeted approach to capacity development strategy that includes training, technology acquisition, and robust data management systems.

To address these digital and capacity gaps, UNDP proposes launching of the RKR Hub to support communities in adopting digital tools, exchanging best practices, and conducting research on data usage for improved decision-making.

Overall, the recovery process must prioritize supporting local communities in collecting and analyzing essential data to facilitate informed decision-making and effective resource allocation. Continuously updating and utilizing accurate data is crucial for enhancing the planning and implementation of recovery initiatives, ensuring that all efforts are based on the latest and most relevant information to maximize impact and building a solid foundation for municipal statistics development

[8] *Rapid Gender Analysis in Ukraine. CARE International, October 2023*

II. STRATEGY

The Project will contribute to achieving CPD Outcome 4 by building on the achievements of the initiation phase through the targeted interventions outlined at the output and activity levels as appropriate.

During the initiation phase of the Project "Strengthening evidence-based recovery in Ukraine", UNDP, in collaboration with the Ministry for Restoration, conducted, among other activities, the BDA with the objective of comprehensively evaluating the extent of destruction caused by the war in Ukraine covering affected settlements in Kyiv, Sumy, Chernihiv, Zhytomyr, Kharkiv, Mykolaiv and Kherson Oblasts. As a result, UNDP assessed 371 settlements (426 in total, including 55 assessed under the baseline phase) and produced detailed digital maps[9] of damaged and destroyed buildings, including 1.3 million buildings and produced orthophoto plans for these settlements. With the introduction of the RDDP, the results of the BDA data are used for verification purposes based on the digital maps and high-resolution imagery acquired using Unmanned Aerial Vehicles (UAVs) and are being transferred through the State Service of Ukraine for Geodesy, Cartography and Cadastre (StateGeoCadastre) to the State Cartographic and Geodetic Fund of Ukraine with the conditions for their use by the respective communities and central executive bodies, and will displayed on the national geoportal. The BDA data will significantly enhance community planning and development efforts by updating cadastre maps using high-resolution imagery (orthophoto maps) in addition to the digital maps on building footprints and related attributes, which are crucial for adapting to the rapidly changing dynamics due to the full scale-war, updating the incomplete cadastre maps, e.g. land plots, and enriching the national geoportal with up to date spatial data at the community level.

The successful implementation of the first phase of the Project shed light on several key development challenges, also emphasized in the RDNA3, that need to be addressed to sustain and expand upon these achievements:

1. Support to the communities for evidence-based recovery: While the Project has made substantial progress in collecting and channelling data on damages to the relevant GoU stakeholders, there's a critical need for ongoing support to the communities (hromadas) in accessing and utilizing the available data for the relevant recovery planning processes. The facilitation of data collection and integration with central platforms like the national geoportal and Ministry for Restoration's Geographic Information System for Regional Development, managed by the State Service of Ukraine for Geodesy, Cartography and Cadastre (StateGeoCadastre) and Ministry for Restoration, respectively, is crucial for local-level informed decision-making and recovery Project design.
2. Remote Assessments and Thematic Products: Enabled by accessible high-quality data, remote sensing has become indispensable for damage assessment in inaccessible areas, aiding the identification of destroyed residential properties. In addition to the use for thematic assessments, potential contamination areas, debris assessments, and environmental-related monitoring. Moreover, the development of an online portal to support the review of assessment results under the pilot initiative covering Melitopol city has been an enabler for the further evaluation of the suggested assessment model and can be considered among the suggested tools for the scale-up assessment as suggested by the findings of the relevant UNDP internal report[10].
3. Capacity Development and Support: The Project's advancements underscore the importance of specialized training and human resource support, especially in enhancing local communities and government bodies' competencies in data management, analysis, and GIS technologies for sustainable development and resilience.
4. National Standards and Platforms integration: Building on the BDA findings and integrating them into the national geoportal underscores the imperative for uniform data standards and practices. Continuing orthophoto planning for recovering communities and aligning local data collection with national standards is essential for cohesive recovery planning.
5. Employment of Advanced Technologies for Sustainable Recovery: The initial phase of the Project utilized AI, UAVs, and satellite imagery for damage identification, setting the stage for expanding and developing a scalable infrastructure, custom AI for more efficient image analysis, and automated geocoding. In addition, in light of the extensive infrastructural devastation, there is an urgent need to accelerate the processes to early identify the composition of debris, particularly the presence of hazardous materials such as asbestos. Employing advanced technologies, including AI and data analytics, not only streamlines the identification of construction materials within debris but also systematically segregates environmentally detrimental substances.

Building on the lessons learned from the Project's initiation phase, UNDP is planning to conduct its second phase in two years. It will respond to the emerging needs identified through continuous consultation with national and local

[9] *Collected GIS data is analysed in a proprietary developed IT system that allows access to war damage imagery for each building as well as its size, type, number of floors, level of damage, etc.*

[10] *UNDP Damage Assessment Report. Melitopol, Ukraine. 07 March 2024*

stakeholders and international community members. It will utilize the comprehensive data collected during the first phase, including digital maps from the BDA, satellite imagery, and orthophoto plans.

The strategy for this phase is based on a multi-faceted approach that incorporates exit plans and emphasizes capacity enhancement, community engagement and knowledge sharing. The goal is to sustain Project outcomes for improved resilience, efficiency, and impact of recovery and development initiatives. Collaboration with local institutions, community groups, and governmental bodies is a key aspect of this strategy, aiming to transfer essential knowledge, skills, and responsibilities. This collaboration is supported by targeted training modules and workshops in data handling, digital literacy, and geospatial analysis.

Moreover, the Project actively engages community members through meetings and information sessions to raise awareness and demonstrate how the Project's data can enhance recovery efforts, ensuring a strong sense of ownership among community members and decision-makers. The Project employs advanced technologies such as AI, data analytics, UAVs, and remote sensing, all tailored for thematic assessments, including damage assessments in inaccessible areas.

Additionally, the strategy ensures that data collection methods and tools align with national standards and platforms and that local capacities in data utilization are improved. This alignment guarantees that communities are well-equipped to sustain recovery efforts independently. The Project also establishes a mechanism for the continuous packaging and sharing of knowledge and best practices, primarily among communities, to enable them to adapt and evolve in response to changing circumstances, regulations and requirements.

Theory of change

If the Government of Ukraine and partners:

- *Invest in capacity development in data handling, geospatial technologies, and digital tools for local authorities, community members and stakeholders,*
- *Provide targeted communities with access to updated orthophoto maps and digital survey tools,*
- *Support launching and functioning of the Recovery Knowledge and Replication Hub to facilitate knowledge sharing and collaboration among communities,*
- *Utilize advanced technologies such as AI and remote sensing to enhance data collection and analysis,*
- *Implement systematic and inclusive data collection processes that consider gender and disability,*

Then:

- *Local authorities and communities will be empowered to develop and execute comprehensive, data-driven recovery strategies,*
- *Recovery models will be adopted and innovated more effectively across different regions,*
- *The planning and implementation of recovery efforts will be more accurate and fast,*
- *Recovery efforts will be inclusive, ensuring that interventions are equitable and address the diverse needs of the population,*

Because:

- *Enhanced skills and accessibility to crucial tools enable local authorities and communities to leverage data effectively for planning and decision-making,*
- *A centralized platform for exchanging insights and best practices boosts learning and application of innovative recovery solutions,*
- *Technological advancements provide critical, real-time insights into needs and resource allocations, streamlining recovery processes,*
- *Inclusive data collection ensures all community members' needs are considered, leading to more equitable recovery outcomes.*

III. RESULTS AND PARTNERSHIPS

Expected Results

Output 1: Targeted war-affected communities empowered for comprehensive recovery programming through the utilization and analysis of data, with gender- and disability considerations

To achieve a sustainable and inclusive recovery, it's crucial to empower local communities by leveraging the BDA results. This involves focusing on communities where orthophoto plans and digital maps are available, showcasing the extent of war damage, demographic changes, economic impacts, and governance aspects. This will be derived from thorough data analysis, providing a foundation for targeted recovery and development efforts.

These data and tools will be integrated with existing datasets to create a comprehensive, multi-layered representation of each community, facilitating a deeper understanding of the impacts of war and identifying specific needs for recovery efforts. These maps and datasets are vital for developing comprehensive spatial plans and, ultimately, essential for developing effective comprehensive recovery programs.

Moreover, UNDP will provide extensive capacity development and technical support to community members and key stakeholders with the aim of enhancing their abilities in collecting, analyzing, and applying gender and disability sensitive data to drive recovery efforts.

The implementation timeline for these activities is set over a 24-month period, starting with the assessment and training workshops for a pilot community in the first quarter and ending with the integration of digital tools in month 12. The results will be replicated in other communities, and guidance notes will be developed based on best practices.

To highlight the benefits and practical applications of these technologies, UNDP will compile case studies from other communities across Ukraine as well as best practices globally, where similar methods have proven successful. These examples will demonstrate how effectively utilizing geospatial data can drive development and aid recovery, serving as a model for current efforts in Ukraine.

The overall goal is to empower communities to maintain data-driven planning and recovery efforts, leading to long-term development and growth. The successful execution of these activities will result in comprehensive gendered profiles that offer an in-depth understanding of the war's impacts, the evolving demographic landscape, and the distinct needs of each community.

Activity 1.1: Support the Recovery Knowledge and Replication Hub Launching and Functioning

This activity aims to launch the Recovery Knowledge and Replication (RKR) Hub, potentially at the Ministry for Restoration or hosted by a civil society organization (CSO), to support collective recovery and rebuilding efforts through knowledge sharing between communities, analysis, and replication of their best practices in addressing the challenges and impact of the full-scale war with adaptive solutions.

Building on the Law of Ukraine "On Cooperation of Territorial Communities"[11], allowing communities to cooperate formally to enhance their socio-economic, cultural development, and service quality, the RKR Hub will facilitate the sharing of best practices and innovative recovery models across different territories.

The RKR Hub will aggregate and share knowledge on effective recovery strategies and models, acting as a catalyst for innovation and improvement in recovery planning. This will be achieved by:

- Establishing partnerships with academic institutions, international organizations, and other centres of excellence to broaden the scope of available knowledge and resources.

[11] *The Law of Ukraine №1508-VII "On Cooperation of Territorial Communities"*

- Launching a series of publications and reports to share insights, best practices, and innovative solutions with a wider audience, including policymakers, practitioners, and community members.Supporting communities on **data collection and digital tool utilization**. Workshops on GIS, remote sensing, and digital mapping will be instrumental in this regard, complemented by access to national data platforms like the national geoportal and geoinformation portals for tailored planning and development.

A network advancing **peer learning and experience sharing** will enhance collaborative problem-solving, enabling the adaptation and replication of successful recovery models to suit diverse regional needs. In addition, an **exchange of expertise and staff across communities** will be promoted, ensuring the hands-on transfer and application of successful strategies. This will include the proposition of an expertise-sharing program and a staff exchange network.

Additionally, the RKR Hub will facilitate the selection of five target communities to receive grants of up to 10,000 USD each to implement data-driven comprehensive recovery programming activities. This support is designed to enable these communities to apply the best practices and strategies in recovery that have been identified and shared through the RKR Hub's activities.

Moreover, UNDP will support the **development of digital survey tools** to enhance the Ministry for Restoration's capacity to assess community progress in recovery planning, design, and implementation. These tools will provide a systematic approach to evaluating the effectiveness of recovery strategies and ensuring continuous improvement. These tools will be developed or adopted based on best practices to support communities in collecting data internally and feeding it into the different government platforms, e.g., DREAM, RDDP, national geoportal, etc.

Through these concerted activities, the RKR Hub will play a critical role in advancing the recovery process across Ukraine. By serving as a central repository for knowledge, resources, and collaboration, the RKR Hub will ensure that community-level recovery efforts are informed by the latest research, best practices, and successful models. This will not only enhance the effectiveness of local initiatives but also ensure their alignment with national goals and standards, contributing to a more coordinated, inclusive, and sustainable recovery process.

Activity 1.2: Strengthen the Capacities of Targeted Communities to Utilize Data for Recovery

To facilitate a targeted and effective recovery process in Ukraine, it is essential to strengthen the capacity of communities to use data effectively for evidence-based decision-making. Through this activity, UNDP will provide dedicated capacity development and technical support to community members, CSOs (including women's organizations) and key stakeholders, enhancing their abilities in analyzing, and applying data, including insights from the BDA, to drive recovery efforts. The BDA's findings, which include digital maps detailing over 1.3 million objects across 425 settlements in 91 communities within seven oblasts, are instrumental in driving the recovery efforts.

