

Description of the Action

EU-UNDP Technical Assistance to the Final Beneficiaries of the EIB Early Recovery and Ukraine Recovery Programmes

LIST OF ACRONYMS

CSO	Civil Society Organization
EIB	European Investment Bank
EU	European Union
EUD	European Union Delegation
E&S	Environmental and Social
FB	Final Beneficiary
FPI	Foreign Policy Instruments
GRM	Grievance Redress Mechanism
IDP	Internally Displaced Person
IDRPB	Inclusive Development, Recovery and Peace Building
IFI	International Financial Institutions
KE	Key Expert
LFTA	Loan Funds Transfer Agreement
LTNKE	Long-Term Non-Key Expert
MCTD	Ministry for Communities and Territories Development of Ukraine
MoF	Ministry of Finance of Ukraine
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHS	Occupational Health and Safety
PMSU	Programme Management Support Unit
RBR	Resilience Building and Recovery
RPP	Recovery and Peacebuilding Programme
SEP	Stakeholders Engagement Plan
SMP	Social Management Plan
TA	Technical Assistance
TAU	Technical Assistance Unit
TCU	Technical Coordination Unit
TD	Tender Dossier
TS	Technical Supervision
UERP	Ukraine Early Recovery Programme
U-LEAD	Ukraine Local Empowerment, Accountability and Development [programme]
UN	United Nations
UNDP	United Nations Development Programme
URP	Ukraine Recovery Programme

I. PROJECT SUMMARY

Project Title	EU-UNDP Technical Assistance to the Final Beneficiaries of the EIB Early Recovery and Ukraine Recovery Programmes
Implementing Partner	UNDP
Total EU contribution in EUR	EUR 2,000,000
Duration	12 months
Overall Objective	To strengthen infrastructure resilience and enhance delivery of accessible public services, including housing, social services, education, and health through support to the proper implementation of the UERP and URP framework loans provided by the EIB, thus contributing the recovery of destroyed/damaged critical infrastructure, economic revitalization, maintenance of social fabric and reconciliation in those regions of Ukraine directly affected by the war and those being under heavy pressure on social infrastructure and services due to the huge influx of IDPs
Specific Objectives / Outcomes	<ol style="list-style-type: none"> 1. Local governance, transparency and accountability are improved to ensure effective project cycle management, including planning, procurement, implementation, and monitoring of projects 2. Destroyed or damaged critical public infrastructure is restored in a timely, efficient and quality manner to mitigate the direct impacts of the war on local communities 3. Enhanced local participatory approach and community engagement to the infrastructure recovery projects in accordance with the Social Management Plan and Stakeholders Engagement Plan
Expected Results / Outputs	<ol style="list-style-type: none"> 1. Strengthened local governance capacity for project preparation and implementation 2. Improved project compliance, progress evaluation and monitoring for effectiveness and efficiency 3. Improved financial management in project implementation 4. Increased project ownership at the local level and facilitation of stakeholder engagement in implementation of the projects 5. Social Management Plan and Stakeholder Engagement Plan are fully implemented, and final beneficiaries and community-based stakeholders are better able to apply participatory approaches for prospective/selected projects
Target areas	<p>UERP and indicative URP target regions of Ukraine (initially 10 in total): Kyiv, Zhytomyr, Sumy, Chernihiv, Vinnytsia, Dnipropetrovsk, Kirovohrad, Odesa, Poltava, and Cherkasy oblasts, and city of Kyiv</p> <p>The list of target areas is not exhaustive as new/additional URP target regions may be identified by the regulations of the Ministry for Communities and Territories Development of Ukraine in the course of URP implementation.</p>

II. SITUATION ANALYSIS

2.1. The Development Challenge

Recognizing the need to urgently address reconstruction, economic recovery and peacebuilding needs in areas affected both directly and indirectly by the 2014-2015 conflict in Eastern Ukraine, in late 2014 the Government of Ukraine requested technical assistance and financial support from the international community to assess priority recovery needs. In late 2014, the United Nations, the World Bank and the EU conducted a Recovery and Peacebuilding Assessment (RPA). The RPA looked beyond the immediate humanitarian needs to identify key priorities for recovery and building peace and provided an initial framework for initiatives that focus on short to medium-term results. The EU, the World Bank and the United Nations thus agreed that programming priorities for the East of Ukraine should be: 1. Restoration of infrastructure and critical services; 2. Promotion of economic recovery; and 3. Social cohesion and peacebuilding. The RPA was endorsed by the Cabinet of Ministers in mid-2015 and formed the basis for the development of a State Targeted Programme for Recovery.

The European Investment Bank entered into Financial Agreement “The Ukraine Early Recovery Programme” with the Government of Ukraine on 22 December 2014, with a focus on investments in the government-controlled areas of Donetsk and Luhansk oblasts and the neighbouring oblasts of Kharkiv, Dnipropetrovsk and Zaporizhzhia. The Programme is still being implemented and focuses on specific municipalities in other oblasts that are hosting significant influxes of internally displaced persons, to help to address the increased pressure on social infrastructure and sheltering. The EIB also signed a Technical Assistance Cooperation Agreement with the Ministry for Regional Development of Ukraine (now MCTD) on 16 December 2016. As part of this partnership, UNDP through its TA project monitors the implementation of the UERP in all target regions and also helps to develop the capacity of the final beneficiaries for planning, contracting, procurement, and environmental and social monitoring of UERP sub-projects.

The EIB’s response to the mentioned needs and issues was providing financing support in a phased approach:

Phase 1: The UERP framework loan which is a multi-sector operation approved and signed in December 2014, targeting early recovery investments on critical infrastructure in affected areas, and basic needs to ensure decent living conditions for displaced people and host communities;

Phase 2: An envisaged follow-up multi-sector framework loan within the new Ukraine Recovery Programme approved established by the Financial Agreement between Ukraine and EIB in December 2020 for infrastructure rehabilitation, which aims to scale up the EIB support provided within the UERP.

The war in Ukraine has already resulted in significant loss of life, unprecedented displacement, internally and towards neighbouring countries, and devastating destruction of infrastructure. The security situation and the overall operational environment have deteriorated rapidly since the outbreak of war on 24 February 2022. The updated UN Ukraine Flash Appeal shows that at least 17.7 million people are in immediate need of emergency assistance and protection¹.

According to the latest estimates, over 6.7 million people have already left Ukraine as refugees, and over 6.6 million moved within the country, mostly from the eastern and southern oblasts². Many of those displaced are women and children. They leave behind shattered landscapes: as of August 22, over 2,200 education facilities, 934 medical institutions, 388 factories and enterprises, 511 administrative buildings, and 715 cultural buildings were damaged or destroyed. The total amount of direct documented infrastructure damages is \$113.5 billion, while the government’s estimates suggest that the total need for financing the recovery and modernization of

¹ Ukraine Flash Appeal (March - December 2022), OCHA, <https://bit.ly/3pBWvBY>

² Ukraine Data Explorer, OCHA, <https://data.humdata.org/visualization/ukraine-humanitarian-operations/>

the economy is \$750 billion³. Satellite imagery-based building damage assessments indicate that over 50 per cent of areas sustained visible damage in some settlements of Kyiv Oblast, especially in Irpin, Hostomel, Horenka, and Bucha⁴.

Building on the first operation – the UERP, the new Ukraine Recovery Programme, started in late 2021, aims at further supporting investments in critical public infrastructure in areas affected by the military aggression and basic needs to ensure decent living conditions for displaced people and host communities. The URP supports refurbishment of damaged public buildings, including schools and pre-school facilities, health centres and hospitals, administrative buildings and other social infrastructure, and re-establishment and improvement of communal services delivery.

The present UNDP TA Assignment is related to further UERP implementation in target areas where the sub-projects are still being implemented, and URP framework loan, which represents the second phase of the EIB financial support to the rehabilitation of critical social infrastructure in war-affected regions and municipalities of Ukraine.

Supporting the EIB UERP/URP multi-sector framework loans

Under the Technical Assistance Cooperation Agreement between the EIB and the MCTD, signed on 16 December 2016, UNDP via the TA project supports the implementation of the UERP and helps to better plan, implement and monitor infrastructure recovery sub-projects more effectively, including through developing the capacities of its final beneficiaries in contracting, procurement, social mitigation, and local governance. Within this framework agreement, UNDP is also providing TA to the EIB's URP framework loan considering the similarity of both programmes, their joint principles and approaches to implementation. Started in March 2017 within the UN RPP, UNDP TA project will be implemented until the end 2022 in cooperation and coordination with the UN RPP under the "EU Support to the East of Ukraine – Recovery, Peacebuilding and Governance" project. From January 2023, UNDP TA project will be implemented in the framework of UNDP IDRPB portfolio.

The military aggression of the Russian Federation against Ukraine drastically undermined the implementation of the UERP and caused damages and/or destruction of many UERP facilities. According to the assessment and based on the information confirmed by photos and video footages, as of October 2022, 75 out of the 238 UERP sub-projects have been damaged. Of these, 11 sub-projects have a high probability of significant damage due to the active fighting in respective areas, 5 sub-projects were completely destroyed, 59 were partially damaged. The worst and/or unpredictable situation regarding the probability of further damages/destruction of 89 UERP sub-projects remains in a number of cities and communities close to contact line in Donetsk, Zaporizhzhia, and Kharkiv oblasts or in areas under massive shelling. Construction works are being carried out on 12 UERP sub-projects in Poltava, Dnipropetrovsk, Zaporizhzhia, Kyiv oblasts and Odesa city. Due to the military aggression of the Russian Federation in February 2022 and its negative consequences on the UERP implementation progress, the EIB and MCTD have agreed on the prolongation of UERP implementation until the end of 2024. Thereby, the support to the UERP implementation in those target areas where the UERP sub-projects are being implemented will be provided by UNDP TA team as part of this project until December 2024 together with the activities envisaged in this document. The primary arrangements regarding the UERP remain as they are envisaged by the Financial Agreement between the EIB and the Government of Ukraine.

Building on the outcomes of the UERP, the new Ukraine Recovery Programme started in late 2021 aimed at supporting follow up EUR 340 million investments in critical public infrastructure in areas affected by the war. At the beginning of the URP, it was expected that the programme would cover three geographic areas: (i) the government-controlled areas of Donetsk and Luhansk oblasts; (ii) three neighbouring oblasts of Kharkiv, Dnipropetrovsk, and Zaporizhzhia, which are under heavy pressure on service providers and other

³ Damages to Ukraine's Infrastructure, Kyiv School of Economics (22 August 2022), <https://kse.ua/russia-will-pay/>

⁴ Building Damage Assessment Overview Maps, UNOSAT, <https://www.unitar.org/maps/latest-maps>

infrastructure, due to the influx of IDPs and disruptions to service provision emerging from the conflict; (iii) selected local councils in other oblasts that are hosting significant numbers of IDPs to help to address the increased pressure on public infrastructure, shelter and services. The first call of proposals was announced by the MCTD in December 2021, but the review of applications was cancelled due to the war in Ukraine.

