



Country/Region/Global: UKRAINE
Initiation Plan

Project Title: Quality assurance for UNITED24 initiative

Expected UNSDCF/CPD Outcome(s):

Outcome 4. By 2023, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support.

Expected CPD Output(s):

Output 4.3. National and regional authorities have the knowledge and skills to engage communities in gender responsive planning, coordination, delivery and monitoring of recovery efforts

Initiation Plan Start/End Dates: 1 April 2023 – 31 March 2024

Implementing Partner: United Nations Development Programme in Ukraine

Brief Description

Since 24 February 2022, the ongoing war in Ukraine has already resulted in significant loss of life, devastating destruction of housing, infrastructure and unprecedented displacement of people both internally and towards neighbouring countries. The scope and scale of damage to critical infrastructure and residential housing caused by the conflict are devastating in many regions of Ukraine, especially Kyiv region. Many people have no place to live. Therefore, the urgent recovery of residential buildings is one of the key priorities of the Government of Ukraine and international partners. Building on its expertise in providing technical assistance to the governmental bodies, regional authorities and local communities during the implementation of infrastructure recovery projects, UNDP is assisting the Ministry for Communities, Territories and Infrastructure Development of Ukraine (MCTID) and Kyiv Regional Military Administration (Kyiv RMA) to recover and reconstruct residential housing in Kyiv region, ensuring that restoration projects will be implemented efficiently, transparently and completed with due quality.

Through this project, UNDP will seek to contribute to the following outcome:

Local communities in Kyiv region benefit from the improved living conditions due to timely, efficient and quality restoration of residential buildings, damaged as a result of direct impact of war

To this end, the project aims to achieve the following outputs:

Output 1. Strengthened the Ministry's for Communities, Territories and Infrastructure Development of Ukraine and Kyiv Regional Military Administration's capacity and accountability for recovery projects preparation and implementation

Output 2. Improved project compliance, financial management and progress monitoring for transparency and effectiveness of implementation process

Project Period:	1.04.2023 – 31.03.2024
Quantum Project Number:	01000612
Quantum Output Number:	_____
Gender Marker:	GEN 1

Total resources required	500,000 USD
Total allocated resources:	500,000 USD
• Regular UNDP	500,000 USD
• Other:	
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by UNDP: 





I. PURPOSE AND EXPECTED OUTPUT

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. Ukraine faces losses of many people's lives and devastating destruction or damages of residential housing, especially in already de-occupied regions where active hostilities took place. Many Ukrainians lost their houses, apartments or they were damaged and require full recovery. At least 7,451 mln sq.m. of housing were damaged only in Kyiv oblast¹. The extensive scale of destruction of infrastructure requires urgent removal of mines and explosives as well as debris, followed by rehabilitation or reconstruction of residential buildings, and installing equipment with the necessary supply of the materials to restore or maintain life-line and key basic services for people.

The National Council for the Recovery of Ukraine from the Consequences of War was created by the Decree of the President of Ukraine Volodymyr Zelenskyi on April 21, 2022. In less than three months, it developed a draft Recovery Plan until 2032. It consists of 23 parts developed by relevant working groups. One of them is called "Construction, urban planning, modernization of cities and regions of Ukraine" and is coordinated by the Ministry for Communities, Territories and Infrastructure Development of Ukraine. At the beginning of the Plan, the general vision and principles on the basis of which recovery should take place are outlined. In particular, it is about the fact that "all citizens who lost their homes in connection with the military aggression of the Russian Federation must be provided with housing." Among the principles of the Plan implementation is Build Back Better. In addition, the principles include openness and transparency, European integration, sustainable development, energy independence, inclusiveness and civil protection.

The third section of the Ukraine's Recovery Plan is named "Housing, energy efficiency, civil protection" and deals with six issues, including the most important - destroyed and damaged housing. The goal proposed by the Plan for solving the problem of destroyed and damaged housing is its restoration or compensation in case of impracticality of restoration. The goal is to restore 10% of the damaged housing stock by the end of 2022, restore or compensate 50% by the end of 2025, and restore or compensate 100% by the end of 2032. The division into several stages and the

¹ <https://recovery.gov.ua/en>

determination of the sequence of restoration are important, because they open the possibility to separate real estate from housing and put the provision of housing for people in the first place.

To fulfil this important task, in January 2023, the first large-scale project to restore damaged housing was launched in Ukraine, within which the first 18 buildings in the Kyiv region will be restored. The application for restoration of buildings was submitted for consideration by the Kyiv Regional Military Administration. The first houses for reconstruction in Irpin, Borodianka, Hostomel, Buzova and Myla were selected by a special interdepartmental commission of the MCTID. On 10th January 2023, Cabinet of Ministers of Ukraine issued an order approving distribution of funds from the "Destroyed Property and Infrastructure Restoration Fund" account opened at the National Bank of Ukraine in the amount of over 465 mln UAH for the restoration of damaged multi-apartment residential buildings in the Kyiv region. The restoration of the residential buildings will be financed primarily from the funds raised via UNITED24 fundraising platform – the initiative launched in May 2022 by the President of Ukraine Volodymyr Zelenskyy. With the funds raised through UNITED24, the apartment buildings that were partially damaged will be rebuilt first, so more people can return home as soon as possible. Also, the restoration of buildings will be partially financed from the state budget and residents' contributions.