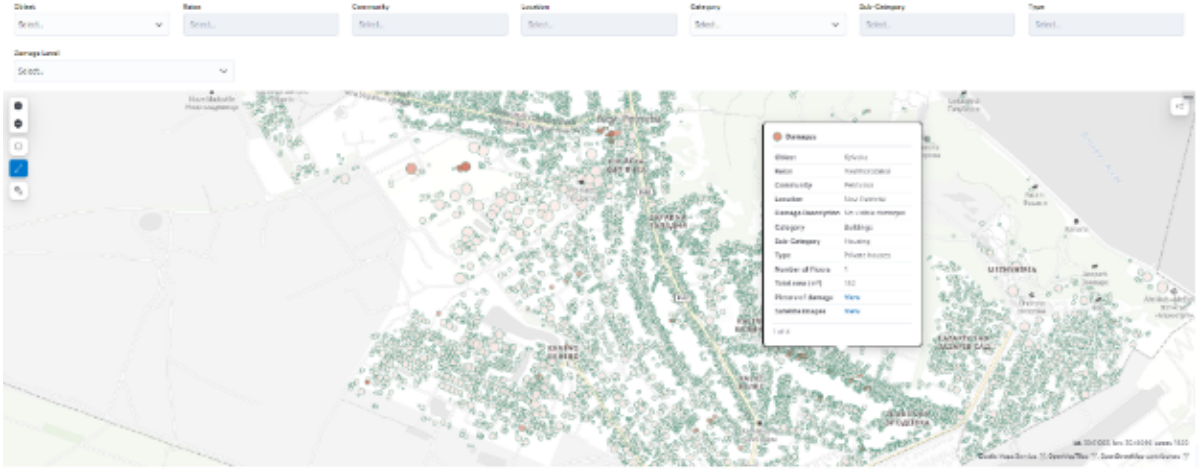


Figure 1: Sample of the BDA results that maps all objects in the settlements covered

UNDP will conduct a series of workshops/ sessions designed to **enhance local capacities** in digital tools, geospatial technologies, and data analysis. These workshops will cover a range of topics, including Geographic Information Systems (GIS), data collection and analysis methodologies, and participatory planning.

Linked to this, UNDP will facilitate the adoption of **digital tools** that enable communities to manage data from the BDA and other sources. This will be achieved through the procurement, development, or adoption of best practices in digital tools that have been successful in other communities or globally. These tools will be integrated with the national geoportal, allowing for seamless data exchange.

Communities will be empowered to download, upload, and interact with data, ensuring that they have the capabilities to handle geospatial information effectively. This will play a pivotal role in enabling communities to take ownership of their recovery and planning processes, making them active agents in shaping their future.

The primary goal is to equip communities to maintain data-driven planning and recovery efforts that extend well beyond the immediate Project lifecycle and lead to comprehensive profiles that reflect the extensive impacts of the war and ongoing demographic shifts.

International partners emphasize the critical role of initial data in the planning process[12] and working with institutions responsible for providing this data to acquire up-to-date information about community resources. The quality and completeness of this initial data significantly influence the quality of planning decisions and the accuracy of forecast indicators. However, it is noted that communities often do not have full access to this essential data, which can impact the effectiveness of their planning efforts and requires entities developing or supporting the comprehensive plans to also deal with obtaining additional source data.

Therefore, UNDP will conduct a **comprehensive assessment** of the existing data/ indicators to identify the status of relevant data availability, quality, and accessibility, which in turn will inform comprehensive gender and disability - sensitive recovery programming in the targeted communities This will highlight the data gaps that need to be addressed, *guided by the list of indicators from the CMU Resolution No. 305[13] dated March 15, 2024: Some issues of monitoring and evaluation of state regional* policy and *the reference to the tentative list of data source managers*[12]. This phase will involve close collaboration with community stakeholders - including relevant local authorities, community members, and civil society organizations - to determine the most relevant data indicators for each community's recovery and development.

Following the assessment and consultation process, a systematic data collection process will be designed/implemented utilizing existing tools, e.g., ActivityInfo, in full consultation and coordination with responsible data holders/ providers at local, regional and national levels, wherever possible. This process gathers key gender and disability-disaggregated indicators related to various aspects of the community's recovery and development. These may include demographic data, economic indicators, infrastructure status, environmental factors, governance structures, and social dynamics. The data gathered will then be analyzed and synthesized to develop performance metrics and indicators that can be used for comprehensive recovery programming.

Moreover, this activity may involve mapping spatial data e.g. the **address registry for social and critical infrastructure**, which will serve as a foundational element for the accurate and efficient management of geospatial data, further empowering communities in their recovery and development process.

The collected data is then integrated with existing datasets, including the BDA results, orthophoto maps, and other relevant information. This integration creates a comprehensive database of indicators for planning, monitoring and evaluation. It ensures a holistic approach to data analysis and reporting, enabling a deeper understanding of the recovery and development progress.

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[12] *How to Develop a Comprehensive Community Plan: A Guide for Professionals, USAID Program for Agrarian and Rural Development (AGRO), 2022*

[13] *CMU Resolution No. 305 'Some Issues of Monitoring and Evaluation of the State Regional Policy'*

To sustain these efforts, UNDP will conduct capacity development and training programs focused on data management, analysis, and interpretation, utilizing modern digital tools for efficient planning, monitoring and evaluation.

The Project will target up to ten communities from the initial BDA list unless otherwise agreed upon with the Project stakeholders. The activity will be conducted through direct implementation or via a competent partner organization/contractor.

Successfully collecting and utilizing up-to-date and accurate data is essential for informed decision-making, effective planning, and sustainable development in the communities affected by the war in Ukraine.

Activity 1.3: Facilitate Access of Local Communities to Orthophoto Maps through Existing National-level Portal(s) and Further Utilization for Enhanced Comprehensive Recovery Programming

The utilization of orthophoto maps is pivotal for developing comprehensive spatial plans, which are the cornerstone of community-level development strategies, i.e. comprehensive recovery programs. These spatial plans serve as blueprints for effective land use, comprehensive recovery planning, and the allocation of resources, ensuring that recovery and development efforts are both strategic and sustainable. The Cabinet of Ministers of Ukraine (CMU) Resolution No. 731 emphasizes the importance of access to up-to-date and reliable geospatial data, which is often hindered by outdated resources and the dynamic nature of geographic data due to ongoing war. By providing communities with current orthophoto maps, UNDP is addressing this critical need, enabling communities to develop detailed spatial plans that reflect the current realities on the ground. These tools will allow for a comprehensive understanding of the terrain, infrastructure needs, and environmental considerations, forming the basis for comprehensive territorial community recovery programmes and development plans that are responsive to the unique challenges and opportunities of each community.

UNDP is committed to enhancing the accessibility of geospatial data for communities by handing over the orthophoto maps produced as part of the BDA. This handover will facilitate the integration of these maps with the national geoportal, significantly improving their availability and usability for the communities covered under the BDA. UNDP will further support communities utilize these orthophoto maps to conduct geospatial analysis. This will be particularly focused on communities where the BDA was conducted, and high-resolution imagery exists.

To ensure complete coverage and maximum utilization in BDA communities, the activity will also address the gaps where additional or enhanced Unmanned Aerial Vehicle (UAV) mapping is required, including in non-BDA communities, if prioritized in consultation with the Project stakeholders and upon availability of funding.

To achieve this, UNDP will deploy specialized teams or contractors using UAV technology in combination with satellite and remote sensing imagery, if relevant.

These teams will engage with the local community to understand their needs and expectations, linked to the assessment under Activity 1.1. This will help in defining the scope of the Project and the specific areas to be covered. They will then design a flight path that covers the specified area with an adequate buffer.

All activities will comply with local and national regulations, as well as any relevant international standards. This includes obtaining necessary permissions and adhering to safety guidelines. The teams will then execute the flight plan using a UAV equipped with a high-resolution camera or LiDAR sensor. The flight should be conducted under optimal conditions to ensure the quality of the data collected.

Following acquiring aerial imagery, geospatial analysts will process the data to produce orthophoto maps. This involves stitching the images, correcting any distortions, and ensuring that the maps align perfectly with geographic coordinate systems. These maps will then be integrated with existing datasets, such as cadastral maps, land use patterns, infrastructure databases, and environmental data, to create a comprehensive, multi-layered representation of each

community. This integration allows for a deeper analysis of the impacts of war and aids in identifying specific needs for recovery efforts.

Activity 1.4: Support Innovative Solutions for Community Recovery (e.g. digital twins)

In addition to the above, a pilot Project will be initiated to create digital twins of community territories where new orthophoto plans are updated. A digital twin is a virtual model of a process, product, or service. This pairing of the virtual and physical worlds allows the analysis of data and monitoring of systems to develop new opportunities and even plan for the future by using simulations. These digital twins will serve as a dynamic, real-time visualization of the community territories. They will provide a detailed, accurate representation of the current state of the territories, including the extent of war damage. This will be particularly useful for planning recovery and development initiatives, as it allows stakeholders to visualize the impact of potential interventions and make informed decisions based on real-time data.

Local community focal points, planning agencies, and community organizations will be trained to use digital twinning tools in their work related to recovery and development planning processes. The training will cover how to interpret the maps, integrate them with other planning tools, and apply them in various stages of recovery planning.

Output 2: National and/or Municipal Authorities Have Enhanced Their Capacity to Analyze and Utilize Geospatial Data for Recovery and Reconstruction

This output will contribute high-quality data to help conceive actionable recovery strategies using remote sensing and aerial photo technologies. Therefore, it essentially supports the data-based decision-making in relation to sustainable community resilience and growth recovery needs of the stakeholders by providing them with the most accurate information regarding the damage and its environmental impacts.

The core activities of this output involve deploying remote sensing technologies, along with artificial intelligence (AI) and machine learning (ML) algorithms, to perform thorough damage assessments in inaccessible areas/ areas with limited accessibility. The expansion of these assessment methods, following a successful pilot in Melitopol city, is now planned for other areas. The methodologies developed during the Melitopol pilot will be utilized on a larger scale, emphasizing the use of AI for data collection and image analysis. This includes the acquisition of high-resolution imagery and the application of AI algorithms for efficient detection, categorization, and classification of structural damages.

Furthermore, the development of an online portal enabled effective data visualization and analysis. Planned enhancements to the portal will offer real-time data integration and advanced querying capabilities.

Furthermore, environmental monitoring using remote sensing and aerial imagery also plays a crucial role, helping to identify areas of potential contamination and degradation. This is critical for planning environmental restoration Projects and prioritizing recovery efforts in the most adversely affected areas.

Capacity-building activities are also emphasized to ensure stakeholders are well-equipped to utilize the new technologies and tools effectively, further contributing to the overall resilience and restoration of communities affected by conflict.

Activity 2.1: Provide Advanced Remote Sensing and Analytics-driven Assessment Technical Support to the Ministry for Restoration and the StateGeoCadastre

The activity includes a comprehensive damages assessment for war-affected areas using remote sensing and AI and ML algorithms to automate/ semi-automate the creation of basic layers, e.g., the building footprint, and the damages caused to residential property, infrastructure, and natural ecosystems. The results will provide a comprehensive idea of the most affected areas for recovery.

Following the success of the pilot Project in the city of Melitopol, where remote sensing was used to assess residential destruction, the Ministry for Restoration has requested the extension of these assessments to other relevant areas. The legal and operational framework established by various Ukrainian government decrees supports this initiative, aiming to provide a systematic approach to documenting damages. This would also fill the gap for the RDDP—the single database containing information on all housing, transport, and social infrastructure affected by the full-scale war.

The expanded assessment Project is planned to be rolled out across more areas within the next year, upon availability of funds, aiming to provide timely and accurate data. The primary objective of this activity is to use AI-enhanced tools to map and evaluate damage across designated war-affected zones. AI and ML algorithms will be tested to automatically generate essential assessment layers, which reduces the need for manual input and expedites the analysis process. Where applicable, this technology will classify the extent of damage into predefined categories and create detailed maps and summarized reports that illustrate the impact visually.

The methodology used for the Melitopol pilot will be used, with more emphasis on the application of AI, including:

- Data Collection: Acquiring high-resolution imagery before and after conflicts is essential to assessing the extent of the damage.
- Image Analysis: AI algorithms are adept at comparing temporal images to detect and categorize changes. This step is critical for systematically identifying structures that have been destroyed or damaged.
- Damage Classification: The AI's ability to classify structures based on predefined criteria into categories like 'destroyed', 'damaged', and 'undamaged' is vital for prioritizing actions and documentation.