After the military aggression in Ukraine, the URP implementing partners have agreed to expand the Programme to the territories under the control of the Government of Ukraine, regions where there are no active hostilities (territories with a lower risk of recurrence of hostilities) and those that accept a significant number of IDPs. The priority will be given to URP sub-projects aimed at recovery of the most critical social infrastructure (schools, hospitals, water treatment) and housing for IDPs in the conflict-affected areas (de occupied regions of Kyiv, Zhytomyr, Sumy, Chernihiv oblasts, city of Kyiv, and supporting Vinnytsia, Dnipropetrovsk, Kirovohrad, Odesa, Poltava, and Cherkasy oblasts) to provide decent living conditions for displaced people and host communities.

The first phase of the URP started in early August 2022 with the announcement of the first call of proposals according to the renewed criteria and to select the most urgent and critically important applications from the final beneficiaries of Kyiv, Zhytomyr, Sumy, Chernihiv, Vinnytsia, Dnipropetrovsk, Kirovohrad, Odesa, Poltava, Cherkasy oblasts and city of Kyiv⁵. A preliminary list of pre-selected 220 projects was released on 27 October 2022. As of to date, the end of 2026 is considered as the preliminary date of the URP completion.

This current phase of the TA project is planned for the initial period of 12 months, and further implementation arrangements will be reviewed in 2023 with the aim of upscaling and extending the TA project until the end of 2025.

2.2. Relevant Frameworks

The Government of Ukraine

Since the start of the war, the Government of Ukraine has demonstrated extraordinary capacity for effective crisis coordination and management. UNDP and other partners have been providing additional support by increasing the number of technical staff as well as through enhancement and re-calibration of existing data and information sharing platforms and tools at both national and oblast levels.

In April 2022 the President of Ukraine issued a decree to establish the National Council for the Recovery of Ukraine from the War, an advisory body tasked with the preparation of the Recovery and Development Plan. The Council will advance the recovery and stabilisation at all levels to address the immediate needs and new challenges arising from the Russian military aggression against Ukraine, which started in February 2022. It will also streamline the measures for post-war recovery and development of the country, including the renovation of damaged infrastructure, improvement of public service delivery, structural transformation and economic reforms, and support to war-affected women and men. The overall objective of the Recovery Plan goes beyond the restoration of destroyed infrastructure and focuses on profound transformations into a green, just and prosperous state.

The plan will include sets of recovery and modernization parameters for each sector and will be accompanied by a dedicated recovery fund. In addition, the MCTD has elaborated a framework for the integrated rehabilitation of territories and cities. The Recovery and Development Plan, soon to be shared with the international partners, will become a blueprint to develop the best possible response to the challenges lying ahead. It will also be a guiding document for area-based recovery and development interventions under this Project.

⁵ The list of URP target regions is indicative and may be changed to include other regions of Ukraine

The Ukraine Recovery Programme, financed by the EIB, is fully incorporated into the Recovery and Development Plan and will be implemented according to its key principles and provisions.

Improvement of local governance, particularly aiming at preventing fraud and corruption, is one of the TA project's specific objectives as well as an objective of the other projects, implemented in Ukraine under the framework of decentralization and local governance reforms. This objective can be achieved only in close coordination with the efforts of partners, which are implemented within projects that assist the Government of Ukraine in promoting and implementing decentralization reform by supporting local self-government bodies, which must become more capable, accountable to citizens and able to provide services effectively. Project "HOVERLA" works to ensure that Ukraine's system of local self-governance is increasingly institutionalized and effective, that subnational governments are more self-reliant, and that citizens can play an increasingly influential role in local governance processes. U-LEAD programme, co-financed by the EU, includes support to Ukraine's recovery, specifically to improve the dialogue between governmental and non-governmental actors with regard to municipal decision-making on reform and reconstruction; and improve sub-national actors' capacities to carry out the tasks assigned to them in support of digitalization, reconstruction and international cooperation.

The EU Programme of Support to Ukraine

The project herein has been designed to respond to, and align with, the specific objectives of the overarching EU Emergency Support Programme in favor of Ukraine, which will:

1. Contribute to meeting the immediate needs of the Ukrainian population directly or indirectly affected by the armed conflict.
2. Increase the country's resilience

This project will align with the key outputs of the EU Emergency Support Programme for Ukraine, including the new action on EU4Recovery – Empowering Communities in Ukraine, designed to support the strengthened resilience and early recovery of war-affected communities. The project will also seek to build upon the proposed results of the EU FPI initiative on *"Supporting Recovery in war-affected Areas in Ukraine"*, to ensure synergy and coherence between EU financing instruments.

Since 2015 UNDP has been leading a joint multi-agency United Nations Recovery and Peacebuilding Programme, with significant support from the EU. The programme is focused on the main priority needs for stabilization, peacebuilding, economic recovery, and governance in eastern Ukraine. The experiences, methodologies, and lessons learned from the implementation of the UN RPP will inform and benefit the present project.

During 2017-2022, the UNDP provided technical assistance to the implementation of the UERP within the framework of UN RPP. Implementing the project under the umbrella of the UN RPP led to the fact that the TA project benefitted from established and well-respected relationships and capacities in target regions. Further successful implementation of the TA project vitally requires the trust of local and regional authorities as well as specialized skills to be in place at the local and regional levels, built by UNDP during implementation of ongoing development projects in central and eastern Ukraine.

In addition, working in consultation and coordination with the UN RPP basis will allow a smooth continuation of existing TA activities in support of the UERP, and a rapid start-up of new activities, both because the technical and other resources are already in place and the previous TA activities within UN RPP has formed sustainable capacities and results which are vital for further implementation of the TA project in many territorial communities.

The UNDP Resilience Building and Recovery Programme and Technical Assistance Project

UNDP launched its Resilience Building and Recovery Programme for Ukraine on April 11th, 2022, to immediately respond to the development and humanitarian challenges. The overall objective of the RBR Programme is to preserve development gains in Ukraine as fully as possible, mitigating risks of descent into a governance and service delivery crisis, embedding activities for recovery from the onset of the humanitarian effort, and facilitating a swift return to development pathways and processes for national attainment of the SDGs.

UNDP is well placed to deliver on a nexus approach for Ukraine, based on long-established partnerships with the key national actors – Government, private sector and civil society – whose resilience must be bolstered to lead the country from crisis response to recovery. UNDP has a well-established and trusted relationship with the Government of Ukraine at all levels, with existing programmes and projects to support the Presidency and Cabinet of Ministers, key line ministries, and local government units encompassing over 330 municipalities; UNDP work for private sector development has been conducted with and through 27 Business Membership Organizations, on behalf of more than 15,000 micro- and small-medium enterprises (MSMEs). Likewise, 15 different networks of civil society organizations have been supported by UNDP, helping to ensure that the views of a vibrant third sector are more clearly reflected in development processes and national democratic governance agenda.

The UNDP RBR Programme is a multi-sectoral programme comprised of three outcomes to achieve its intended results. The strategy of the Programme is to maintain and bolster the resilience of UNDP's long-standing national and local partners in Ukraine – the Government, the private sector and civil society – ensuring that they have the capacities and resources to lead crisis response and recovery efforts in line with principles of national ownership and aspiration toward sustainable and inclusive development pathways in view of Ukraine's commitment to the EU Green Deal, the larger EU-Ukraine association agreement and the recent EU candidate status:

- Outcome 1: Government at all levels continues to function effectively, with reinforced capacities to lead crisis response, sustain public service provision, and coordinate the delivery of assistance and recovery efforts that leave no-one behind.
- Outcome 2: Ukraine's high human capital, productive capacities, and natural resources are leveraged to meet immediate humanitarian needs of diverse groups and strengthen social and economic recovery
- Outcome 3: Ukrainian institutions and civil society have the capacity and resources to maintain and strengthen the social fabric, uphold human rights for all people, and ensure the inclusion, protection and empowerment of all, including population groups with intersecting and multiple vulnerabilities.

The present TA project will be implemented in coordination with UNDP RBR Programme activities.

III. STRATEGY

The UNDP TA project provides an evidence-based specific approach to advance and ensure the proper implementation of infrastructure recovery projects across Ukraine in close cooperation and coordination with IFIs, other development partners, national government, and multiple stakeholders.

The activities of the project will be based on the UNDP TA experience gained during the implementation of the UERP, as well as several identified important lessons learned. These lessons are incorporated into the proposed approach and intervention logic. The lessons learned also inform the specific activities supported and are the primary motivations to programme relevant resources through the new URP.

The following lessons learned were identified in course of the UERP implementation and likely to be utilized within the TA project:

- Design Checks and Unit Cost Checks mechanisms showed their efficiency during the UERP implementation, so it is recommended to utilize them throughout the URP;
- Engagement and close cooperation of Construction Service Consultants with TS Engineers and final beneficiaries during sub-projects implementation is advisable as it showed its efficiency on large-scale and high-value sub-projects with significant social impact;
- Clear programme's implementation mechanisms, primarily the selection criteria and strengthened responsibility of local authorities and final beneficiaries for the submission of high-quality projects can significantly improve the overall process of the URP implementation;
- Thorough selection of the contractors is required to avoid possible contractors' fraud or financial and organizational incapability of fulfilling their obligations. In this regard, the UNDP TA helps final beneficiaries prevent corrupt practices which may arise at the stage of contractors' selection through a range of capacity building activities, instructions and briefings on anticorruption issues and conduction of risk assessments;
- During the sub-projects implementation, a complex approach to the assessment of projects and contractors in terms of corruption and related risks within the URP is required, including ongoing desk monitoring and site visits;
- To ensure meaningful stakeholders engagement to sub-projects implementation and mitigate possible adverse impacts, the final beneficiaries should regularly provide actual information on the sub-projects progress. This can be enhanced through expert consultations, informational and communication support provided from the TA project;
- To efficiently implement the social management and stakeholders engagement practices throughout sub-project cycle, the final beneficiaries should thoroughly assess the local conditions and stakeholders and develop SMPs and SEPs for a sub-project or a group of sub-projects at early stages of implementation.

The overall objective of the TA project is to strengthen infrastructure resilience and enhance delivery of accessible public services, including housing, social services, education, and health through support to the proper implementation of the UERP and URP framework loans provided by the EIB, thus contributing the recovery of destroyed/damaged critical infrastructure, economic revitalization, maintenance of social fabric and reconciliation in those regions of Ukraine directly affected by the war and those being under heavy pressure on social infrastructure and services due to the huge influx of IDPs.

UNDP is committed to strengthen the implementation of the UERP and URP through technical support for the effective management of sub-projects during the main active phases of the project cycle, including procurement, construction work, and monitoring as well as providing regular consultations to the UERP/URP

final beneficiaries and local stakeholders. Thus, the project aimed at contributing to social and economic recovery of the targeted war-affected oblasts of Ukraine.