Figure 2: Sample of damage assessment evidence using pre and post-war imagery from Maxar

This activity covers the design, and implementation of an online portal that will enable the stakeholders to appropriately and easily access, review, and interpret the results of the assessments. The portal includes interactive maps, GIS tools for visualizing damage, and functionalities to query and analyze data. In this respect, the stakeholders will be orientated with how to use the portal and its functionality to ensure maximum utilization of the service.

In the first phase of the Project, UNDP developed a customized GIS mapping module using ArcGIS Online's Experience Builder, restricted to selected users. This module visually displays the damage assessment, including before-and-after imagery for easy comparison, aiding commission members in correlating the findings with submitted claims.

The module's design is intuitive and user-friendly. It includes a Landing Page that serves as the gateway to the portal, offering essential Project information, legal references, and detailed instructions for navigation and tool usage. Orientation sessions are provided to ensure stakeholders can effectively utilize the portal, guiding them through each feature.

The Visualization Module is a critical component of the portal, divided into two main areas to facilitate a deeper understanding of the assessment results. The ***Mapping Component*** features interactive maps that display destruction levels before and after February 24, 2022, including city boundaries, layers of damaged objects, and high-resolution satellite imagery. This allows users to visually compare the situation before and after events to gauge the extent of the damage accurately.

The *Information Block* includes data analysis tools with tables detailing the technical characteristics of images, preliminary status assessments of objects based on geospatial analysis, and a report generation date input window. This enables stakeholders to create customized PDF reports summarizing the assessment results for individual objects or areas.

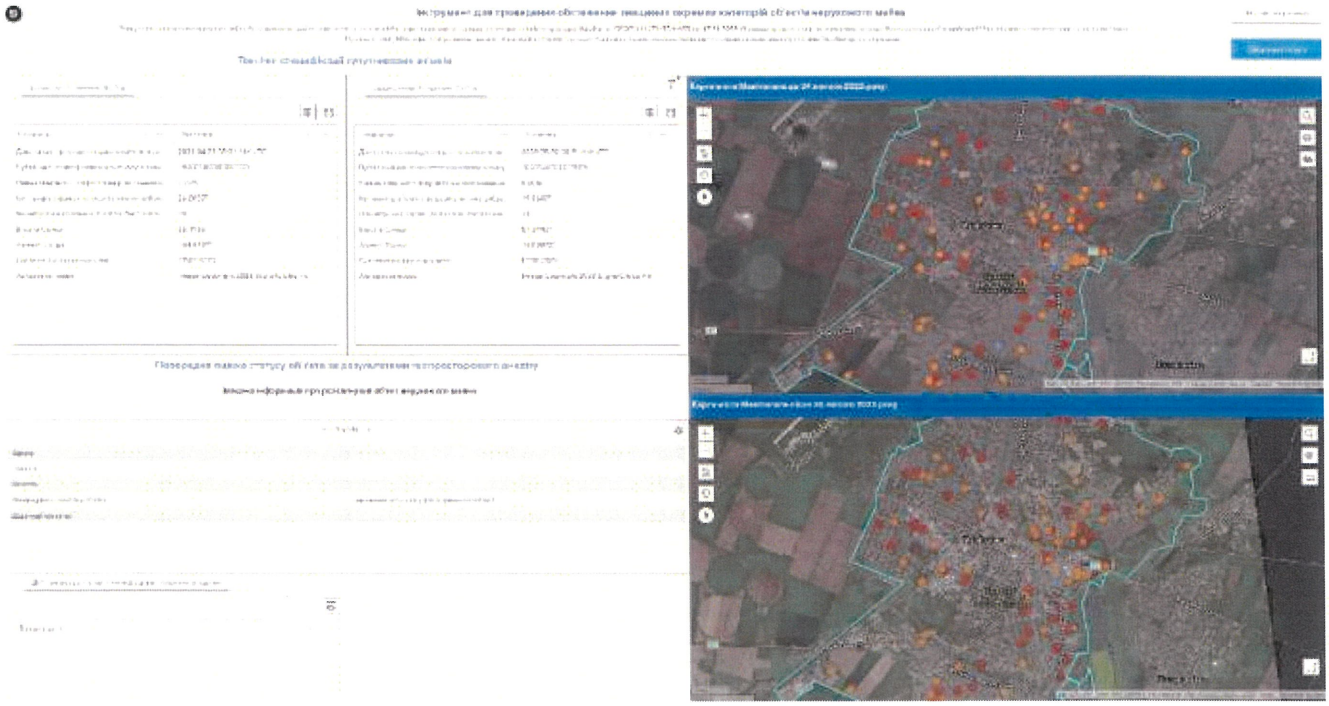


Figure 3: Sample of the pilot interactive platform developed for the remote damage assessment

To further enhance the portal's capabilities and user interaction, additional functionalities will be integrated.

These include enhanced query capabilities allowing stakeholders to perform complex queries and retrieve specific data points, customizable views for tailored data display, and real-time data integration for up-to-date information. Advanced security measures will be implemented to protect sensitive information, complemented by comprehensive training sessions and continuous support to familiarize all users with the portal's functionalities and maximize its use. This will be achieved through the procurement, development, or adoption of the best relevant solutions successfully tested in the context of Ukraine or globally.

Through this online portal, UNDP aims to provide a powerful tool that not only enhances the understanding of the scope and impact of damages but also significantly aids in the planning and execution of recovery efforts where relevant. Full integration with existing systems like RDDP and DIIA platforms will be considered to ensure the modality's sustainability.

Activity 2.2: Conduct Thematic War-related Impact Monitoring and Analysis Using Remote Sensing, Aerial Imagery and Analytics

Through this activity, UNDP will continue monitoring areas for probable contamination, debris, and war-induced environmental degradation. Remote sensing, aerial imagery, and analytics play pivotal roles in assessing and documenting the extent of environmental degradation due to warfare. This data is invaluable for identifying areas most in need of restoration and for guiding the strategic planning of recovery Projects.

During the initial phase of this Project, the UNDP has executed several remote thematic assessments to address various environmental concerns:

- Debris Quantification: Estimating the volume of debris using the results of BDA, based on UAVs and satellite imagery, followed by the verification of specific debris sites. This step is crucial for planning the removal and disposal of debris, which is often a significant challenge in post-war areas.
- Hazard Ranking: UNDP supported the development and implementation of a hazard ranking tool. This tool helps in prioritizing areas based on the severity of contamination or damage, ensuring that the most critical sites are addressed first.

- Agricultural Mine Action: Utilizing UAVs and analytics to detect and map the presence of mines and unexploded ordnance in agricultural lands. This is vital for the safety of returning residents and the resumption of farming activities.
- Energy Infrastructure Assessments: Remote assessments of energy infrastructure are conducted to evaluate the extent of damage. This information is necessary for planning the restoration of the power supply and other energy-related services.

By integrating the data from environmental monitoring with the broader recovery and reconstruction plans, Ukraine can prioritize interventions. This prioritization aims to maximize the positive impact on ecological balance and the sustainability of local communities. Such a holistic approach is essential for the long-term recovery of Ukraine's natural resources and the well-being of its citizens.

UNDP's efforts contribute significantly to the environmental aspect of post-war recovery, ensuring that interventions are data-driven and targeted towards areas with the greatest need for restoration. This not only promotes the immediate recovery process but also sets a foundation for sustainable development and resilience against future environmental challenges.

To further enhance the verified assessment approaches, UNDP will pilot an advanced technologies-based methodology aimed at improving and accelerating the initial stages of debris management and recycling processes with more detailed planning tools for resource mobilization. The methodology will use AI and data analytics to automate the recognition of debris composition, including hazardous materials. UNDP will implement the activity directly or via engaging a competent partner with relevant expertise.

Furthermore, to streamline the information management-related estimations of debris at the community/settlement level, UNDP proposes using ActivityInfo to channel the information to the regional/central level as appropriate to support debris-removal planning and coordinated action through timely and reliable data.

Activity 2.3 Development of Analytical Products and Information Management Services

UNDP, through its dedicated Decision Support Unit (DSU), will produce a range of analysis products and provide information management services that support decision-making for UNDP and national partners. This includes the development of thematic reports, policy briefs, and situation analyses that offer insights into the recovery landscape. The DSU will also offer technical support in data management, ensuring that stakeholders have access to accurate and timely information for strategic planning.

The activity further aims to improve the processes of information management analysis and dissemination through dedicated research initiatives, data collection efforts, and capacity development programs. The DSU will work on refining data collection methodologies, enhancing data quality, and expanding the reach of information dissemination channels.

These activities are designed to strengthen the DSU's role in supporting Ukraine's recovery efforts, ensuring that decision-makers are equipped with the necessary tools and information to guide the nation towards a resilient and sustainable future.

Resources Required to Achieve the Expected Results

To achieve the expected results outlined in the comprehensive strategy for the development phase of the "Strengthening Evidence-based Recovery in Ukraine" Project, a multifaceted approach incorporating a wide range of resources is essential. The details of these resources can be enlisted as follows:

People

1. Project Management and Coordination Personnel: Individuals proficient in managing large-scale Projects, coordinating with multiple stakeholders, and overseeing the implementation of various Project components.
2. Data Analysts and GIS Specialists: Experts in data analysis, GIS technologies, and remote sensing to manage, analyze, and visualize the data collected from field surveys and aerial imagery.
3. Training and Capacity Building Personnel: Instructors and trainers experienced in digital literacy, geospatial analysis, and remote sensing technologies to enhance local capabilities.
4. Technical Support Teams: Support for communities in developing and refining community profiles, including technical assistance with GIS systems and digital tools.
5. Specialized Teams for Field Surveys: Professionals skilled in conducting comprehensive field surveys to collect data on war damage, demographic changes, and environmental impacts. This includes experts (individuals and vendors) in geospatial data collection, comprehensive recovery programming/planning, and environmental science.
6. The RKR Hub's activities will be supported by the expert to be identified through the competitive selection process.
7. The coordination of the community-level work will be supported by the locally recruited UN Community Volunteers.

The Project will aim to strike a gender balance across all the technical expert teams listed above.

Assets

1. Technology and Software: Investment in digital tools and platforms, including GIS software, remote sensing technologies, UAVs for aerial imagery, and AI algorithms for damage assessment.
2. Orthophoto and Satellite Imagery: Acquisition of high-resolution aerial and satellite imagery necessary for creating orthophoto maps and conducting remote damage assessments.
3. Capacity Building Materials: Resources for training programs, including educational materials, digital literacy tools, and geospatial analysis software.
4. Vendors (contractors): to conduct field work including the acquisition and processing of orthopho plans using UAVs or alternative solutions.

Partnerships

The Project will work closely with various partners to leverage strengths, share knowledge, and ensure unified efforts towards common objectives. Central to the Project's success is its partnership with the Ministry for Restoration, StateGeoCadastre, and local communities. These collaborations ensure that the Project's initiatives are aligned with national and regional development plans, enhancing their relevance and sustainability. By integrating Project outcomes with the national geoportal and other national platforms, the Project supports the government's efforts in comprehensive recovery programming, reinforcing the institutional capacity for future resilience.

The Project also aligns with relevant initiatives led by international organizations and donors, to harmonize recovery efforts. These partnerships are critical for sharing best practices, accessing additional funding sources, and utilizing technical expertise in areas such as remote sensing, data analysis, and community engagement. This collaboration will ensure that the Project's activities contribute to a coordinated international response to Ukraine's recovery.

The Project has conducted a series of consultations with the beneficiaries and identified the key actors in the area, including the USAID-funded Projects DOBRE and HOVERLA and the Canada-funded Project SURGE, to avoid any potential overlapping of activities and to complement interventions to the extent possible where applicable.

Collaboration with local communities and CSOs, including women's organizations.

Working directly with local communities and CSOs is fundamental to the Project's theory of change. These partnerships ensure that recovery efforts are grounded in local needs and priorities, advancing community ownership and participation in the recovery process. Through these collaborations, the Project facilitates inclusive planning and decision-making, ensuring that interventions are sensitive to the gender-specific impacts of the war and address the needs of the most vulnerable populations.

Furthermore, partnerships with academic and research institutions provide the Project with access to innovative technologies, and evidence-based strategies for recovery and development. These collaborations support the Project's objectives by enhancing environmental recovery efforts and informing the deployment of digital technologies for assessment and recovery planning.

The Project also engages with the private sector, particularly technology providers, to leverage advanced tools and platforms for data collection, analysis, and recovery planning. These partnerships are critical for accessing innovative solutions, including AI and GIS technologies, that can significantly enhance the Project's impact in areas such as damage assessment, debris management, and comprehensive recovery programming.

Donors with relevant priorities that could potentially support the Project include but are not limited to, Switzerland, JICA, Canada, Norway, and the Netherlands.

Finally, the Project will closely coordinate its activities with other UN Agencies, including IOM, UNHCR, UN-HABITAT, and the UN Resident Coordinator-led Data4Recovery Working Group.

Assumptions and Expected Results

The underlying assumption of these collaborative efforts is that a multi-stakeholder approach will lead to more comprehensive, sustainable, and resilient recovery outcomes. By leveraging the strengths and resources of a diverse set of partners, the Project expects to achieve enhanced data collection and analysis capabilities, more effective community engagement, and innovative recovery solutions tailored to the specific needs of Ukraine's war-affected communities. This collaborative model is anticipated to result in a more inclusive and equitable recovery process, laying the groundwork for long-term development and resilience in Ukraine.

Risks and Assumptions

The following outline key risks, assumptions, and mitigation strategies for the Project.

Risks and Mitigation Strategies

1. Political Instability and Security Concerns: The ongoing war poses significant risks to Project implementation, including access to affected areas and the safety of personnel.

Mitigation: Collaborate with national and sub-national authorities and international organizations to ensure up-to-date security information and guidance. Develop contingency plans for rapid response to changing security situations.

2. Data Accessibility and Reliability: Limited access to reliable data, especially in areas of limited accessibility hinders accurate damage assessment and recovery planning.

Mitigation: Utilize satellite imagery and remote sensing technologies to gather data in inaccessible areas. Conduct comprehensive secondary data analysis to triangulate the results and cover gaps.

3. Technological Challenges: The adoption of advanced technologies such as AI, UAVs, and remote sensing may face technical difficulties, including accuracy issues in damage assessment.

Mitigation: Conduct pilot tests to refine methodologies. Provide continuous training and technical support to enhance local capacities in using these technologies.

4. Community Engagement and Participation: Ensuring the meaningful involvement of local communities and civil society organizations is essential but may be challenged by disinterest or distrust.

Mitigation: Implement participatory approaches from the start of the Project, promoting transparency and trust. Organize workshops and information sessions to engage communities actively.

5. Funding and Resource Allocation: Insufficient funding and resources can hinder the Project's scope and sustainability.

Mitigation: Prioritize activities based on impact and feasibility within budget constraints.

Assumptions

A. The Project assumes an ongoing international commitment to Ukraine's recovery efforts, providing both financial and technical assistance.
B. Successful implementation relies on the collaboration and support of local, regional, and national government bodies.
C. Assumes that the deployment of advanced technologies for data collection and analysis is feasible and will provide accurate, actionable insights.
D. The strategy assumes active community participation in recovery efforts, ensuring that initiatives are locally led and sustainable.
E. The security situation will remain stable enough to not hinder access to Project areas and the safety of personnel involved.

The full risk log is provided in Annex 3, with a detailed analysis of each risk, including likelihood, impact, and specific mitigation measures. This document is a living tool, to be updated regularly as the Project progresses and new information becomes available. Effective risk management and realistic assumptions are crucial for navigating uncertainties and achieving the Project's goals of sustainable and inclusive recovery in Ukraine.

Stakeholder Engagement

The Project involves a broad range of stakeholders whose engagement is crucial for the successful implementation and sustainability of the recovery efforts. The approach to engage stakeholders is outlined below, identifying key stakeholders, target groups, potentially affected groups, and engagement strategies.

Key Stakeholders

1. Government bodies: This includes the Ministry for Restoration, StateGeoCadastre, local communities, their respective regional administration, and other relevant national and regional authorities responsible for planning, infrastructure, and community recovery and development.
2. International organisations and donors: UN agencies and relevant forum/ coordination mechanisms or working groups e.g., Data for Solutions & Recovery (D4SR), donors, and international NGOs.
3. Local communities and CSOs: Local populations, especially in war-affected areas, and relevant civil society organisations operating in the area.
4. Academic and research institutions: Entities conducting research or providing expertise in comprehensive recovery programming planning, environmental analysis, and other relevant recovery strategies.
5. Private sector: Companies and businesses involved in technology provision, including GIS or other relevant services.

Target Groups

The intended beneficiaries of the Project are the local communities directly affected by the war, particularly those in Kyiv, Sumy, Chernihiv, Zhytomyr, Kharkiv, Mykolaiv, and Kherson Oblasts, covered under the first phase of the Project.

The target communities will be selected in coordination with the Project beneficiaries following the assessment of their capacities in data handling, reporting and analysis, to prioritize the most vulnerable.

Strategy for Identification and Engagement:

- Community Consultations: Conduct regular meetings and workshops within these communities to understand their needs, priorities, and expectations.
- Surveys and Assessments: Utilize field surveys and data analysis to identify specific needs and utilise data collected from BDA assessments, wherever possible, in conjunction with data from RDDP for the community, ensuring interventions are targeted and effective.
- Inclusive Participation: Ensure representation from diverse community segments, including women, the elderly, people with disabilities, and minority groups, in planning and decision-making recovery processes.

Strategy for engagement and awareness:

- Information dissemination: Utilize local media and community meetings to disseminate information about the Project, and its potential impacts.

Engagement Activities

- Stakeholder mapping and analysis: For each Project area a comprehensive analysis will be conducted to identify and categorize stakeholders by their interest, influence, and potential impact on the Project.
- Engagement plan: An area-based (oblast/community level) approach will be utilized to outline engagement activities, responsible parties, timelines, and desired outcomes for each stakeholder group.
- Capacity building and empowerment: UNDP will offer training and support to enable effective participation, particularly for marginalized or less represented groups.
- Regular communication: UNDP will maintain open lines of communication through Project updates, and stakeholder meetings to ensure transparency and trust building.
-

Effective stakeholder engagement is a continuous process that requires adaptation and responsiveness to the evolving context and stakeholder needs. By actively involving all relevant parties, the Project aims to embrace a sense of ownership, ensure that interventions are contextually appropriate, and enhance the sustainability of recovery efforts in Ukraine.

Digital Solutions

The points below outline how digital technologies will enhance the experiences of beneficiaries and partners in addressing development challenges:

- Digital mapping and geospatial analysis: Essential for accurately assessing infrastructure damage, using digital mapping, remote sensing, UAVs, and GIS to identify damaged areas and plan reconstruction effectively, supported by high-resolution maps and orthophoto plans.
- Remote assessments: Utilizing remote sensing and advanced image analysis for assessing war-damaged areas, especially those inaccessible, to evaluate destruction and potential hazards efficiently.
- Digital capacity building: Training in digital literacy, geospatial analysis, and data management for community members and officials, enabling them to use digital tools for recovery Project planning and implementation.
- Integration with national geoportal: Aligning local data collection with national standards to enhance spatial data quality and utility, supporting broader resilience and development initiatives.
- Launching the Recovery Knowledge and Replication Hub for advancing digital literacy, geospatial technologies, and gender and disability-sensitive data-driven strategies, aligning local initiatives with national recovery goals.

Knowledge

The list below provides the knowledge products expected as an output from the Project.

1. Detailed community profile: comprehensive reports on selected communities covering aspects such as war damage, demographic changes, economic impacts, and governance, etc., generated through primary and secondary data collection and community consultation.
2. Digital maps and orthophoto plans: High-resolution digital maps and orthophoto plans developed from UAVs and satellite images serve detailed visual documentation of damage and recovery needs.
3. Best practice guidelines and toolkits that document success stories of the strategies and approaches used during community engagements, data collection, and use of geospatial technologies for comprehensive recovery programming.
4. Online portal and databases that allow access to the Project assessments, including interactive maps and GIS tools, and environmental monitoring and recovery progress databases.
5. Research papers and policy briefs: Detailed analysis and recommendations will be set for community recovery, digital tools, and environmental sustainability to inform policy and decision-makers.
6. Training materials and e-learning modules: Developed within the Project framework for capacity-building activities, they include workshops on GIS, remote sensing, and digital tools for comprehensive recovery planning.

Visibility and dissemination strategies

- Through the UNDP website and social media, regular updates, stories, and access to knowledge products with the wider audience in mind, including the attention of stakeholders, partners, and the general public.
- Collaborations with academic and research institutions: This involves working in partnership with universities and research institutions to use Project results, where applicable.
- Policy dialogues and stakeholder workshops: organize policy dialogues and stakeholder workshops through government bodies, NGOs, and community groups for communication on the outcome findings in context to policy and practical application.
- Open-access repository: Ensure that all knowledge products that are not subject to martial law restrictions are included in the archive of open-access repositories and accessible freely to the public.

Sustainability and Scaling Up

By aligning with the national geoportal and other relevant platforms managed by the StateGeoCadastre, the Ministry for Restoration, and other relevant platforms, the Project ensures that local data collection and recovery planning efforts are synchronized with national standards. This alignment is critical as it guarantees that the granular data captured from remote assessments, and advanced analytics are integrated into the broader national platforms.

Investment in capacity development is also a critical element for sustainable recovery and development. Thus, the Project prioritizes strengthening and monitoring these capacities through comprehensive training programs in digital literacy, geospatial analysis, and data management. The launching of the RKR Hub further supports national capacities, serving as a repository for knowledge sharing, innovation, and best practices in digital governance and recovery planning.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The Project will align and leverage activities and partnerships with other initiatives to maximize resource utilization. In addition, integration with existing national and international efforts avoids duplication of work and strengthens the collective response to Ukraine's recovery needs.

The Project seeks to operationalize joint operations with other partners wherever feasible, especially in monitoring and procurement. Collaborating with partners, including UN agencies and local NGOs, enables the Project to share the costs of essential operations, such as data collection and analysis, procurement of goods and services, and training programs. This collaborative model extends the reach and efficiency of the Project's activities, ensuring that resources are used in the most impactful way.

Project Management

The Project will be operational across several key regions in Ukraine, directly addressing areas most affected by the full-scale war. The management structure includes a central Project office, a Decision Support Unit (DSU) in UNDP's office in Kyiv, frequent missions to the field, and utilization of UNDP's presence in the field to help coordinate closely with local authorities, community organizations, and international partners to ensure effective Project implementation.

Furthermore, audit arrangements will adhere to UNDP's rigorous standards, with regular internal and external monitoring planned to ensure transparency, accountability, and optimal use of resources. The Project will also engage in collaborative arrangements with related Projects, both within and outside the UNDP framework, to share insights, reduce overlap, and enhance the impact of recovery efforts.