TA project has the following specific objectives/outcomes:

1. Local governance, transparency and accountability are improved to ensure effective project cycle management, including planning, procurement, implementation, and monitoring of projects
2. Destroyed or damaged critical public infrastructure is restored in a timely, efficient and quality manner to mitigate the direct impacts of the war on local communities
3. Enhanced local participatory approach and community engagement to the infrastructure recovery projects in accordance with the Social Management Plan and Stakeholders Engagement Plan

Project Theory of Change

In the context of the TA project herein, the UNDP TA specific approach is considered as a mechanism, integrated within implementation of infrastructure recovery projects to support their proper implementation, accountability, and transparency of use of public funds.

A simplified version of the theory of change for the project states that:

- ***If*** local government/final beneficiaries recovery efforts are well informed, duly capacitated and coordinated via developed approach, ***AND***
- ***If*** the implementation of the infrastructure recovery projects is properly monitored in terms of technical, financial, anti-corruption, social and environmental aspects, ***AND***
- ***If*** community participation in infrastructure recovery projects is ensured, ***THEN***
 - ✓ local government authorities/final beneficiaries will effectively and efficiently implement local infrastructure recovery projects without external support,
 - ✓ accountability and transparency of use of public funds is ensured,
 - ✓ the destroyed/damaged critical infrastructure in the affected communities is recovered on time and in due quality, ***AND***
 - ✓ local communities, IDPs and other vulnerable groups receive decent living conditions and quality social services

The project theory of change is based on several external assumptions indicated in sub-section 4.3.

IV. RESULTS AND PARTNERSHIPS

4.1. Expected Results

The key goal of TA project activities is to strengthen the EIB's Early Recovery and Ukraine Recovery Programmes implementation through the capacity development of the final beneficiaries, support for all phases of the reconstruction/recovery project cycle, including, but not limited to, planning, pre-design and design engineering, procurement, implementation during construction phase, and comprehensive monitoring.

It is expected that the technical assistance, provided by the UNDP, will ensure effective management of the construction/restoration projects ("sub-projects") in relation to project design, procurement and construction works. The activities will include a cross-cutting focus on improved governance, particularly aiming at preventing fraud and corruption.

In particular, the TA project will cover the following geographical areas: 1) de-occupied/liberated Zhytomyr, Kyiv, Sumy and Chernihiv oblasts, and the city of Kyiv; 2) support/transit and hub Vinnytsia, Kirovohrad, Cherkasy, Dnipropetrovsk, Odesa, and Poltava oblasts⁶. Other URP target regions can be included into the implementation depending on the security situation. Proposed URP sub-projects will aim at supporting investments in critical social infrastructure (such as refurbishment of schools, hospitals, IDP housing, community buildings and urban infrastructure) in affected areas and basic needs to ensure decent living conditions for displaced people and host communities.

The TA project will also continue to support the implementation of the UERP sub-projects which are being implemented in those target areas under the control of the Government of Ukraine, and with no active hostilities or significant risks of conflict escalation. As of to date, these regions are Poltava, Dnipropetrovsk, Kyiv oblasts, Zaporizhzhia and Odesa cities.

The Action will be structured around the following main results/outputs:

1. Strengthened local governance capacity for project preparation and implementation.
2. Improved project compliance, progress evaluation and monitoring for effectiveness and efficiency.
3. Improved financial management in project implementation.
4. Increased ownership at the local level and facilitation of stakeholder engagement in implementation of the projects.
5. Social Management Plan and Stakeholder Engagement Plan is fully implemented, and final beneficiaries and community-based stakeholders are better able to apply participatory approaches for prospective/selected projects.

Specific objective/Outcome 1

Local governance, transparency and accountability are improved to ensure effective project cycle management, including planning, procurement, implementation, and monitoring of projects

Output 1.1. Strengthened local governance capacity for project preparation and implementation

Following the requests from the final beneficiaries and based on the TA team observations, training activities will be provided on related aspects of URP implementation: technical, financial, anticorruption and social issues. Regular consultations, express on-field anticorruption instructions/briefings during the monitoring site visits, and briefings at construction sites on EIB's Environmental and Social Standards, Occupational Health and Safety Rules will be conducted with the priority given to URP sub-projects over 3 million EUR and on the contractors having multiple contracts (4 and more).

⁶ The categories "de-occupied" and "support" oblasts were defined in MCTD's call of proposals announced in August 2022 to set the priorities of URP sub-projects. Please see on the MCTD's website <https://t.ly/zCWa->

Upon request from the MCTD, final beneficiaries or local authorities, the UNDP TA will analyse initial information on the sub-projects provided under the agreed format to UNDP Technical Assistance Units and provide further recommendations (based on the analysis, group sessions and/or individual consultations when required) to prioritize and fine-tune needs; identify suitable recovery and engineering options (overhaul, repair, rehabilitation, reconstruction, upgrade, etc.). The TA project will advocate for the designing, submission and selection of the URP sub-projects, which have the most significant positive social and economic impact on local communities and IDPs as well as having no negative environmental impacts. The UNDP TA team will support the local authorities in using community engagement mechanisms and platforms provided by Public Councils, to identify and select community-based projects for their possible financing under the URP. Moreover, the TA team will provide advisory support to local authorities and communities in organizing public events aimed at participatory needs assessment and to communicate the results of public hearings, discussions during Public Councils meetings, and consultations with local stakeholders and the MCTD. The approaches of community mobilization projects will be utilized to ensure active roles for local communities in the implementation of the UERP and URP.

Furthermore, the standardized sub-project cycle profile, established during the UERP implementation, will be reviewed and adjusted during the current phase of the TA project. The UNDP TA will continue to provide the consultative support to final beneficiaries and local authorities on the sub-project cycle profile. Orientation (kick-off) briefings/workshops will be organized for the final beneficiaries, local stakeholders, contractors, technical supervision engineers at the beginning of sub-projects implementation.

Upon requests from the final beneficiaries, the UNDP TA team will provide training sessions on related anti-corruption aspects of the URP implementation for the final beneficiaries and local stakeholders, including CSOs representatives; express on-field anticorruption instructions/briefings for the final beneficiaries, Technical Supervision engineers and contractors' representatives. Express on-field anticorruption instructions during the monitoring site visits, and anticorruption briefings at construction sites will be conducted with the priority given to the URP sub-projects over 3 million EUR and on the contractors having multiple contracts (4 and more) and for other URP contractors.

In addition, the UNDP TA in partnership with the MCTD will review and update the existing manuals and instructions/procedures documents, assess their strengths and weaknesses, and identify if additional documents are required. The TA team will formulate further recommendations on the URP implementation to be shared with final beneficiaries and the local authorities during capacity development and experience sharing events and will be available at the regional TAU offices. Additional guidelines will be prepared in consultations with the MCTD and the EIB.

Specific objective/Outcome 2

Destroyed or damaged critical public infrastructure is restored in a timely, efficient and quality manner to mitigate the direct impacts of the war on local communities

Output 2.1. Improved project compliance, progress evaluation and monitoring for effectiveness and efficiency

The UNDP TA team will assess the conformity of the selected sub-projects with the most applicable norms and standards related to construction, energy efficiency and safety, inclusiveness to ensure the highest level of compliance, including those provided in the Ukrainian legislation. During the project cycle, in collaboration with the relevant final beneficiaries, authorities and stakeholders, the UNDP TA will collect and collate all relevant regulatory requirements necessary for the sub-projects implementation (state construction standards, certifications, etc.) and provide advice in view of the implementation of such regulatory requirements, including but not limited to revision and checking collection of material certificates for the sub-projects with works in progress; analysis of project documentation regarding compliance with the State Construction Norms on universal design, environmental and energy efficiency; support in obtaining construction permissions and inform the MCTD and the EIB in case there is a risk of operational sub-project delay due to the absence of permits or certificates.

Furthermore, the UNDP TA will conduct regular monitoring visits, including spot checks to the sub-projects' sites according to the monitoring visits plans (developed monthly) or on an ad-hoc basis (ad-hoc visits) as discussed with the MCTD and the EIB. During the visits, TAUs/TCU staff will inspect the actual progress of works and their quality according to the workplans in compliance with construction contracts. If required, the UNDP TA will also review relevant technical and financial documentation (such as design and engineering documentation and specifications, bills of quantities, issuing of construction permits; invoices from contractors/subcontractors and quality certificates for construction materials; completion certificates). Moreover, the UNDP TA experts will check the compliance of the sub-projects' implementation with the EIB Environmental and Social standards, and how the SMPs and SEPs for specific sub-project are being implemented. All the results of monitoring visits/spot checks and identified problems will be presented in correspondent Site visit/Spot check reports and provided to the MCTD and the EIB. In case of identified issues/infringements in course of construction phase, the UNDP TA will elaborate recommendations in consultation with all parties involved. The UNDP TA will coordinate its monitoring activities with Monitoring groups established by the final beneficiaries during SMPs and SEPs implementation to ensure independent Third-party monitoring mechanism. In case any issue is reported, the UNDP TA will consider changing their monitoring plans to prioritize visits to the problematic sub-projects' sites. If a corruption issue is raised, the UNDP TA Anticorruption Specialist will process data and analyse corruption risks, report to the EUD, EIB and the MCTD, and provide the final beneficiaries with relevant mitigation measures.

Moreover, the UNDP TA will continue to use and amend the Monitoring and Evaluation Framework, consisting of four elements (procurement, engineering, anticorruption, and social & environmental compliance) as well as tools which are currently being used to track the UERP implementation process. In this regard, the UNDP TA team will utilize existing approaches and practices towards monitoring and evaluation, including the establishment of baselines, milestones, target dates and qualitative and quantitative indicators for future URP sub-projects implementation. The monitoring activities will be focused on technical aspects, the procurement/tendering procedures and disbursement of financial payments, physical progress of construction works, anticorruption and related risks and issues, social and environmental impact, and compliance with the EIB Environmental and Social Standards. The TAUs will collect relevant monitoring data in target oblasts and respond to systematic feedback on a regular basis. All monitoring results will be aggregated by the M&E Associate and reported regularly to the EUD, EIB and MCTD.

The Project will continue assisting the capacity development of the relevant units and departments of oblast-city- and rayon-level administrations as well as other stakeholders, including CSOs and NGOs, regarding the implementation of anticorruption practices within the UERP/URP. UNDP Anticorruption Specialist will deliver workshops to participants from all target oblasts upon requests. The TA team will continue using express on-field anticorruption instructions/briefings at construction sites during sub-projects monitoring visits by Anticorruption Specialist together with other UNDP TA experts as a tool of increasing anticorruption awareness of final beneficiaries, contractors and Technical Supervision engineers as well as for prevention any irregularities and prohibited conduct. Online conferences, discussions and consultations for local stakeholders as well as any additional anticorruption and fraud awareness activities will be performed by Anticorruption Specialist upon request from the EIB, MCTD or local stakeholders. The outcomes of such activities will be reported regularly to the EUD, EIB and MCTD.

In addition, the Project will assess the URP socio-economic impact on local communities and IDPs in the target oblasts through the sociological surveys (interviews with local population and IDPs, phone interviews and focus group discussions with final beneficiaries and community-based stakeholders), summarize the results and benefits from the overall URP implementation and inform all key stakeholders on the results of such assessments. The UNDP TA will also identify and assess main lessons learned, best practices and success stories of sub-projects implementation and disseminate them among the final beneficiaries and stakeholders during public events, facilitating their presentation during the URP communication campaigns, on websites of local authorities as well as media coverage in national, regional, and local media.

Output 2.2. Improved financial management in project implementation

During the UERP/URP implementation, the UNDP TA team will follow-up selected direct administrative procedures and verify compliance with standard costs on sub-projects proposed/selected for implementation through consultation with local authorities and the MCTD, including costs increasing exercises for dedicated selected/ongoing sub-projects upon requests from the EIB, MCTD and its Technical Assistance. Moreover, the TA team will follow-up selected administrative procedures and verify compliance with EIB rules and guidelines on finance and procurement. The non-compliance issues identified will be reported to the EUD, EIB and MCTD. The UNDP TA will also check contractors' performance upon advance payments (especially for sub-projects over 3 million EUR and for other selected sub-projects throughout their implementation) by performing ongoing and ad-hoc monitoring and assessments in terms of corruption and related risks of contractors upon contract signing and during the construction stage.

The project will review and map the existing administrative procedures, identify possible discrepancies with the EIB rules and guidelines and elaborate a methodology to select samples to be followed-up to ensure efficiency of the verifications. During the tendering procedures and project implementation, the TA team will follow-up selected administrative procedures and verify compliance with the Ukrainian legislation and established Programme Operations Manual on Procurement. Moreover, the UNDP TA will provide consultations, update training materials and guidelines upon changes of methodological materials from the MCTD and its Technical Assistance related to construction stage and ongoing changes with final beneficiaries and budget holders due to decentralization process in Ukraine. All obtained results including non-compliance issues will be reported to the EUD, EIB and MCTD.

Upon request, UNDP TA Procurement and Finance Specialists in cooperation with the Reporting Officer will prepare tendering, reporting and other information for submission to the MCTD or other stakeholders through reviewing and consolidating information and documents prepared by the final beneficiaries. Special attention will be provided to reviewing Loan Funds Transfer Agreements, Tender Dossiers, payments documents upon request of the final beneficiaries or the MCTD, flagging any issues or delays in LFTAs, TDs, Procurement, Bank Guarantees, works progress, works completion, payments disbursement. Monthly reports will be provided to the EUD, EIB and MCTD in agreed format. The dedicated in-depth financial monitoring will be performed for sub-projects over 3 million EUR.

Regular anticorruption promotion and advocacy activities will be organized together with other ongoing anticorruption practices. UNDP TA Finance and Procurement Experts and Engineers will provide tenders' verification and other relevant data to Anticorruption Specialist for further analysis of information to identify corruption and related risks in specific cases and advise on follow-up actions/mitigation measures. The results of anticorruption monitoring and evaluation activities will be reported to the EUD, EIB and the MCTD in respective reports. The project will conduct regular spot checks with emphasis on anticorruption issues and provide findings to Anti-Corruption Specialist for analysing and reporting. UNDP TA will also compile and maintain database of corruption-related cases identified as well as a permanent register of anticorruption assessments. Anti-Corruption Specialist will monitor open sources of information to identify third party (CSOs', NGOs', media's) monitoring reports highlighting corrupt practices and frauds in the UERP/URP sub-projects and those indicating the absence of corrupt practices in the respective sub-projects. Upon request from the EUD and EIB, Anti-Corruption Specialist will also cooperate with CSOs and community-based stakeholders in the framework of the UERP and URP to encourage anticorruption monitoring activities of CSOs.

Specific objective/Outcome 3

Enhanced local participatory approach and community engagement to the infrastructure recovery projects in accordance with the Social Management Plan and Stakeholders Engagement Plan

Output 3.1. Increased project ownership at the local level and facilitation of stakeholder engagement in implementation of the projects

The project will support communication activities with public, national and international stakeholders, which will be closely coordinated with the EU and the EIB communication policies, the best examples of such coordination will be maintained. The communication campaigns will highlight the role of the EU and the EIB in financing and assisting the implementation of the infrastructure recovery projects. In this regard, the TA team

will summarize data on the UERP and URP implementation for infographics and other project information materials, including briefing notes for public events. In addition, the UNDP TA will provide support to the MCTD and the EIB in communication with regional and local authorities, other stakeholders during sub-projects implementation.

The TA Team will closely engage with regional and local authorities and the UERP/URP final beneficiaries to support overall stakeholders engagement and awareness-raising activities. Throughout the programme cycle, UNDP will use its extensive experience and networks, including Sub-Projects Working Implementing Groups, Public Councils and CSOs/NGOs. Working Implementing Groups and Public Councils will constitute key platforms for public awareness and engagement. The UNDP TA will foster public consultations with local stakeholders which will be organized and held in the target oblasts.

In close cooperation with the EUD, EIB and MCTD, the TA team will prepare project information materials, organize and conduct public information and experience exchange events, involving mass media, community stakeholders to inform them of the UERP/URP and receive feedback (opening ceremonies, round tables, conferences, etc.). The UNDP TA team will also help identify success stories, prominent project sites and the most interesting evidence of positive UERP/URP impact in the conflict-affected regions and include this information in the general communication package and campaigns.

The UNDP TA project will further promote conflict sensitivity, human rights, and gender equality approaches in recovery projects implementation for regional and local authorities and community representatives. It will emphasize the importance and the need to engage community stakeholders to future recovery projects design and development of project documentation, perform efficient public hearings and discussions on selection of projects to be applied for the URP. The TA team will support establishment of communication channels for communities to provide feedback on sub-projects implementation, including efficient Grievance Redress Mechanism to deal with appeals, proposals from local stakeholders and possible human rights violations. The project will also foster engagement of women, IDPs and other vulnerable groups as participants of stakeholders' consultations and focus group discussions, express on-field anticorruption instructions and briefings on Occupational Health and Safety for final beneficiaries, local stakeholders, and employees at construction sites (if any) as well as women as members of Working Implementing Groups and/or third-party monitoring groups. The monitoring activities will also seek to reflect whether the infrastructure works are affecting men and women, IDPs and local residents, people from other vulnerable groups differently and provide recommendations. Gender, social and environmental aspects of the UERP and URP will be fully addressed throughout the Programmes implementation and during the development of the UNDP TA recommendations.

Output 3.2. Social Management Plan and Stakeholder Engagement Plan are fully implemented, and final beneficiaries and community-based stakeholders are better able to apply participatory approaches for prospective/selected projects

The project will foster the complex approach to the implementation of social management and stakeholder engagement practices, designed during the UERP implementation, for further utilization within the URP. The UNDP TA will support the final beneficiaries and community-based stakeholders in performing participatory socio-economic impact and risks assessments for prospective/selected sub-projects. Such assessments will be done at the early stages of sub-projects cycle based on developed evidence-based recommendations for the UERP final beneficiaries. The outcomes of assessments will be included in the Impacts and Risks Matrix which is a part of SMP and SEP for sub-project/cluster of sub-projects. The relevant advisory support to sub-project implementers in designing and further implementation of risk mitigation measures will be provided.

Based on capacity needs assessments and to ensure effective implementation of the entire URP as well as highest standards of integrity, the UNDP TA will continue to provide capacity development activities on social management and stakeholders engagement mechanisms and tools to the final beneficiaries and community-based stakeholders in target oblasts. Such activities will cover all relevant aspects and provide local authorities and other stakeholders with the skills, knowledge, and tools to promote conflict-sensitivity, gender equality and human rights-based approach in recovery projects planning and implementation. Additionally, all efforts will be taken to foster inclusivity and participatory approaches in decision-making including building community-based

partnerships for sub-projects implementation. The TA team will continue to provide support to community-based partnerships during sub-projects implementation and establishment/reorganization of informal collaborative entities within implementing communities – Sub-Project Working Implementing Groups, including identification of community-based stakeholders to be included as members. Also, the TA team will deliver consultations to the established Groups, update regulations, procedures and develop recommendations for and monitor the activities of the Groups.

The project will support the final beneficiaries in development and implementation of communication plans for the sub-projects, which is a part of SMP and SEP for sub-project/cluster of sub-projects and encourage them to regularly communicate the process and results of implementation to local communities and other stakeholders. UNDP specialists will provide consultations on communication issues and disclosure of public information related to the UERP/URP implementation as it is prescribed in EIB Standard 2 and Ukrainian legislation. The UNDP TA will monitor the EU and the EIB visibility on construction sites where works have been started with installed URP information boards at construction sites, as well as in course of providing communication messages on sub-projects implementation via official communication channels. The TA team will also support the final beneficiaries and local authorities in organizing communication events throughout the sub-projects' implementation, engaging with local media through involvement of media representatives to site visits, meetings of Working Implementing Groups, etc.

The Project will promote the Grievance Redress Mechanism among the local authorities and communities implementing recovery projects to ensure it is a locally based formalized way to accept, assess and resolve community feedback or complaints. The UNDP TA will provide comprehensive support in establishing GRM in communities implementing the UERP/URP sub-projects, including capacity development inputs, as well as monitor its operation. The TA team will focus on the SMP and SEP implementation and the integration of participatory monitoring practices into the overall Project M&E Framework. It will contain detailed criteria of the selection of sub-projects to monitor and number of tools, mechanisms and risks mitigating measures defined in SMPs and SEPs for individual sub-project/cluster of sub-projects. The UNDP TA will also support the third-party monitoring groups in target oblasts, identify the resources required to regularly (quarterly) monitor the impacts of the UERP/URP sub-projects during construction and operation. Moreover, the TA team will partner with local CSOs and other communities' representatives to engage them in the monitoring of sub-projects and build on their recommendations and reports, in particular with regard to any potential human rights violations and instances of discrimination within the UERP/URP implementation context. Based on assessment of needs of respective communities, the UNDP TA will provide capacity development inputs regarding participatory, third-party monitoring and accountability to the final beneficiaries and local stakeholders. The monitoring of sub-projects' compliance with EIB Environmental and Social standards as well as their social impacts will be performed based on the E&S Questionnaires submitted by local sub-projects implementers.

4.2. Partnerships

Based on its longstanding presence in the country, UNDP benefits from on-going cooperation with the Government of Ukraine at all levels, as well as partnership with civil society and non-governmental organizations that can provide UNDP and development partners with well-established entry points and platforms to channel and scale up service provision on behalf of the Government and people of Ukraine.

The TA project will seek to establish partnerships with a number of other projects, including U-LEAD, which contribute to capacity development of local authorities and communities in the areas of socio-economic recovery. The main results of such partnerships will be the improved capacities of local authorities to carry out the tasks assigned to them in support of digitalisation, reconstruction and international cooperation and development. Taking into account the activities of U-LEAD on: a) developing hromadas' capacities for digital transformation of municipal administration and services; b) supporting hromadas to identify and formulate local projects of regional significance for socio-economic recovery and reconstruction; c) establishing a Project Preparation Facility (PPF) to support hromadas in developing technical documentation for infrastructure projects; d) supporting Ukrainian municipalities to create new or consolidate existing partnerships with EU

municipalities with joint projects in the context of recovery and reconstruction through 'Bridges of Trust', the TA project will facilitate coordination meetings and other experience-sharing events to ensure complementarities of EIB's and UNDP's efforts with U-LEAD at regional level.