UNDP Country Office Support Services will play a crucial role in providing oversight, technical support, and direct Project costing. This includes guidance on best practices, compliance with UNDP's operational standards, and ensuring that the Project's financial management meets the highest standards of efficiency and accountability


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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNDAF Outcome 3.1. By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets Indicator 4.3.1: Number of national and regional governmental agencies with improved capacity in community engagement, gender-responsive planning, coordination and monitoring of recovery efforts. [Baseline (2016): 0 > Target (2022): 6]. Source: Annual assessments by UNDP, regional administrations
Applicable Output(s) from the UNDP Strategic Plan: Output 4.3. National and regional authorities have the knowledge and skills to engage communities in gender-responsive planning, coordination, delivery and monitoring of recovery efforts
Project Title and Quantum Project Number: Strengthening Evidence-Based Recovery in Ukraine, 00133617

EXPECTED OUTPUTS	OUTPUT INDICATORS[14]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 1: *Targeted war-affected communities empowered for comprehensive recovery programming through the utilization and analysis of data, with gender and disability considerations* *GEN 2*	1.1 Number of communities using national geoportal layers, including BDA, in recovery programming	Community feedback (workshops)	0	2023	5	20	25	Workshops/ Risk: low community engagement
	1.2 Number of women community representatives benefiting from the knowledge exchange,	Workshop attendance sheets, Project records	0	2023	25	75	100	Workshop attendance/ Risk: Technological resistance
	1.3 Number of settlements supported with orthophoto plans updates	UNDP records	426	2023	0	300	725	Orthopho plans/ Risk: UAV restriction due to security situation, technical failure
	1.4 Number of products/ publications developed under the RKR Hub (including guidance notes, policy briefs, etc)	Project publications/ products	0	2023	*2*	3	*5*	Project publications database/ Risk: Low engagement from communities
Output 2 *National and/or municipal authorities have*	2.1 Number of settlements covered by remote assessments	Project reports	1	2024	*0*	10	*10*	Damage assessments database/ Risk: Difficulty in accessing high-resolution clear imagery

[14] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS[14]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
enhanced their capacity to analyze and utilize geospatial data for recovery and reconstruction *GEN 2*	2.2. Number of thematic war-related impact analytical products, including thematic Secondary Data Review deep dive produced, with gender considerations	Project records	*0*	*2023*	*12*	*12*	*24*	Project products database/ Risk: production delays & personnel turnover
	2.3 Number of GoU officials reporting use of remote sensing data for decision-making	Project records	*0*	*2023*	*0*	10	*10*	Survey results

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the Project will be monitored through the following monitoring and evaluation plans:

Monitoring 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. UNDP Ukraine will use the Integrated Monitoring and Reporting Platform (IMRP) and ActivityInfo to track the progress.	Quarterly	Slower than expected progress will be addressed by Project management.
Monitor and Manage Risk	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 UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project management 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.	Semi-anuualy	Relevant lessons are captured by the Project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the Project will be assessed against UNDP's quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project.	Annually	Areas of strength and weakness will be reviewed by Project 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.	At least annually	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 long 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's governance mechanism (i.e., Project board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. 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 socialize Project results and lessons learned with relevant audiences.	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	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Evaluation	n/a	Output 4.3. National and regional authorities have the knowledge and skills to engage communities in gender-responsive planning, coordination, delivery and monitoring of recovery efforts	Outcome 4. By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support	30.04.2026	Ministry for Restoration, StateGeoCadastre, target communities	50,000 USD (TBD)

VII. MULTI-YEAR WORK PLAN [15][16]

All anticipated programmatic and operational costs to support the Project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the Project budget under the relevant output(s). This includes activities that directly support the Project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the Project need to be disclosed transparently in the Project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 1: *Targeted war-affected communities empowered for comprehensive recovery programming through the utilization and analysis of data, with gender and disability considerations* Gender marker: GEN2	Activity 1.1: Support the RKR Hub launching and functioning	232,000.00	590,000.00	UNDP / TBD	UNDP/TBD	Contractual Services - Individ/ UN Volunteers Grants Contractual Services – Companies/Imp Partn	822,000.00
	Activity 1.2: Strengthen the capacities of targeted communities to utilize data for recovery	143,000.00	482,000.00	UNDP	UNDP/TBD	Contractual Services - Individ/ Contractual Services – Companies UN Volunteers	625,000.00
	Activity 1.3: Facilitate access of local communities to orthophoto maps through existing national-level portal(s) and further utilization for enhanced comprehensive recovery programming	0.00	1,000,000.00	UNDP / TBD	TBD	Contractual Services - Individ Contractual Services – Companies/Imp Partn	1,000,000.00
	Activity 1.4: Support innovative solutions for community recovery (digital twins)	39,500.00	250,000.00	UNDP	UNDP/TBD	Contractual Services – Individ Contractual Services - Companies Procurement of equipment/ services	289,500.00
	Activity 1.5: HACT Assurance Activities	0	9,500.00	UNDP	TBD	Professional Services	9,500.00
	Sub-Total for Output 1	**414,500.00**	**2,331,500.00**				**2,746,000.00**

[15] *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*

[16] *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.*

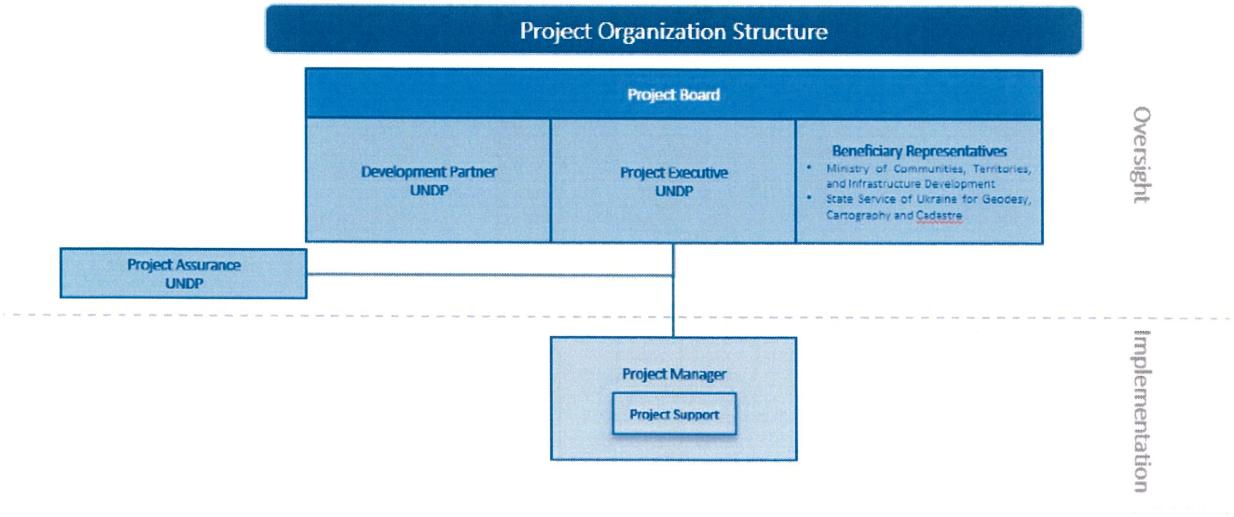
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
Output 2: National and/or municipal authorities have enhanced their capacity to analyse and utilize geospatial data for recovery and reconstruction – GEN 2	Activity 2.1: Provide advanced remote sensing and analytics-driven assessment technical support to the Ministry for Restoration and StateGeoCadastre	10,000.00	394,388.92	UNDP	UNDP/TBD	Contractual Services - individ/ Contractual Services - Companies	404,388.92
	Activity 2.2: Conduct thematic war-related impact monitoring and analysis using remote sensing, aerial imagery and analytics	58,000.00	450,000.00	UNDP	UNDP/TBD	Contractual Services - individ/ UN Volunteers Contractual Services - Companies	508,000.00
	Activity 2.3: Development of analytical products and information management services	58,000.00	100,000.00	UNDP	UNDP/TBD	Contractual Services - individ/ UN Volunteers Contractual Services - Companies	158,000.00
	Sub-Total for Output 2	**126,000.00**	**994,388.92**				**1,070,388.92**
	Management costs	99,963.06	139,500.00	UNDP	UNDP/TBD	Contractual Services – Individ UN Volunteers	239,463.06
	Evaluation	0.00	50,000.00	UNDP	UNDP/TBD	Evaluation	50,000.00
	Audit	0.00	15,000.00	UNDP	UNDP/TBD	Audit	15,000.00
	Travel and monitoring oversight	33,500.00	38,500.00	UNDP	UNDP/TBD	Travel and monitoring	72,000.00
	Audio Visual&Print Prod Costs	500.00	500.00	UNDP	UNDP/TBD	Audio Visual&Print Prod Costs	1,000.00
	Materials	1,000.00	1,000.00	UNDP	UNDP/TBD	Materials	2,000.00
	Rent, office supplies and communication	39,993.29	49,000.00	UNDP	UNDP/TBD	Rent Supplies Communication	88,993.29
	Security 2%	14,309.13	71,387.78	UNDP	UNDP/TBD	Security	85,696.91
	DES	6,969.58	109,223.30	UNDP	UNDP/TBD	DES	116,192.88

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount
	General Management Support 8%	58,938.80	300,000.00	UNDP	UNDP/TBD	GMS	358,938.80
TOTAL		795,673.86	4,050,000.00				4,845,673.86

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be governed according to the Terms of Reference of the Project Board (Annex 4), which was established to review performance and high-level implementation issues based on established monitoring and evaluation metrics to ensure the quality delivery of results.

The Project Board members will be responsible for overseeing the Project's implementation and will be represented by the UNDP Deputy Resident Representative (Development Partner and Project Executive) and the designated representatives of the Project Beneficiaries, i.e., the Ministry for Restoration and the StateGeoCadastre.



IX. LEGAL CONTEXT

This Project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ukraine and UNDP, signed on 18 June 1993. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This Project will be implemented by UNDP ("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 the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. 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][17] [UNDP funds received pursuant to the Project Document][18] 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.
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

[17] To be used where UNDP is the Implementing Partner

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

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, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this 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. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

   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.

XI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening
3. Risk Analysis
4. Project Board Terms of Reference
5. Low-Value Grants

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ANNEX 1

PROJECT QUALITY ASSURANCE – DESIGN

☒	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 Project is linked to Outcome 4 of the UNDP Ukraine's Country Programme Document 2018-1024: "Communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support" and is contributing to the achievement of outcome-level results through the delivery of Project outputs. The Project is integrated into the Programme Theory of Change, with a twofold contribution to pathway I, "Inclusive and effective democratic governance", the inclusive and responsive decision-making and policies, and Pathway III, "Recovery and peacebuilding in conflict-affected areas", through enhancing the resilience and capacities of local governance structures. The assumptions and risks identified in the Project Theory of Change are appropriately reflected in the Project risk log.
	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[19] and adapts at least one Signature Solution[20]. 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[21]. The Project's RRF includes at least one SP output indicator, if relevant. (both must be true)

[19] 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

[20] 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.

[21] 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
☐	• 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 Project is fully aligned with the UNDP Strategic Plan, responding to the development settings "Accelerate structural transformations for sustainable development;" and "Build resilience to shocks and crises". The Project is adapting Signature solutions "Strengthen effective, inclusive and accountable governance" and "Enhance national prevention and recovery capacities for resilient societies". The Project RRF includes the relevant SP indicator 3.1.1 Number of risk-informed development strategies and plans in place at: sub-national level.
	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): The Project is linked to the Country Programme Document Outcome 4, output 4.3. National and regional authorities have the knowledge and skills to engage communities in gender-responsive planning, coordination, delivery and monitoring of recovery efforts; Outcome 1 of UNDP Strategic Plan, Structural transformation accelerated, particularly green, inclusive, and digital transitions; and UN Transititonal Framework Strategic Priority 3, Strengthening systems.
	2. RELEVANT
	4. Does the Project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)? [22]
☐	• 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): The Project document clearly specifies the criteria for selection of target communities that would benefit from UNDP interventions. As such, the target communities would be prioritized based on the vulnerability, identified capacity needs and expected impact for the people residing in the community (taking into account the presence of marginalized, vulnerable or left behind populations in the identified community/ area).
	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.

[22] *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)*

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☒	PROJECT QA - DESIGN
☐	• 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 design is based on the results and lessons learned of the initiation phase of the Project Strengthening evidence-based recovery in Ukraine. It also takes into account other relevant UNDP interventions, both past and ongoing, in the areas of crisis management, recovery planning and implementation of reconstruction Projects, capacity development for local authorities, participatory governance and community mobilization. The Independent Country Programme Evaluation (2021) and the UNPF evaluation (2021) have provided reference analysis for the formulation of the Project. In addition, the Project has integrated the analysis and recommendations of RDNA reports. The Project is well coordinated with the interventions of other development partners and relevant actors in the area of evidence-based policy-making and has used stakeholder feedback to adjust the Project ToC (e.g. UN agencies, USAID, the EU, GIZ, JICA, Canada).
	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 Project is based on sound context and stakeholder analysis, which allowed to identify the relevant national government entities, non-governmental organizations, international organizations, development partners and UN agencies working in the field. The Project is designed to address the gaps and complement the interventions of other actors. This is elaborated in more detail in the "Partnerships" section of the 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)

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☒	PROJECT QA - DESIGN
☐	• 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): **The Project fully adopts the HRBA and incorporates the principles of accountability and meaningful participation, with a strong focus on engaging local community members and local authorities in the hromadas (communities). The Project beneficiaries are expected to fully participate and lead in the design of data collection tools and methodologies and take ownership of data analysis and utilization. The Project is fully aligned with Ukraine's national legislation, international standards and best practices. Any potential adverse impacts on the enjoyment of huma rights have been considered during the Social and Environmental Screening Procedure (annexed to the 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 Project document provides basic gender analysis, with some issues highlighted in the development challenge and strategy sections, focused on the availability of gender-sensitive data and the participation of women in evidence-based policy-making, data analysis and utilization. There are several gender-responsive activities aimed at the promotion of the use of gender-sensitive data and increased participation of women in data analysis, with corresponding gender-sensitive indicators. However, gender equality is not the principal objective of the Project.**
	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.
	Evidence (Enter a short explanation and attached a document that provides evidence for your response):