The possible cooperation may be established with other entities (e.g., Estonian Centre for International Development, Estonian Union of Co-Operative Housing Associations) which has substantive experience in implementing projects in the areas of capacity development of local government, support housing sector reform and energy efficiency, etc.

The TA project builds on solid foundations laid by the previous phase of UNDP TA activities within UERP and strong partnerships created by the TA team at the national level with key line Ministries, and at regional level with Oblast State/Military Administrations, territorial communities and civil-military administrations, civil society partners, and other key stakeholders in the eastern and other UERP target oblast of Ukraine; as well as on lessons learned from five years of implementation of TA project across government-controlled areas of Donetsk and Luhansk oblasts, as well as Kharkiv, Dnipropetrovsk, Zaporizhzhia, Poltava, Odesa and Kyiv oblasts.

At the national level, to align and ensure coherence with national recovery policies and provide support to the UERP and URP implementation, the TA project will maintain partnerships with and provide information on key results and achievements to:

- Ministry for Communities and Territories Development of Ukraine
- Ministry of Finance of Ukraine

At the regional level, the TA project will maintain partnerships with oblast and rayon military administrations, local councils. It will regularly inform them of the Project's achievements and will invite them to key relevant Project events. At the regional/community level, UNDP TA team will work in partnership with:

- Local authorities
- Local councils and self-governments
- Local communities and community organizations, citizens' groups, and organizations representing IDPs
- CSOs and NGOs
- Public councils

4.3. Risks and Assumptions

The overall risk level of the TA project is deemed to be medium to high, given that project activities in some UERP and URP target areas will be undertaken in the midst of an active conflict, and a certain risk tolerance is required of all partners.

Upon launch of the project and during the inception period, a full Risk Analysis will be prepared to form the basis for all further risk identification, mitigation and management. The Risk analysis will categorize the nature of risks in each target area, their probability and likely impact, proposed mitigation measures and responsibility for their implementation.

By now, the following main categories of risk have been identified:

Security risks: while the project aims to support early recovery of areas directly affected by the war, many of these areas remain in close proximity to current frontlines and could face renewed fighting. UNDP will implement the project under the guidance of the UN Department for Safety and Security and the authority of the UN Designated Security Official.

Ongoing liaison with formal authorities and community leaders will also be held to secure a safe environment for project staff and implementing partners. Building capacities of community security providers and supporting the establishment of community-based security systems (e.g., for early warning) for each target area is essential for limiting security risks. Physical risk can also be mitigated by fielding national third-party contractors resident in or near the target areas which may become off-limits to UN staff.

Risk assessment and mitigation will be addressed through the security analysis and consultations with key partners and security service providers. Tested business continuity and security plans and standard operating procedures are in place and updated regularly to mitigate the impact of existing and potential threats to UNDP staff.

Significant escalation of the ongoing conflict and/or hostilities (e.g., expansion of active hostilities on the territories where UERP/URP sub-projects are to be implemented), as well as the deterioration of security situation in some target regions could fully undermine the implementation of the UERP/URP and thus the relevant UNDP TA project activities. UNDP TA activities will be redirected to safe areas according to the respective security arrangements.

Political risks: An important impediment to the successful implementation of the TA project may be insufficient involvement of key counterparts and stakeholders in project implementation, either at the national or local level. The inability of local authorities/self-governments to function due to the conflict or to political transition, replacement of local government leaders constitutes another political risk. The risk can be mitigated by identifying and aligning with new authorities and/or community members who can support and promote UERP/URP sub-projects implementation process.

Lack of trust in local leadership and political institutions, and the subsequent lack of interest of community representatives to participate in activities related to UERP/URP implementation, constitutes another political risk to successful implementation of the TA project. Ensuring that all local authorities, UERP and URP final beneficiaries and key stakeholders are fully engaged in the UERP/URP implementation as partners in decision-making will help to secure their ongoing interest and participation, increase their ownership of the UERP/URP sub-projects and respective results. Participation of the community representatives in UERP/URP monitoring and communication activities is deemed equally important.

Organisational risks: Proper UERP and URP implementation and TA project activities will both require strong coordination between national and local levels and will benefit from aligned and coordinated provision of assistance from the EUD and EIB side. UNDP TA relations with the MCTD, neutral convening authority and strong partnerships at the local level will all contribute to ensuring that suitable coordination mechanisms are in place and functioning well.

Low institutional capacity, poor governance and UERP/URP sub-projects coordination/management in some local administrations and final beneficiaries presents another organizational risk to the UERP and URP loans operation and respective TA activities. Given the number of stakeholders involved in the project, the coordination and the joint position on the technicalities of UERP/URP implementation between key stakeholders is crucial for the success of the Programmes operations. Stronger engagement and clear guidance from both the MCTD and MoF is required to provide final beneficiaries with the information on the specific requirements at all stages of the Programmes implementation. Respective capacity development activities from the UNDP TA side will also constitute an important mitigation measure.

Operational risks: Operational risks include: 1) the availability of sufficient resources (staff, transport, etc.), to be offset by prequalification exercises at the launch of the project and reassessment at further stages of the project; 2) movement restrictions for UNDP TA team to UERP/URP project sites due to security reasons; 3) the appropriateness of UERP and URP stakeholders engagement modalities to be used throughout the project, to be assured through rapid conflict analysis of the target area and participatory dialogue with formal authorities and community representatives.

The following **key assumptions** were identified for further successful implementation of the UERP/URP and TA project:

- Government at all levels – national, regional and local – remains resilient, willing and able to fulfil its lead role in all humanitarian and crisis response efforts. The war remains contained within its existing boundaries and does not impact in any major life-threatening manner the safety and security of project human and financial resources.
- Security situation with regard to the military aggression of the Russian Federation will not worsen and remain stable, hostilities or other threats will not broaden to the UERP/URP target oblasts;
- The UERP and URP framework loans financed by the EIB and supported by the present TA will be implemented in line with the respective Finance Agreements between the EIB and Government of Ukraine.
- Current financial restrictions with regard to utilization of budget funds for infrastructure recovery will not significantly affect the proper UERP and URP implementation, e.g., will not influence the construction phase of sub-projects, postponement or suspension of sub-projects, will not reduce financing of current or future sub-projects, etc.
- The MCTD, and/or Ukrainian Government and other entities acceptable to the EIB will timely provide necessary funding of UERP/URP sub-projects and in due amounts.
- The MCTD, and/or Ukrainian Government and other entities acceptable to the EIB will have general supervision of and responsibility for the implementation of the framework loans, including the PMSU that was established and is managing the UERP and URP within the MCTD.
- The MoF will be responsible for all payments and other financial transactions related to the loans operation; the MCTD, acting through or with the support of the PMSU, will be responsible for the screening and evaluation of sub-projects, allocation requests to the EIB, and authorizations for the purposes of payments by the MoF in line with the EIB's allocation letters.
- The PMSU will ensure provision of information and liaison with final beneficiaries in project development and project implementation.
- The PMSU will ensure that the projects invested in will maintain the schedule for implementation established at project design stage in line with the fund's final availability date.
- Identifying risks of prohibited behaviour of the contractors, bringing suspicions and charges against officials of contractors or final beneficiaries in criminal proceedings, financial encumbrances that may negatively affect the fulfilment of obligations undertaken by contractors.
- A Social Management Plan and a Stakeholder Engagement Plan for individual sub-projects with significant social and/or environmental impacts are prepared by the final beneficiaries for the purposes of proper UERP/URP implementation. The SMP and SEP require that systematic engagement is carried out with all relevant stakeholders, including the affected population, IDPs, host communities and local civil society organizations.
- The MCTD and final beneficiaries recognize that good governance and sound implementation are core elements of the Project and will endeavour to ensure that this will be pursued through preventive and corrective measures in accordance with the Ukrainian legislation and the respective Financial Agreements between the EIB and Government of Ukraine.
- UERP and URP final beneficiaries and local authorities/self-government bodies will timely provide co-financing of their sub-projects (where relevant).
- UERP and URP final beneficiaries accept the TA support provided by UNDP TA to benefit from the financing of the operation, and commit to accept advisory support on all technical, financial, anticorruption and social matters related to the sub-projects, incorporate recommendations, implement sub-projects in accordance with high governance, and corrective measures on technical, finance, anticorruption and social related issues.

4.4. Stakeholder Engagement

The following stakeholders have been identified as being important for successful implementation and for enabling national and local ownership of the TA project deliverables.

Stakeholders that contribute to the implementation at institutional and local levels and ensure the relevance of programming and activities:

- Central government bodies (together with their branches at the oblast level) such as the MCTD, the MoF of Ukraine
- EIB
- Oblast state (military) administrations of Kyiv, Zhytomyr, Sumy, Chernihiv, Vinnytsia, Dnipropetrovsk, Kirovohrad, Odesa, Poltava, and Cherkasy oblasts and city of Kyiv, as well other oblasts affected by the military aggression and/or hosting a large influx of IDPs
- Local governments at municipal and community levels
- Local communities and their community organizations, citizens' groups, and organizations representing IDPs
- CSOs and NGOs

TA project institutional/final beneficiaries are the central governmental bodies of Ukraine, oblast state (military) administrations, local self-government bodies and communal enterprises.

The beneficiaries of the UERP/URP are the whole population of the target regions/oblasts of Ukraine and other war-affected groups, including internally displaced persons, women and youth, representatives of vulnerable groups (including people with disabilities) and people that were directly affected by the ongoing hostilities and infrastructure damages.

Stakeholders at the national level will be engaged into TA project activities taking a leading role in UERP/URP implementation process and establishment of close collaboration with UNDP TA team. Regular consultations and joint activities (working meetings, public events, etc.) will be held to enhance the coordination of UERP/URP implementation thus ensuring its effectiveness.

Active engagement of local stakeholders is a pre-requisite for the success of the activities planned under the TA project. UERP and URP final beneficiaries and stakeholders at the local/community level will be engaged into TA project activities to increase their ownership of sub-projects, strengthen the efficiency of recovery efforts, and ensure the achievement of positive social impact of infrastructure projects. For these reasons, during the previous phase of technical assistance to UERP implementation, UNDP TA developed and utilized the set of tools and mechanism aimed at meaningful stakeholders and community engagement in infrastructure recovery projects. The development of SMPs and SEPs for individual sub-project/cluster of sub-projects, establishment of Sub-projects Working Implementing Groups, Third-Party Monitoring Groups, etc. are the main tools of facilitating stakeholders involvement in decision-making process and regular implementation or monitoring activities.

As the UERP and URP aimed at providing support to the most vulnerable groups (i.e., people with disabilities, IDPs in their location of displacement and returnees, women and children, elderly, etc.) and TA project will strategically focus on involvement of such groups specially to take an active role in community-level activities and decision making, these are expected to be engaged in UERP/URP sub-projects implementation.

Finally, it is expected that the TA project will foster the engagement of the representatives of local communities, which are initially resident in the UERP/URP target areas, CSOs and NGOs, local media operating there to facilitate the proper implementation of the sub-projects, raise awareness of the UERP/URP and EU support to Ukraine.

4.5. Digital Solutions

In line with the UNDP Digital Strategy 2022-2025⁷, the TA project will use digital technologies and solutions to address the identified development challenges of the infrastructure recovery. Digitalization will further improve the experiences of project beneficiaries and partners, contributing to their resilience and recovery.

⁷ <https://digitalstrategy.undp.org/>

Digital solutions, aligned with the general course towards digitalization undertaken by the Government of Ukraine, will ensure the early recovery efforts in UERP/URP target regions and proper implementation of the UERP and URP. Where relevant, the TA project will also expand the use of available digital tools throughout project cycle. The implementation of the TA project will be based on the coordination with U-LEAD on digital solutions.

For the awareness raising and communication campaigns, various digital solutions and tools will be in use, including visibility campaigns and public events, social media campaigns, video advertisements, etc. Through the facilitated stakeholders and community engagement, these tools will further contribute to solving the development challenges identified.

4.6. Knowledge

The TA project will have a strong commitment to the generation and dissemination of knowledge in multiple dimensions related to the infrastructure recovery projects implementation.

UNDP TA in partnership with the MCTD will review and update the UERP/URP-related existing manuals, guidelines and instructions, assess their strengths and weaknesses, and identify if additional documents are required. The TA team will formulate further recommendations on the UERP/URP implementation to be shared with final beneficiaries and the local authorities during capacity development and experience sharing events and will be available at the regional TAUs. Additional guidelines will be prepared in consultations with the MCTD and the EIB.

The standardized sub-project cycle profile, established during the UERP implementation, will be reviewed and adjusted during the next phase of the TA project. The UNDP TA will continue to provide the consultative support to UERP and URP final beneficiaries and local authorities on the sub-project cycle profile. Orientation (kick-off) briefings/workshops will be organized for the final beneficiaries, local stakeholders, contractors, technical supervision engineers at the beginning of sub-projects implementation. The regular experience-sharing events will be organized for the UERP/URP final beneficiaries and local stakeholders to inform on the lessons learned, identify issues and gaps in projects implementation and receive feedback. The relevant project information materials will be developed and disseminated among participants. The UNDP TA will also help identify success stories, prominent project sites and the most interesting evidence of positive UERP/URP impact in the conflict-affected regions and include this information in the general communication package and campaigns.

Upon requests from the final beneficiaries, the UNDP TA team will provide training sessions on related anti-corruption aspects of the UERP/URP implementation for the final beneficiaries and local stakeholders, including CSOs representatives; express on-field anticorruption instructions/briefings for the final beneficiaries, TS engineers and contractors' representatives.

UNDP TA will promote conflict sensitivity, human rights, and gender equality approaches in recovery projects implementation for regional and local authorities and community representatives. It will emphasize the importance and the need to engage community stakeholders to future recovery projects design and development of project documentation, perform efficient public hearings and discussions on selection of projects to be applied for the URP.

4.7. Sustainability and Scaling Up

In a press briefing to mark 100 days from outbreak of the war, the United Nations Crisis Coordinator for Ukraine underscored that this is not a typical humanitarian operation: Ukraine is a country with a functional government and systems. The role of the UN is not to replace this system, it is to support the Government to support its people. A founding principle of the UNDP RBR Programme, and of the accompanying area-based approach to its implementation, is the need to work with and through relevant authorities to respect national ownership, to ensure sustainability, and to establish a replicable model for target area working that will allow results to be scaled-up to other areas over the medium-term.

Activities under Specific Objective 1 will strengthen the UERP and URP implementation through the support of UERP/URP sub-projects implementers throughout all phases of the project cycle and capacity development of final beneficiaries and community-based stakeholders. This will lead to formation of sustainable capacity of final beneficiaries and local authorities to implement infrastructure recovery projects financed by IFIs, integration of effective, time-efficient, and reliable solutions in the implementation process.

Such activities will also improve local governance, particularly aiming at preventing fraud and corruption through the development and implementation of anticorruption practices within the UERP and URP. This is to ensure that public funds allocated to the reconstruction of critical infrastructure are used properly and transparently. Moreover, the anticorruption awareness of final beneficiaries, contractors and TS engineers will raise, and activities will support the early prevention of any irregularities and prohibited conduct during the implementation of UERP/URP sub-projects. Thus, the accountability of local authorities will strengthen and become sustainable.

Activities under Specific Objective 2 will provide the support to ensure that the recovery of the critical public infrastructure damaged by war will be implemented within the URP according to the respective plans and procedures to mitigate the direct impacts of the military aggression. This will lead to strengthened infrastructure resilience and enhanced delivery of accessible public services in the affected by war regions of Ukraine, including housing, social services, education, and health.

Such activities will also ensure the proper implementation of the UERP and URP framework loans provided by the EIB and complete the implementation of actual sub-projects on time, within budget and to an acceptable standard. The UERP/URP implementation process will be constantly monitored by TA specialists in terms of technical, financial, anticorruption, social and environmental aspects along with providing consultative support to final beneficiaries and local authorities throughout the implementation of respective sub-projects. Joint monitoring standards and procedures will be utilized in all UERP/URP target regions on the regular basis thus ensuring the sustainability of implementation process of all sub-projects.

Activities under Specific Objective 3 will foster the local participatory approach and community engagement to the infrastructure recovery projects using the Leave No-one Behind principle, which will lead to broader engagement of different stakeholders in the decision-making and implementation of infrastructure recovery projects. The activities will be implemented in line with a whole-of-community approach that brings together actors from public, private, and civil society sectors, to ensure meaningful involvement of key stakeholders at community and sub-regional levels.

The developed within UERP and URP approach will provide ample opportunities for lessons learning, as the scale-up potential of initiatives, tools and mechanisms piloted under the TA project will be assessed by the project team in collaboration with institutional partners, and recommendations made as appropriate for replication in course of the implementation of other infrastructure recovery projects.

V. PROJECT MANAGEMENT

5.1. Cost Efficiency and Effectiveness

Under the UNDP TA project there are several categories of costs that are envisaged for the implementation of the project, functioning of the project central office (TCU) as well as regional sub-offices (TAUs), including:

- **General Expenses:** to support all TA project implementation activities, also this section includes expenses related to office rent and maintenance in respective UNDP TA duty stations, as well as electricity, water, heating and other utilities, office security, communication, phone and internet, office equipment maintenance, travels and daily subsistence costs for project staff and other costs linked with the project management and implementation.
- **Human Resources Expenses:** to cover the salaries and other payments to TA project staff (e.g., Danger Pay, Hardship Allowance for international staff), security services provided to the TA project by UNDP security personnel
- **Materials Expenses:** to cover the needs of the project office to perform the activities related to capacity development of final beneficiaries, public awareness and outreach, technical advisory, stationery and other office furniture and supplies, IT equipment and IT supplies, communication and audio-visual equipment. This would include printings, trainings agendas and outreach materials, visibility materials, training and conference services, translations, coordination and planning workshops and events.
- **Transportation and Vehicle-Related Expenses:** to cover vehicle maintenance and insurance, fuel costs to ensure safe, reliable transportation for the project staff during monitoring activities, depreciation of vehicles, etc.
- **Audit, Evaluation & Verification Expenses:** to cover the external audit and evaluation upon completion of the TA project. The first phase of the TA project in 2023 does not include these expenses; however, they will be included in the upscaled and extended version of the TA project as described on p. 6.
- **Security costs:** in addition to security specialist and officer, mentioned in section 5.2., these costs will also cover security-related measures for UNDP premises, security trainings, costs of satellite phones and subscription, and other security arrangements, necessary to implement activities within acceptable risk levels and ensure the safety and security of UNDP personnel.

Additionally, the project will include provisions for communications costs to cover communication and visibility activities of the TA project envisaged by the Project's communication and visibility plan.

To ensure cost efficiency, the UNDP TA will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible, including identifying and addressing main drivers of costs, configuration of TCU and TAUs, due planning of monitoring and other implementation activities. While purchasing necessary for the project implementation services, equipment and materials, the principle "best value for money" will be used in procurement process. This means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of UNDP TA/beneficiaries.

5.2. Project Management

The project will be managed from the UNDP project office in Kyiv (Technical Coordination Unit) and the established regional sub-offices in Dnipro and Poltava (Technical Assistance Units). Depending on the selection of project target areas and number of UERP/URP sub-projects being implemented, additional sub-offices may be established in other oblasts and staff relocated and assigned from TCU or TAUs. The tasks of the TA project undertaken by staff assigned to the project office – respective TCU and TAUs – are directly attributable to the implementation of the project activities.

The project office will comprise of full-time dedicated project staff to technically contribute to various project components and activities.

The project will be managed by an international Project Manager/Team Leader.

The proposed team structure is carefully selected to cover the needed management, coordination and policy guidance, the required technical knowledge, monitoring and communication assets by the dedicated project staff of UNDP TA.

Project Manager/Team Leader

International Project Manager/Team Leader, with support from a national Field Manager, is responsible for leading the teams in all UERP/URP target regions; carries out overall management of Project implementation; coordination with local stakeholders, the Action's partners, and other development partners; prepares the various project's deliverables and reports; and is responsible for ensure effective communications, knowledge/information management and visibility of the Project.

Key experts

International Project Manager/Team Leader is supported by six National Key Specialists / KEs: 1 Field Manager, 1 Anti-Corruption Specialist, 1 Procurement & Finance Specialist, 1 Engineering Specialist, 1 Stakeholders Engagement Specialist and 1 Reporting Officer.

National Non-key Specialists / LTNKEs: 5 Finance & Procurement Specialists, 5 Engineering Specialists, 1 Community Engagement Specialist.

International Short-term consultants (90 working days each): Legal/Finance Advisor and Anti-Corruption Advisor.

Drivers: 5 drivers will be deployed to ensure effective transportation services in the UERP/URP target regions.

Coordination / Operations Officer is responsible for providing guidance in preparation of the budget, budget revisions, and ensuring the overall financial monitoring and reporting for the overall Action, guiding the Project team in preparation of financial transactions and appropriate Project reports. He/she will ensure transparent and efficient administration services and systems throughout the whole Project implementation period.

M&E Associate will be placed in the TA team and will develop a detailed monitoring and evaluation plan, including elaboration of more detailed results, a baseline and means of verification based on the Results Framework (Appendix 1), and conducting regular monitoring and evaluation of TA project outcomes.

Substantive project staff will be supported by the following UNDP security staff: 1 Field Security Officer (national, 5%), 1 International Security Specialist (5%).