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☒	PROJECT QA - DESIGN
	Yes, the Project supports the sustainability of societies and contributes to the Resilience Signature Solution of the UNDP Strategic Plan. The Project specifically aims to facilitate national ownership over the Recovery Knowledge and Replication Hub to support communities in adopting digital tools, exchanging best practices, and conducting research on data usage for improved recovery processes. Central to the Project's success is its partnership with the Ministry for Communities, Territories and Infrastructure Development and the State Service of Ukraine for Geodesy, Cartography and Cadastre and local communities. These collaborations ensure that the Project's initiatives are aligned with national and regional development plans, enhancing their relevance and sustainability. By integrating Project outcomes with the national geoportal and other national platforms, the Project supports the government's efforts in comprehensive recovery programming, reinforcing the institutional capacity for future resilience.
	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 an 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): The SESP document is annexed to the Project document.
	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)

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☒	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 RRF is corresponding to the quality standards and requirements of UNDP, with appropriate level of results measured through SMART indicators, with credible data sources, realistic baselines and targets. Gender-sensitive indicators are included in RRF.
	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 governance mechanism is elaborated in the Project document, and the Project Board Terms of reference are annexed to the Project document too.
	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.
☐	• 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):

☒	PROJECT QA - DESIGN
	The Project document has a fully developed and updated risk register, which encompasses the SESP screening, and provides clear action points to manage risks.
	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 elaborates the theory of change that leads to the achievement of results in coordination with stakeholders and relevant partners in the most cost-efficient way. Synergies with other UNDP interventions are identified, in order to pool resources and maximize Project impact, and further elaborated in the Project work plans.
	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): The budget comprises all the required elements. The Project has conducted stakeholder analysis (Partnership section of the Project document), which provides the background for the resource mobilization plans to mobilize unfunded amounts. Adequate costs for monitoring, evaluation, communications and security have been incorporated.
	16. Is the Country Office / Regional / Global Project fully recovering the costs involved with Project implementation?

☒	PROJECT QA - DESIGN
☒	• 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): **All Project support costs are being recovered through the direct Project costs (DPC) and general management support (GMS) charges.**
	6. EFFECTIVE
	17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the Project? [23]
☒	• 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 has been developed in consultation with the local communities, which act as representatives of the population, inclusive of the marginalized, vulnerable and left furthest behind target groups. In particular, the authorities in Mykolaiv and Kherson oblast were consulted to identify priority needs and reflect on the Project design, and relevance of Project outputs. Local authorities/communities will be included in the Project board, to ensure consistent monitoring of the Project and participation in decision-making.**
	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?
☒	• Yes
☐	• No
	Evidence (Enter a short explanation and upload a document that provides evidence for your response):

[23] *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)*

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☒	PROJECT QA - DESIGN
	Yes, the Project has established a monitoring and evaluation plan, with monitoring actions at appropriate frequency, properly budgeted and planned throughout the Project duration. It is expected that the monitoring observations will provide inputs to ensure Project relevance, efficiency and to enable agile management and course correction, based on the needs or changes in circumstances.
	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): The gender marker assigned to the Project is GEN2. While gender equality is a significant objective of the Project, which is reflected in the Project RRF and context analysis, it is not the primary one.
	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?[24]
☒	• 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[25] and data principles[26]. (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[27] and data principles[28], 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.
☐	• 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[29] and data principles[30] 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.

[24] *For a checklist and evidence template, please see the Embedding Digital Thinking into Project Design Guidelines (https://rebrand.ly/DbDProjectGuideEN).*

[25] *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).*

[26] *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).*

[27] *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).*

[28] *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).*

[29] *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).*

[30] *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).*

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☒	PROJECT QA - DESIGN
	*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 is aiming at promotion of digital and data technologies among beneficiaries, hence the societal digital risks and opportunities are comprehensively analyzed in the development challenge section of the Project document. The ToC reflects in detail on streamlining digital standards and data principles, in alignment with the UNDP corporate standards and requirements.
	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 has been developed by UNDP Country Office, in close coordination with the national stakeholders – the Ministry of Communities, Territories and Infrastructure Development, State Geo Cadaster, local authorities (communities).
	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 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):

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☒	PROJECT QA - DESIGN
	The Project document elaborates on the strategies and action points to enhance the capacities of the national institutions (e.g. the Ministry, State GeoCadaster and local communities) via the establishment of a Recovery Knowledge and Replication Hub. UNDP will regularly monitor national capacities using clear indicators, identified in the Project RRF and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
	23. Is there 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): The Project will be implemented in the DIM (direct implementation) modality, hence will fully apply the procurement, monitoring, evaluation systems of UNDP.
	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 Project document elaborates the scale-up strategy and phase-out plan. The Knowledge Recovery and Replication Hub, established by the Project, is aiming to promote national ownership and ensure that Project results remain sustained even after the Project closure, with the possibility to scale up best practices to more communities.

Name and Title	*Signature and Date*	*Description*
QA Assessor: Lesia Shyshko Team Leader, Strategic Planning, Partnerships, RBM	Signature: DocuSigned by: Lesia Shyshko CC6456F73989498... Date: 30 April 2024	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: Christophoros Politis Deputy Resident Representative	Signature: DocuSigned by: 579848EFB0DC4CC... Date: 30 April 2024	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.

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Annex 2
Social and Environmental Screening

Project Information	
1. Project Title	Strengthening evidence-based recovery in Ukraine
2. Project Number (i.e. Quantum Project ID, PIMS-	00133617
3. Location (Global/Region/Country)	Ukraine
4. Project stage (Design or Implementation)	Design
6. Date	30 April 2024

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 is committed to upholding a strong human-rights-based approach throughout its implementation of participation, access to information and accountability principles. The Project closely coordinates its work with the Government of Ukraine (GoU) at the national level (Ministry for Communities, Territories and Infrastructure Development and the State Service of Ukraine for Geodesy, Cartography and Cadastre), regional and local community levels, as well as with sister UN Agencies and civil society to ensure that relevant human-rights perspectives have been incorporated into the implementation processes. The coordination involves sharing regular updates with relevant actors to build national capacity on data utilization to foster recovery efforts at the national, regional and local levels.

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

Though the Project is not explicitly designed to target gender equality as a standalone objective, it will support the GoU's capacity to engage communities in gender-responsive planning, coordination, delivery and monitoring of recovery efforts by providing a holistic overview of damages and losses at the oblast and community level.
The Project emphasizes the establishment of systematic, gender—and disability-disaggregated data collection methods to enhance local service delivery, planning, and monitoring. Output 1 specifically aims to support empowering the targeted communities for comprehensive recovery programming through the utilization and analysis of gender and disability-sensitive data, while Output 2 foresees the development of thematic secondary data review (SDR) deep dives with gender considerations incorporated as necessary.

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

To ensure sustainability and national ownership, the Project will facilitate the establishment of a Knowledge Recovery and Replication Hub to support communities in adopting digital tools, exchanging best practices, and conducting research on data usage for improved recovery processes. The Project will work closely with various partners to leverage strengths, share knowledge, and ensure unified efforts towards common objectives. Central to the Project's success is its partnership with the Ministry for Communities, Territories and Infrastructure Development and the State Service of Ukraine for Geodesy, Cartography and Cadastre and local communities. These collaborations ensure that the Project's initiatives are aligned with national and regional development plans, enhancing their relevance and sustainability. By integrating Project outcomes with the national geoportal and other national platforms, the Project supports the government's efforts in comprehensive recovery programming, reinforcing the institutional capacity for future resilience

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

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The Project involves a broad range of stakeholders whose engagement is crucial for the successful implementation and sustainability of the recovery efforts. The Project will perform its activities in close coordination with relevant GoU counterparts, the UN and civil society to ensure that relevant stakeholders are using their regular channels for information disclosure and proactive citizen awareness-raising in line with Ukraine's laws and regulations on freedom of information. As a country office, UNDP Ukraine will proactively inform the public about the Project, its progress, the government partners involved and the results achieved. UNDP will continue supporting the GoU's communications on addressing concerns for those working to build informed and inclusive societies.

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 5 below 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*

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)	

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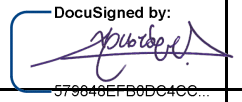
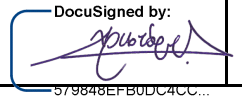
			☐	ESIA (Environmental and Social Impact Assessment)	
			☐	SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	

			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
			☐	ESMF (Environmental and Social Management Framework)	
	Based on identified <u>risks</u>, 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	☐			

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Final Sign Off

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

Signature	*Date*	*Description*
QA Assessor 	30 April 2024	Ms. Lesia Shyshko, Team Leader, Strategic Planning, Partnerships, RBM
QA Approver 	30 April 2024	Mr. Christophoros Politis, Deputy Resident Representative
PAC Chair 	30 April 2024	Mr. Christophoros Politis, Deputy Resident Representative

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)**
P1 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

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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:	

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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?	No
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*	No
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?	No
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

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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?	No
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

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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?	No
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:	
6.1 areas where indigenous peoples are present (including Project area of influence)?	No

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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
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the Project life-cycle?	Yes

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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?	No
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

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

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ANNEX 1. ERM RISK CATEGORIES AND SUB-CATEGORIES

1.Social and Environmental	2. Financial	3. Operational	4. Organizational	5. Reputational	6. Regulatory	7. Strategic	8. Safety and Security
1.1. Human rights 1.2. Gender equality and women's empowerment 1.3. Grievances (Accountability to stakeholders) 1.4. Biodiversity conservation and sustainable natural resource management 1.5. Climate change and disaster risks 1.6. Community health, safety and security 1.7. Cultural heritage 1.8. Displacement and resettlement 1.9. Indigenous peoples 2. Labour and working conditions 3. Pollution prevention and resource efficiency 4. Stakeholder engagement 5. Sexual exploitation and abuse	2.1 Cost recovery 2.2 Value for money 2.3 Corruption and fraud 2.4 Fluctuation in credit rate, market, currency 2.5 Delivery 2.6 Budget availability and cash flow	3.1 Responsiveness to audit and evaluations (Delays in the conduct of and implementation of recommendations) 3.2 Leadership and management 3.3 Flexibility and opportunity management 3.4 Reporting and communication 3.5 Partners' engagement 3.6 Transition and exit strategy 3.7 Occupational safety, health and well-being 3.8 Capacities of the partners	4.1 Governance 4.2 Execution capacity 4.3 Implementation arrangements 4.4 Accountability 4.5 Monitoring and oversight 4.6 Knowledge management 4.7 Human Resources 4.8 Internal control 4.9 Procurement	5.1.Public opinion and media 5.2.Engagement with private sector partnership 5.3.Code of conduct and ethics 5.4. Communications 5.5.Stakeholder management 5.6.Exposure to entities involved in money laundering and terrorism financing	6.1 Changes in the regulatory framework within the country of operation 6.2 Changes in the international regulatory framework affecting the whole organization 6.3 Deviation from UNDP internal rules and regulations	7.1. Alignment with UNDP strategic priorities 7.2 UN system coordination and reform 7.3 Stakeholder relations and partnerships 7.4 Competition 7.5 Government commitment 7.6 Change/turnover in government 7.7 Alignment with national priorities 7.8 Innovating, piloting, experimenting	8.1.Armed conflict 8.2.Political instability 8.3.Terrorism 8.4.Crime 8.5.Civil unrest 8.6.Natural hazards 8.7.Manmade hazards 8.8.Cyber security and threats

ANNEX 3 RISK ANALYSIS

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Project Title: Strengthening evidence-based recovery in Ukraine	Project Number: 00133617	Date: 30-Apr-24

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that there might be further significant deterioration of the security situation in Ukraine	As a result of the ongoing full-scale invasion of Russia into Ukraine, specifically the spread of open hostilities in Project-targeted areas	Which will impact: (1) enhanced security restrictions that may weaken staff movement, mobility, and holding direct consultations with stakeholders/partners. These restrictions may lead to reduced geographical coverage of the Project and potential delays in data collection, hindering the achievement of Project goals. (2) potential risk of injury, persecution or detention to Project staff, contractors, partners, or beneficiaries impacting partners' ability and commitment to execute activities	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 1.1: UNDP will work in close coordination with UNDSS and the national government while ensuring the involvement of local authorities to secure a safe environment for implementing the Project's activities and working with implementing partners with good knowledge of the local context and effective presence on the ground. Project activities will consider the security situation in Ukraine, and the necessary revisions will be made to ensure that Project activities continue to the extent possible. Scale down of Project activities in affected areas until an acceptable level of stability is restored. Risk Treatment Owner: Project Manager
								Risk Treatment 1.2: Building capacities of community security providers and supporting the establishment of community-based security systems (e.g. for early warning) for each target area will be essential for limiting security risks. Risk Treatment Owner: Project Manager
								Risk Treatment 1.3: Tested business continuity and security plans and standard operating procedures in place

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								and updated regularly to mitigate the impact of existing and potential threats to UNDP staff. Risk Treatment Owner: Project Manager
2	There is a risk of a lack of willingness of stakeholders to cooperate with the Project or that changes may occur at the partner government institutions during or after the war, leading to a substantial revision of strategic priorities and a potential lack of commitment to Project objectives	As a result of political instability, decrease in public support for the government due to inadequate crisis management, growing economic hardships and deteriorating social conditions. High expectations from government partners for the Project.	This will impact in delays in Project activities or inability to achieve the Project's expected results, especially a slowdown of policy and institutional work and weakened sustainability of Project interventions	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 2.1: Project will foster strong relationships and regular communication with partner government institutions to build trust and maintain a shared understanding of Project goals and objectives. Risk Treatment Owner: Project Manager
								Risk Treatment 2.2: Project will create a comprehensive and realistic work plan that takes into account the specific context and potential changes within partner government institutions. The Project will manage (through sustained engagements at all levels: Project implementation, board) expectations by clearly indicating Project scope, i.e., what the Project can and cannot support. Risk Treatment Owner: Project Manager
								Risk Treatment 2.3: Stakeholder consultations through active engagement of civil society and communities Risk Treatment Owner: Project Manager
3	There is a risk that Project interventions are not implemented in a gender-sensitive manner and that the full participation of women in the	As a result of low awareness or lack of capacity of Project staff and partners of gender equality and women empowerment	Which will have implications for Project approaches, design, and activities. These implications include the inadequate incorporation and reflection of the views, priorities, and	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerme	Likelihood: 2 - Low likelihood Impact: 1 - Negligible Risk level:	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 3.1: At the beginning of the Project, a gender analysis and action plan will be developed to accurately assess the baseline and design customized measures for supporting gender mainstreaming in the Project activities. The Project's gender equality and women's empowerment monitoring

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	Project planning and implementation, and their access to benefits provided by the Project may be limited	issues; low interest of women beneficiaries in participation in Project activities; pre-existing social and cultural norms in the Project target areas; lack of regularly updated gender and vulnerability segregated statistical data.	constraints of women and girls, as well as the limited opportunities for their involvement in implementation and access to opportunities and benefits. As a result, equitable opportunities may not be provided, hindering the inclusion and empowerment of women and girls in the Project.	nt) - UNDP Risk Appetite: CAUTIOUS	LOW (equates to a risk appetite of MINIMAL)			will follow the Project's performance in this regard. Risk Treatment Owner: Project Manager
								Risk Treatment 3.2: The Project will ensure that its staff and partners uphold the highest standards of conduct for PSEA, which includes familiarizing themselves with UNDP's policies and procedures on PSEA and being informed about the channels available for reporting misconduct. Risk Treatment Owner: Project Manager
								Risk Treatment 3.3: The Project will set a target for women's participation in all Project activities to ensure their active involvement and representation; engage and support women's organizations in advocacy efforts, local planning, and budgeting participation, empowering them to voice their perspectives and priorities; allocate a minimum budget specifically dedicated to women's activities, ensuring that sufficient resources are allocated to address their specific needs and promote gender equality within the Project. Risk Treatment Owner: Project Manager
4	There is a risk of high staff turnover (particularly in key positions) and a limited local human resource base	As a result of the inability to attract quality human resources, delays in UN recruitments, limited outreach	This will lead to a slowdown or potential derailment of Project implementation and reputation risk due to the loss of valuable knowledge and	4. ORGANIZATIONAL (4.7. Human Resources) - UNDP Risk Appetite:	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 4.1: The Project will make use of flexible human resources arrangements (i.e., the engagement of expert consultants and/or consultancy companies) to minimise the risk, while ensuring that recruitment procedures adhere to UN norms and standards.

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		during the recruitment process, and an unattractive offer to qualified candidates.	experience because of staff turnover and the slow pace of refilling vacant positions.	**EXPLORATORY TO OPEN**	Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**			Risk Treatment Owner: Project Manager, HR Risk Treatment 4.2: Instrumentalize incentives to retain talented staffs, such as offering flexible working arrangements, providing a wide range of learning opportunities, and implementing a robust performance management policy. Risk Treatment Owner: Project Manager, HR Risk Treatment 4.3: UNDP will take a proactive approach to recruitment to access a wider talent pool and enhance the chances of attracting qualified candidates for its job opportunities. More specifically, UNDP will leverage its current and past partner organizations operating nationwide to disseminate job vacancies effectively. Risk Treatment Owner: Project Manager, HR
5	There is a risk of service interruptions due to commodity shortages, stockouts, or failure to attract quality suppliers for UNDP procurement cases. This risk also includes the possibility of	As a result of inadequate procurement planning, complex and lengthy procurement processes, and suppliers that fail to deliver on quality or meet deadlines. The risk	This may contribute to delays in the delivery or installation of procured equipment or other deliverables, causing a slowdown in Project activities and requiring revisions to the initial timeframes for more than one month. Moreover, it may lead to	**4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 5.1: The Project will closely monitor the procurement plan and make necessary course corrections or consider alternative planning at an early stage. This includes advance planning of procurement activities, conducting frequent monitoring checks, conducting market studies, and coordinating closely with the procurement team to ensure timely delivery. Risk Treatment Owner: Project Manager

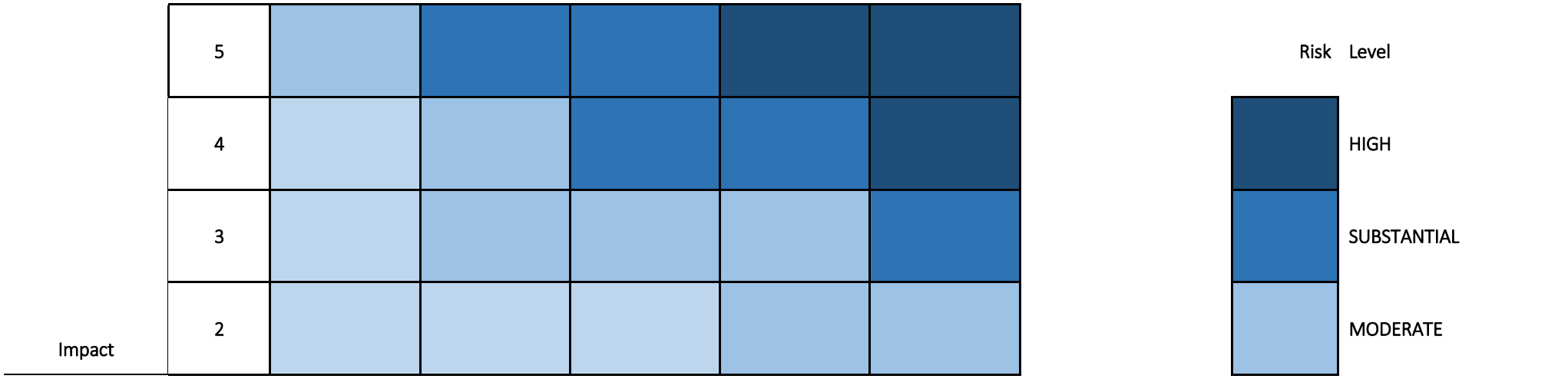
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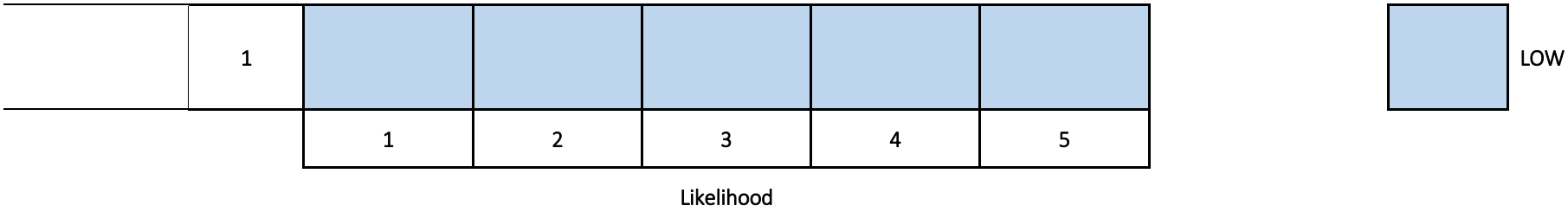
	substandard quality of deliverables produced by service providers.	may also be triggered by factors such as inflation and currency exchange rate fluctuations, as well as logistical challenges in a highly dangerous implementation environment in Ukraine.	a failure to achieve the Project's expected results, pose reputation risks, and potentially result in budgetary constraints.					Risk Treatment 5.2: By holding regular meetings, ensuring quality assurance, and implementing effective management practices, the Project will maintain strong supplier relationships, monitor deliverable quality, and successfully manage the procurement process to meet objectives within the allocated time, budget, and quality parameters. Risk Treatment Owner: Project Manager
								Risk Treatment 5.3: The Project will be working closely with the procurement team to ensure that the content of the terms of reference (ToR) have clear parameters, so bidders are properly guided and informed on the requirements. Pre-bid conferences will provide further specification and guidance. Risk Treatment Owner: Project Manager
6	There is a risk that the Project may face challenges in implementing gender-responsive monitoring and evaluation activities within the expected timeframe, particularly in conducting field visits and collecting primary data.	As a result of travel restrictions due to the rapidly deteriorating and highly volatile security situation in Project target areas amid the ongoing full-scale war in Ukraine; staff capacity constraints; unavailability of public data, especially related to SDGs.	This will contribute to a struggle to effectively incorporate a gender lens in monitoring and evaluation efforts, hindering the ability to assess the impact of the Project and make informed decisions based on gender-disaggregated data.	**4. ORGANIZATIONAL (4.5. Monitoring and oversight) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-May-24 To: 30-Apr-26	Project Manager	Risk Treatment 6.1: UNDP will provide training and guidance to enhance monitoring and reporting skills of partners and staff. The Project will develop a comprehensive monitoring and reporting plan to support M&E efforts and ensure the availability of sufficient data for informed decision-making. Risk Treatment Owner: Project Manager, SPPRBM
								Risk Treatment 6.2: Progress reporting will be facilitated through the Integrated Monitoring and Reporting Platform, a web-based solution developed by UNDP Ukraine to capture quantitative data on output results, track performance, and

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								programme lifecycle management to comprehensively capture how development initiatives and interventions are delivered to their ultimate beneficiaries. Risk Treatment Owner: Project Manager
								Risk Treatment 6.3: Project will leverage remote monitoring approaches and innovative tools and methodologies, such as online beneficiary feedback, micro-narratives, aerial imagery and geospatial data (particularly for needs assessment and baseline data collection), and collective intelligence, whenever possible and if relevant. Risk Treatment Owner: Project Manager

ANNEX 3: RISK MATRIX




1
1
2
3
4
5
Likelihood
LOW

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UNDP Standard Terms of Reference (ToR) for the
Project Board of the
"Strengthening Evidence-Based Recovery in Ukraine" Project, 00133617

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 'Project Board'. 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 (as explained in the "Provide Oversight" section of the PPM). 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 (as explained in the "Manage Change" section of the PPM). 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).