5.3. Collaborative Arrangements with other Projects

The TA project will be implemented through direct management as a specific project within the UNDP IDRPB portfolio. The Project's interventions may be further coordinated with the UNDP RBR Programme, and namely on such initiatives as reconstruction of housing and social infrastructure to support the process of IDP/refugee return to their communities of origin in war-affected areas, recovery of critical infrastructure, provision of inclusive administrative and social services, enhancing transparency and supporting anticorruption measures at the local level.

The TA project will take part in coordination meetings with other EU-funded projects, including U-LEAD.

5.4. Communications and Visibility Strategy

The Project will implement communication and visibility activities in accordance with the Financial and Administrative Framework Agreement (FAFA) between EC and UN (article 11) and the General Conditions of the EU-UNDP Contribution Agreement (article 7) and will develop a clear visibility identity. A communications and visibility plan, setting out objectives, activities and resources, will be developed during the inception phase.

The overall communication objective is to provide appropriate visibility to the project including the project's support from the EU and EIB and emphasising EU support to Ukraine. It is focused on adequately and broadly communicating the objectives and results of the UERP and URP implementation, the role of the key stakeholders (the EU and EIB as the donor, MCTD as responsible counterpart and UNDP as the implementing partner) in the implementation of the Programme and the impact of their cooperation among project partners and beneficiaries including relevant government ministries, departments and agencies, local authorities, civil society, opinion leaders, as well as representatives of relevant donor funded projects and members of the international and diplomatic community engaged in support to recovery efforts in Ukraine.

Under the overall guidance and in close cooperation with the EIB and UNDP communication specialists, the TA project will ensure visibility for the EU and EIB contribution through a variety of means, including, but not limited to, press releases and briefings, reports, seminars, workshops, networking events, publications, including newsletters and infographics, websites, and any promotional items. All project communications will be delivered in line with UNDP principles⁸ of gender-responsive communications and non-discriminative language.

The EU and EIB contribution will also be clearly acknowledged on the UNDP website and other communication channels.

Through the implementation of specific communication and visibility activities, the TA project will raise awareness of the UERP and URP implementation, outcomes, and impact among its target audiences, contribute to the positive image of the EU, EIB and UNDP partnership working together on infrastructure recovery in Ukraine, enhance coordination and information exchange on the UERP and URP progress among main stakeholders and beneficiaries, and increase public awareness of the UERP/URP and TA project.

A detailed account of the implementation of the Project's communication and visibility plan will be included in the Project's regular reporting. Evidence will be provided in the form of print press and/or online articles, written or recorded interviews, photos, audio and video files, transcripts etc.

⁸ <https://www.undp.org/ukraine/publications/10-principles-gender-responsive-communications>

VI. RESULTS FRAMEWORK

EU-UNDP TECHNICAL ASSISTANCE TO THE FINAL BENEFICIARIES OF THE EIB EARLY RECOVERY AND UKRAINE RECOVERY PROGRAMMES*					
Intervention Logic	Indicators of Achievement	Baseline**	Target***	Data Source	Comments
Impact Strengthened infrastructure resilience and enhanced delivery of accessible public services in the target regions of Ukraine, including housing, social services, education, and health	1. Proportion of local population who are satisfied with the condition and accessibility of social infrastructure in the URP target regions, disaggregated by sex, IDP status, oblast	1. TBD [2022]	1. TBD [2025]	URP socio-economic impact survey, UNDP TA Monitoring Framework, project records and reports	
	2. Cumulative number of people benefitting from the URP implementation by receiving better access to social services and work conditions, housing, culture, and sports facilities, disaggregated by oblast, IDP status	2. 0 [2022] 0 IDPs [2022]	2. TBD [2025] TBD IDPs [2025]		
Outcome 1 Local governance, transparency and accountability are improved to ensure effective project cycle management, including planning, procurement, implementation, and monitoring of projects	1.1. Cumulative number of URP projects which have obtained planned financing, disaggregated by oblast, sector	1.1. 0 [2022]	1.1. TBD [2025]	URP socio-economic impact survey, UNDP TA Monitoring Framework, project records and reports	
	1.2. Percentage and number of interviewed final beneficiaries' representatives claimed to receive regular support from UNDP TA during the URP implementation, disaggregated by sex	1.2. 0% [2022] 0 [2022]	1.2. Not less than 80% [2025] TBD [2025]		Final beneficiaries are local administrations, self-government bodies, communal enterprises responsible for the implementation of URP sub-projects

Outcome 2 Destroyed or damaged critical public infrastructure is restored in a timely, efficient and quality manner to mitigate the direct impacts of the war on local communities	2.1. Cumulative number of URP projects successfully completed on time and within allocated budget	2.1. 0 [2022]	2.1. TBD [2025]	URP socio-economic impact survey, UNDP TA Monitoring Framework, project records and reports	
	2.2. Percentage and number of interviewed local stakeholders stating that URP projects meet the needs of residents and IDPs, disaggregated by sex	2.2. 0% [2022] 0 [2022]	2.2. Not less than 80% [2025] TBD [2025]		Local stakeholders of URP sub-projects include the heads of local authorities and self-government bodies, members of local councils, communities' executive staff; management and staff of the facilities where reconstruction work is being carried out; local communities' representatives, including members of NGOs which are working in the target settlements/rayons; local media
Outcome 3 Enhanced local participatory approach and community engagement to the infrastructure recovery projects in accordance with the Social Management Plan and Stakeholders Engagement Plan	3.1. Percentage and number of interviewed local stakeholders, including those from the vulnerable groups, stating their engagement in the URP projects design and implementation, disaggregated by sex	3.1. 0% [2022] 0 [2022]	3.1. 75% [2025] TBD [2025]	URP socio-economic impact survey reports; TA project records; UNDP TA M&E Framework; TA project media coverage monitoring records	
	3.2. Percentage and number of the URP projects where social management and stakeholder engagement tools are implemented	3.2. 0% [2022] 0 [2022]	3.2. 75% [2025] TBD [2025]		
Output 1.1. Strengthened local governance capacity for project preparation and implementation	1.1.1. Percentage and number of interviewed final beneficiaries' representatives claiming their ability to design and implement recovery projects without assistance in the future, disaggregated by sex	1.1.1. 0% [2022] 0 [2022]	1.1.1. 75% [2025] TBD [2025]	URP socio-economic impact survey reports, TA project records, Monitoring reports, Trainings evaluation questionnaires	

	1.1.2. Cumulative number of final beneficiaries' representatives and local stakeholders with improved knowledge and skills in technical, financial, anticorruption, social aspects and gender-sensitive approaches of the URP implementation, disaggregated by sex	1.1.2. 0 [2022]	1.1.2. TBD [2025]		
Output 2.1. Improved project compliance, progress evaluation and monitoring for effectiveness and efficiency	2.1.1. Percentage and number of the URP projects completed within TA timeframe and with due quality	2.1.1. 0% [2022] 0 [2022]	2.1.1. Not less than 75% [2025] TBD [2025]	URP socio-economic impact survey reports; TA project records; UNDP TA M&E Framework; TS engineers' reports; Monitoring/Spot Check forms	
	2.1.2. Percentage and number of ongoing URP projects covered by regular monitoring visits by UNDP TA	2.1.2. 0% [2022] 0 [2022]	2.1.2. Not less than 90% [2025] TBD [2025]		
Output 2.2. Improved financial management in project implementation	2.2.1. Percentage and number of the URP projects implemented according to the established administrative procedures on procurement and finance	2.2.1. 0% [2022] 0 [2022]	2.2.1. Not less than 70% [2025] TBD [2025]	TA project records, Monitoring reports, UNDP TA M&E Framework; TS engineers' reports	
	2.2.2. Percentage and number of the URP projects in which anticorruption assessments of contractors during and after tender procedures were conducted	2.2.2. 0% [2022] 0 [2022]	2.2.2. Not less than 80% [2025] TBD [2025]		

Output 3.1. Increased project ownership at the local level and facilitation of stakeholders engagement in implementation of projects	3.1.1. Percentage and number of interviewed local stakeholders satisfied with URP projects implementation, disaggregated by sex	3.1.1. 0% [2022] 0 [2022]	3.1.1. 75% [2025] TBD [2025]	URP socio-economic impact survey reports; TA project records; UNDP TA Monitoring and Evaluation Framework; TA project media coverage monitoring records	
Output 3.2. Social Management Plan and Stakeholder Engagement Plan are fully implemented, and final beneficiaries and community-based stakeholders are better able to apply participatory approaches for prospective/selected projects	3.2.1. Percentage and number of the URP projects supported by the formal collaborative entities (Working Implementing Groups)	3.2.1. 0% [2022] 0 [2022]	3.2.1. 70% [2025] TBD [2025]	TA project records; UNDP TA M&E Framework; E&S Questionnaires from final beneficiaries; Annual SMP and SEP implementation reviews; Monitoring Reports from third-party monitoring groups	
	3.2.2. Percentage and number of the URP projects implemented in compliance with the EIB E&S Standards and in adherence to OHS and employees' rights	3.2.2. 0% [2022] 0 [2022]	3.2.2. Not less than 90% [2025] TBD [2025]		

* The activities, the expected outputs and all the indicators, targets and baselines included in the Results Framework and related to the URP are indicative and may be updated during the implementation of the action without an amendment to the financing decision. The indicative Results Framework may evolve during the lifetime of the Action: new columns may be added for intermediary targets (milestones) when it is relevant and for reporting purpose on the achievement of results as measured by indicators

** Due to the actual start of the URP implementation in August 2022, baseline indicators related to the URP have been indicated for 2022 with "0". The relevant data for the Results Framework will be collected during the further stages of the URP implementation through the relevant means of verification

*** Targets are indicatively provided for 2025 in line with the plans to upscale and extend the TA project until the end of 2025 (see p. 6)

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the TA 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 Results Framework will be collected, reported to UNDP Ukraine Integrated Monitoring and Reporting Platform and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annually, or in the frequency required for each indicator	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.	At least annually	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.	Design and Appraisal QA (at the project kick-off), Implementation QA (biennially) Closure QA (at operational closure of the project)	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 team and used to make course corrections.

Project Report	A progress report will be presented to the MCTD and EIB, other key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output and activity levels, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Monthly, and at the end of the project (Final Report)	
Project Review (Project Board)	The project's governance mechanism 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 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 will be held.	Annually	Any quality concerns or slower than expected progress should be discussed and management actions agreed to address the issues identified.

Evaluation plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	TBC	TBC	Final Quarter of Year 3	Government of Ukraine, civil society, EU	TBC

VIII. MULTI-YEAR WORK PLAN*

Output	Activity	2023			
		Q1	Q2	Q3	Q4
1.1. Strengthened local governance capacity for project preparation and implementation <i>Gender marker: GEN2</i>	1.1.1. Provide capacity development to the local communities, relevant units, and departments of oblast, rayon state administrations in the sub-project cycle management: preparation and implementation (integrated project preparation and implementation cycle), monitoring and impacts evaluation				
	1.1.2. Support local communities, final beneficiaries, and other stakeholders (municipalities, oblast and rayon state administrations) to prioritize and fine-tune needs, establish social infrastructure rehabilitation priorities, recovery options (overhaul, repair, rehabilitation, reconstruction, upgrade, other) depending on sub-project's magnitude and socio-economic impact				
	1.1.3. Establish a sub-project cycle profile with milestones for each phase of a sub-project, collaborate with local and regional authorities, MCTD and community-based stakeholders during sub-project implementation				
	1.1.4. Provide anti-corruption capacity development to the final beneficiaries and local stakeholders, Technical Supervision engineers and contractor's representatives via anticorruption trainings and seminars, express on-field anticorruption instructions/briefings				
	1.1.5. Develop reports, manuals and/or guidelines/procedures documents in support for URP implementation for local communities, rayon- and/or oblast authorities to follow				
2.1. Improved project compliance, progress evaluation and monitoring for effectiveness and efficiency <i>Gender marker: GEN1</i>	2.1.1. Review state norms and normative standards, certification and other requirements (construction certificates and permits, environmental assessments, energy efficiency, etc.) in case selected sub-projects require special permits and construction certificates, other permitting documentation, as required; advise the stakeholders and inform the MCTD and EIB in case there is a risk of operational sub-project delay due to the absence of permits, certificates or other relevant documentation				
	2.1.2. Perform sub-project monitoring through the regular visits to the sub-projects' sites, as prior discussed with the MCTD and EIB; review and document the implementation progress against the agreed plans and milestones				
	2.1.3. Establish a comprehensive and user-friendly Monitoring and Evaluation Framework for each sub-project (or a group of sub-projects in one region/community) to monitor results of sub-project(s) implementation, set baseline data, qualitative and quantitative indicators, significant milestones and impact values, corrective measures; establish a reporting system to key stakeholders				
	2.1.4. Conduct anticorruption and fraud awareness workshops, express on-field anticorruption instructions, briefings and public awareness activities aimed to increase transparency and awareness of the sub-projects' implementation progress and for prevention corruption and related risks during sub-projects implementation				

	2.1.5. Following the EIB's and MCTD's provision, make a profound assessment of the impact from the development intervention on the local communities and stakeholders, clearly summarizing the end-results and benefits from the overall sub-project implementation, with the indication of success stories				
2.2. Improved financial management in project implementation <i>Gender marker: GEN0</i>	2.2.1. Follow-up the selected direct administrative procedures and verify compliance with the standard costs; verify compliance with the established EIB's rules and guidelines in procurement and financing for prevention of corruption and related risks and ensuring transparency of public funds				
	2.2.2. Closely cooperate with the MCTD and its Technical Assistance experts in following the established Programme Operations Manual on Procurement and ensuring the quality of tendering documentation submitted by the final beneficiaries				
	2.2.3. Prepare the financial, tendering, reporting and other data information for submission to the MCTD and other stakeholders				
	2.2.4. Promote transparency and accountability in using of public funds through advocacy of anticorruption activities and strictly following the established procurement regulations and procedures; immediately inform the MCTD and EIB of any suspicion of corruption or ineffective use of financial resources, follow up and implement the agreed Corruption Risk Mitigation Approaches and Action Plan endorsed by the EIB				
3.1. Increased project ownership at the local level and facilitation of stakeholder engagement <i>Gender marker: GEN2</i>	3.1.1. Provide support to establish an effective system and tools for communication with public, national and international stakeholders				
	3.1.2. Facilitate public engagement and awareness over the sub-project justification, selection and implementation, based on the clear selection procedure, parameters of importance and implementation mechanisms				
	3.1.3. Prepare UERP/URP and sub-projects information materials, organize and conduct public information and experience-sharing events, involving mass media, community stakeholders, to inform on the UERP and URP and receive feedback				
	3.1.4. Sensitize and develop capacity of local government officials in mainstreaming conflict-sensitive, human rights based and gender sensitive approaches in recovery planning, promoting participatory, transparent, and indicative local dialogue and inclusion of community and civil society representatives in decision making				
3.2. Social Management Plan and Stakeholder Engagement Plan is fully implemented, and final	3.2.1. Support in performing participatory socio-economic impacts and risks assessments for recovery sub-projects				
	3.2.2. Capacity development to support community-based partnerships for sub-projects implementation				

beneficiaries and community-based stakeholders are better able to apply participatory approaches for prospective/selected projects <i>Gender marker: GEN1</i>	3.2.3. Communication, information disclosure and networking				
	3.2.4. Implementation of the Grievance Redress Mechanism and participatory sub-project monitoring, third-party monitoring and accountability				

*The timeframe of the TA activities is closely connected to the UERP/URP programme cycle and depends on the ongoing progress of the UERP and URP. Hence, the workplan might be reviewed respectively in case of changes in the UERP/URP timeframe. Currently, the workplan covers the initial 12-month period and will be reviewed in 2023 as indicated on p. 6.

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The TA project will be governed by the Project Board, operating based on the ToR to be finalized during the inception phase. The Project Board would act as the ultimate decision-making body of the Project. It is proposed that the Project Board will be organized during the inception phase together with other EU-funded project(s), separately from UN RPP. The Project Board will indicatively meet every nine months, or more regularly if deemed necessary by all partners.

The Project will be implemented in line with UNDP's Direct Implementation Modality; UNDP shall be responsible for the overall management of the project. Project management is performed by UNDP and the responsible Project Manager/Team Lead. The Project Manager will be responsible for day-to-day management and decision-making for the project and will be ultimately accountable for the management of project resources and ensuring compliance to UNDP's rules and regulations. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The respective Project staff is indicated in sub-section 5.2. of this document.

UNDP will leverage and consolidate an optimal configuration of its current field-based project teams to expedite programming, management, coordination, and joint monitoring of sub-projects results and activities. In particular, the TCU headed by Field Manager will coordinate the overall implementation of the Project and TAUs, monitor sub-projects, and provide support to UERP and URP final beneficiaries in designated oblasts, regional TAUs will be established with regard to geographical coverage of selected URP sub-projects. In case of urgent or complex tasks in particular region, the relevant specialists from other TAUs or TCU might be engaged in proper activities. This will also ensure value-for-money and economies of scale for maximizing efficiency and complementarity with other programme activities and projects that are being planned or implemented through its field offices in the UERP/URP target oblasts.

In course of TA project implementation, to improve the performance of the final beneficiaries and ensuring UERP/URP sub-projects timely completions, UNDP TA team will closely cooperate with COWATER INTERNATIONAL TA, the MCTD consultancy. COWATER INTERNATIONAL TA is a company providing technical assistance to the MCTD/PMSU regarding technical, financial, environmental and social aspects of UERP and URP implementation as well as coordinating joint activities of partners in course of implementation of both programmes. Main UNDP TA relevant activities in the areas of UERP/URP budget forecasting and payments monitoring, construction works programme forecasting and further tracking, and Environmental and Social monitoring, etc. will be coordinated with COWATER INTERNATIONAL TA.

The chart on the next page shows how the different actors work in partnership to ensure effective implementation of the TA project.

UNDP TA will provide dedicated transport services (armoured/soft-skin vehicles, full-time drivers and resources for related maintenance costs) in line with UN standards, in order for the TA team members to undertake regular monitoring visits, spot-checks at sub-project sites as well as other activities related to Project implementation.

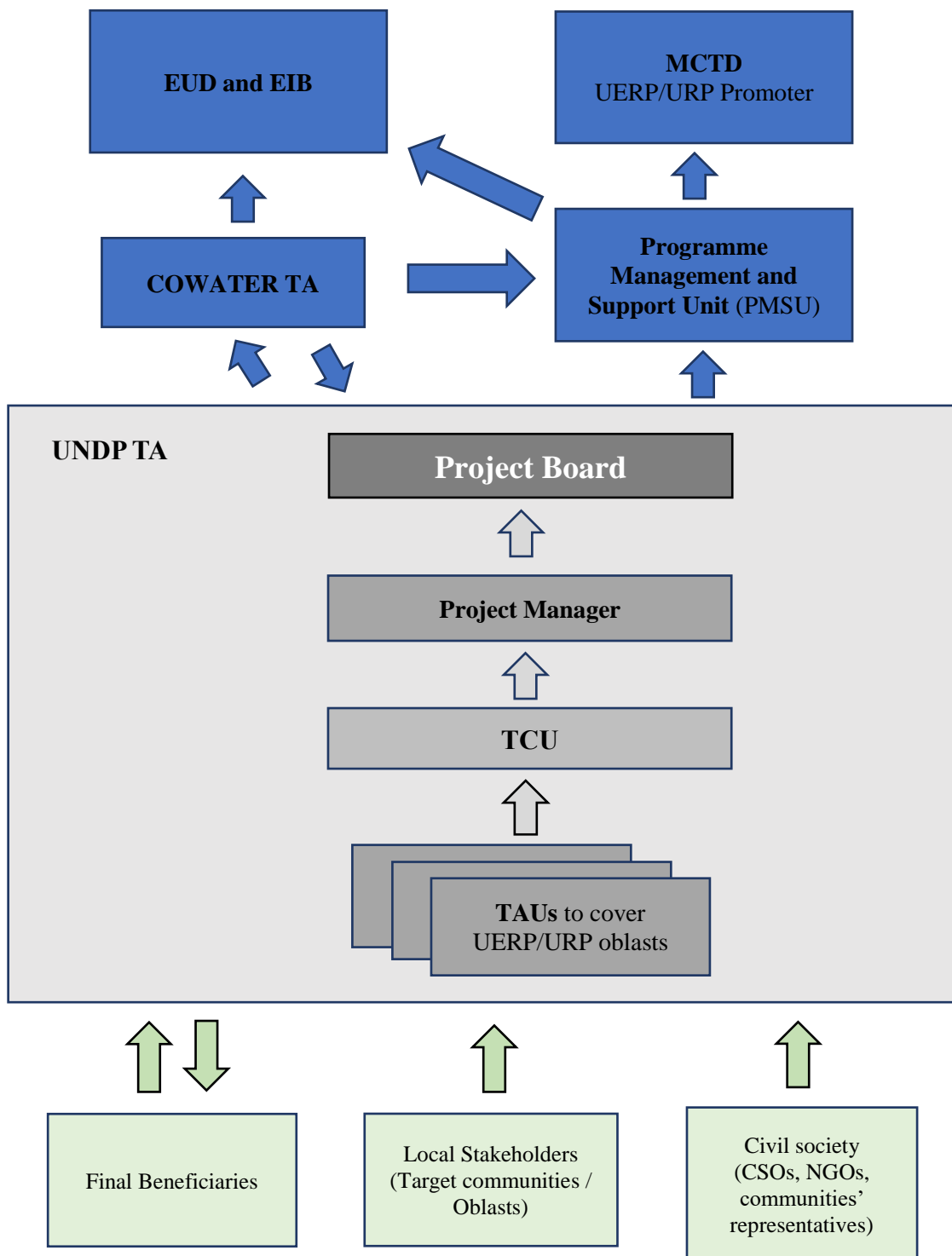


Figure 1. UNDP TA project organizational chart