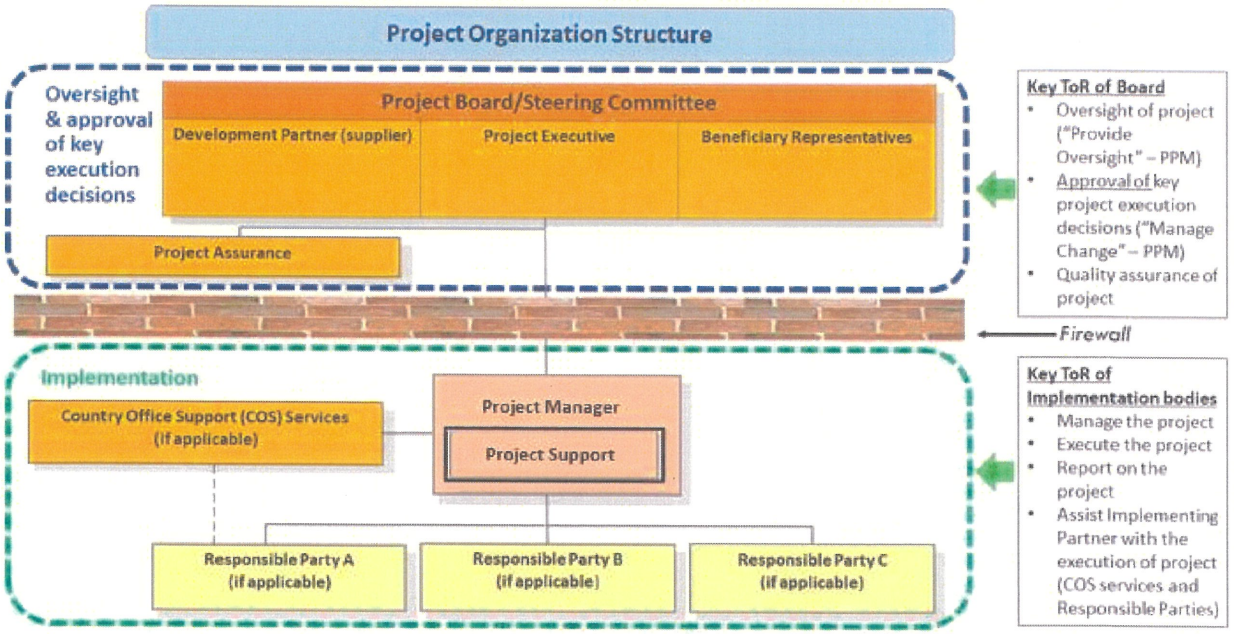
The Project Board is responsible for making management decisions by consensus when required, including the approval of Project plans and revisions, and the Project manager's tolerances. The Project Board approves annual work plans and reviews updates to the Project risk log.

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

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In cases where UNDP or a national government entity are concurrently playing roles and represented in both layers of the Project organization structure, the entity must seek to separate its Project oversight and implementation duties and describe in the relevant Project document a: 1) satisfactory internal institutional arrangement for the separation of oversight and implementation functions in different departments of said entity and; 2) clear lines of responsibility, reporting and accountability within the entity between their oversight and implementation functions.

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[31].

[31] 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

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- 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.

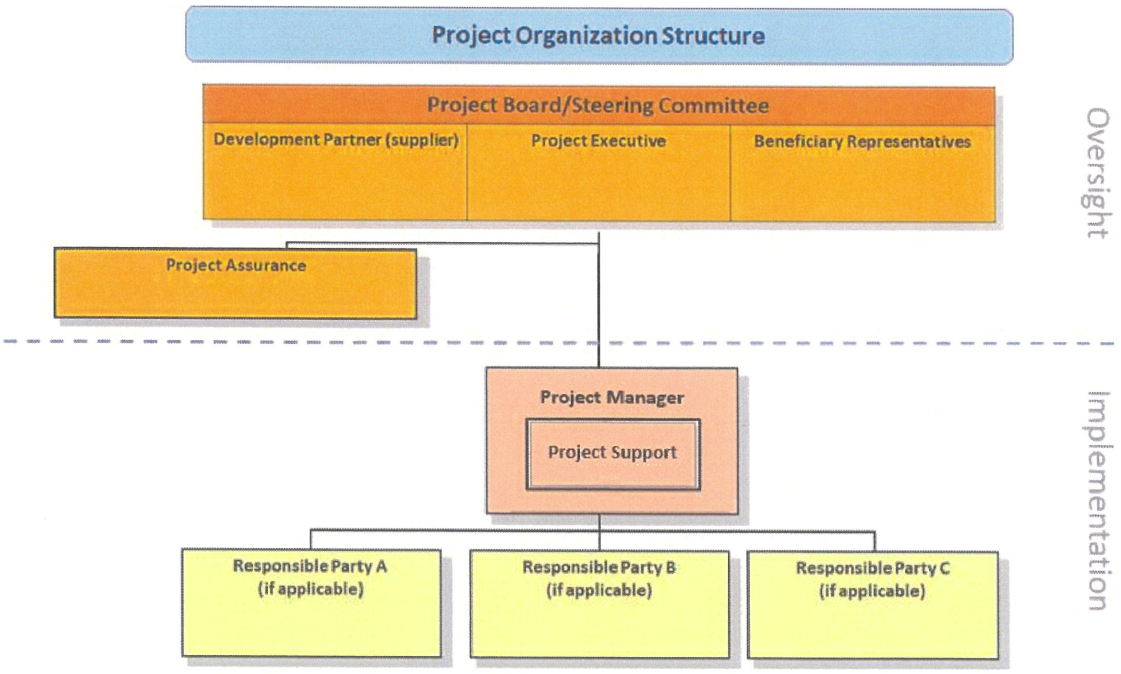
Additional responsibilities of the Project Board can include, but are not limited to, the following:

- 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 member 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



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

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.

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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:

UNDP in Ukraine Deputy Resident Representative.

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 Representatives are:

Deputy Minister of Communities, Territories, and Infrastructure Development of Ukraine
Acting Head of the State Service of Ukraine for Geodesy, Cartography and Cadastre of Ukraine

3) Development Partner(s): Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the Project[32]. There can be multiple development partners representatives in a Project Board. The Development Partner representative is:

UNDP in Ukraine Deputy Resident Representative

A UNDP representative must always be represented in the Project Board in either the Project executive or development partner role.

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).

[Board representation in crisis setting: TBD]

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. This Project Board will meet one time annually.

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

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.[33]

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[32] With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

[33] 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.

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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

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[34]
- 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.

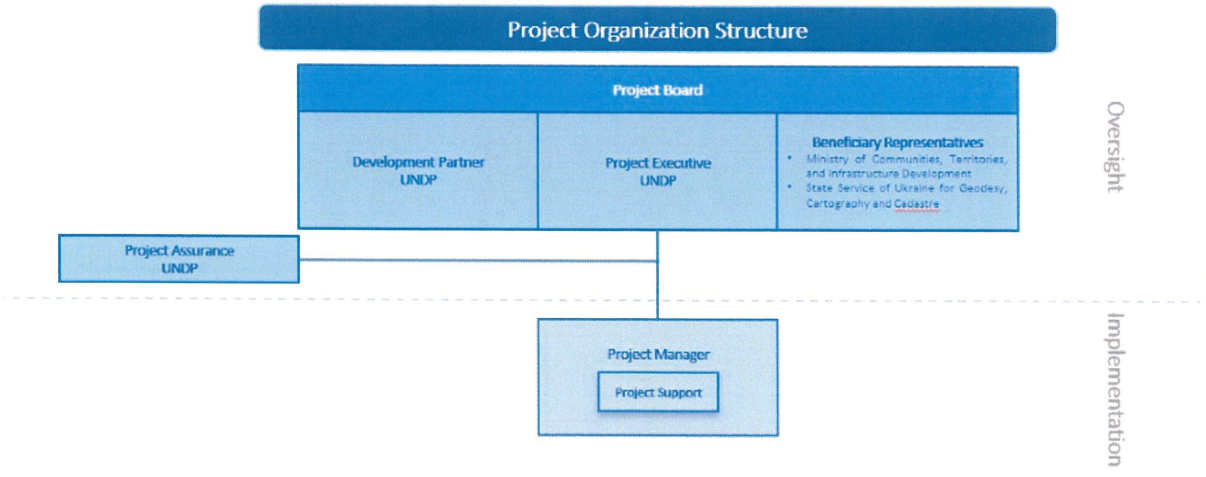
The output of every Project Board] should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and 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 –Figure of Project Organization Structure – Board Support Entities



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

[34] Including audit reports and spot checks.

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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 Mr. Christophoros Politis, UNDP in Ukraine Deputy Resident Representative

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 Strengthening Evidence-Based Recovery in Ukraine Project Manager.

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

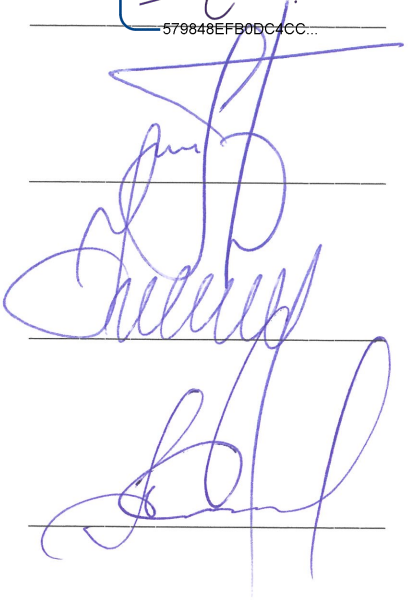
UNDP in Ukraine Deputy Resident Representative
Mr. Christophoros Politis

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Acting Chairman of the State Service of Ukraine
for Geodesy, Cartography and Cadastre
Mr. Dmytro Makarenko

Deputy Minister of Communities, Territories and
Infrastructure Development of Ukraine
Ms. Nataliia Kozlovska

Deputy Minister for Communities, Territories and
Infrastructure Development of Ukraine for
Digital Development, Digital Transformations and Digitalization
Mr. Anatolii Komirnyi



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Annex 5: Low-Value Grants (LVG) under the Project "Strengthening Evidence-Based Recovery in Ukraine"

Provision of grants under the Project adheres to the UNDP Operational Guide on Low-Value Grants (LVG). This Annex outlines the grant component of the initiative, describes the types of activities that partners can apply for under general themes, sets the wider criteria for assessing grant proposals, details arrangements for the Grant Selection Committee, and other relevant considerations.

Purpose of the LVGs Awarded Through the Project:

LVGs under this Project will support activities that align with the strategic objectives of enhancing data-driven recovery and resilience, as well as align with objectives of the Recovery Knowledge and Replication (RKR) Hub. These grants will primarily fund:

- Development and Application of Data Tools: Encouraging the use of geospatial and other data tools for efficient recovery planning.
- Capacity Development: Strengthening the capability of local, regional, and national authorities to utilize data for effective decision-making and planning.
- Implementation of Innovative Solutions: Facilitating the use of innovative technologies, such as remote sensing and AI, to improve accuracy in damage assessment and recovery processes.

Budget Allocation for LVGs:

A total of USD 50,000 is allocated for LVGs, to be awarded through the Call for Proposals (CFP). Each grant awarded under these CFPs will not exceed USD 10,000, ensuring widespread distribution and impactful use of funds across various initiatives.

Grant Selection Committee for the Project:

The Grant Selection Committee will oversee the review, selection, and appraisal of submitted grant proposals. It will ensure that proposals align with the Project's focus on innovative and data-driven recovery methods.

Selection Committee Composition:

- Team Leader, Strategic Planning, Partnerships and Results-Based Management (SPPRBM)
- Chief Technical Advisor, Project "Strengthening Evidence-Based Recovery in Ukraine"
- Project Manager, Project "Strengthening Evidence-Based Recovery in Ukraine"
- Head of Solutions Mapping, Accelerator Lab
- Participatory Governance and Recovery Specialist, Democratic Governance

Secretary

- Data Analyst, Project "Strengthening Evidence-Based Recovery in Ukraine"

Alternative members:

- Programme Finance Analyst, SPPRBM
- GIS Analyst, Project "Strengthening Evidence-Based Recovery in Ukraine"
- Programme M&E Analyst, SPPRBM
- M&E Analyst, SPPRBM

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Alternative Secretary

- Information Management Associate, Project “Strengthening Evidence-Based Recovery in Ukraine”

LVG Eligibility Criteria and Evaluation Matrix:

Proposals must be submitted by civil society organizations that:

- Are officially registered in Ukraine and have operated actively for at least one year (required)
- Have previously engaged with donors and demonstrated effective project management and reporting. (desirable)

Evaluation Criteria for LVGs:

- Alignment with Project themes: 30 points
- Team’s capability in handling data and innovative tools: 20 points
- Project sustainability and impact potential: 20 points
- Budget realism and cost-effectiveness: 20 points
- Inclusivity and accessibility considerations: 10 points

Total maximum: 100 points

The Selection Committee will aim to prioritize the most vulnerable communities as outlined in the Project document.

This structured approach ensures that the LVGs directly support the broader goals of the project, fostering a data-driven, efficient, and inclusive recovery process across targeted communities in Ukraine.