Thanks to the implementation of the project, about 4,000 residents of Kyiv region will be able to return to their homes destroyed by hostilities.

Housing restoration will be carried out taking into account the modern principles of reconstruction, in particular, thermal modernization, in order to reduce energy consumption. The experience of Kyiv region is planned to be extended to the reconstruction of other regions of Ukraine that suffered from Russian aggression.

On 2 March 2023, UNDP in Ukraine signed the Memorandum of Understanding with the MCTID and Kyiv RMA to support the implementation of the project. The restoration works will incorporate UNDP's "build forward better" principles to improve thermal modernization to reduce energy consumption and the carbon footprint of the region. Building on UNDP's expertise in providing comprehensive technical assistance to the governmental bodies, regional authorities and local communities during the implementation of infrastructure recovery projects within Ukraine Early Recovery Programme, UNDP TA team will also contribute to improved local governance, transparency and accountability through quality assurance support at all stages of planning, procurement, implementation, and monitoring of 18 recovery projects. Specific initiatives will be undertaken to strengthen the capacity of local authorities and local self-government bodies in managing the engineering, financial, anti-corruption, and social aspects associated with large-scale restoration works.

The objective of the proposed project "Quality assurance for restoration of housing and recovery of Kyiv region" is to ensure the effective implementation of projects/activities utilizing funds from the account "Destroyed Property and Infrastructure Restoration Fund", raised under the UNITED24 multimedia platform to restore damaged multi-apartment buildings in the Kyiv region.

Through this project, UNDP will seek to contribute to the following outcome:

Local communities in Kyiv region benefit from the improved living conditions due to timely, efficient and quality restoration of residential buildings, damaged as a result of direct impact of war

To this end, the project aims to achieve the following outputs:

Output 1. Strengthened the Ministry's for Communities, Territories and Infrastructure Development of Ukraine and Kyiv Regional Military Administration's capacity and accountability for recovery projects preparation and implementation

Output 2. Improved project compliance, financial management and progress monitoring for transparency and effectiveness of implementation process

II. MANAGEMENT ARRANGEMENTS

UNDP Ukraine shall be responsible for the overall management of the project, primarily regarding the responsibility for the achievement of the outputs (results) and objectives.

The project will be implemented under the UNDP Inclusive Development Recovery and Peacebuilding (IDRPB) Portfolio with overall supervision of the IDRPB Team Leader, and in close coordination with the Technical Advisor on Engineering and Critical Infrastructure. Quality assurance of the project will be provided by the Programme Analyst, IDRPB with support of Strategic Planning, Partnerships and RBM unit. Project monitoring and evaluation as well as communications will be provided within the IDRPB Portfolio.

A team will be running the project, consisting of the following team members:

- National Project Manager (NPSA 11, part-time, 20%) will be responsible for achieving the objectives of the project and ensuring the co-operation and support from the project partners, as well as for managing the implementation of the project. This includes personnel, subcontracts, training, administrative support and financial reporting, and keeping UNDP aware of all relevant factors that could have an impact on the project implementation;
- 2 Engineering Specialists, (1 NPSA 10, part-time, 20% and 1 NPSA 9, full-time) will be responsible for leading Regional Engineers and coordination of the UNDP activities with regard to technical/engineering aspects of projects implementation, including monitoring of the construction phase of projects, collaboration with Technical Supervision engineers, and providing capacity development and other assistance to final beneficiaries in technical aspects of projects implementation.;
- 3 Regional Engineers (1 NPSA 8, part-time, 20% , 1 NPSA 8, full-time and 1 UNV, full-time) will be responsible for performing day-to-day activities aimed at providing technical assistance to Kyiv Regional Military Administration in technical/engineering aspects of projects implementation and conducting regular monitoring visits to projects sites during the construction phase.
- Procurement & Finance Specialist (NPSA 9, full time) will be responsible for coordination of the UNDP activities with regard to financial aspects of projects implementation, monitoring of tenders, including anti-corruption assessments of potential contractors, collaboration with Kyiv Regional Military Administration during the implementation of projects in preparation of tender dossiers, payment documents, as well as providing capacity development and other assistance in procurement and financial aspects of projects implementation.
- Regional Procurement & Finance Specialist (UNV, full-time) will be responsible for performing day-to-day activities aimed at providing technical assistance to Kyiv Regional Military Administration in procurement and financial aspects of projects implementation and conducting regular monitoring visits to projects sites during the construction phase.
- Stakeholders Engagement Specialist (NPSA 10, part-time, 20%) will be responsible for coordination of activities aimed at implementation of stakeholders engagement practices within the project, supporting Kyiv Regional Military Administration in organizing consultations with local stakeholders, as well as providing capacity development and other assistance in social aspects of projects implementation.
- Project Associate (NPSA 6, full time) will be responsible for the smooth administrative management and implementation of the project activities in close collaboration with both the project team and the UNDP Country Office.
- Driver/Clerk (NPSA 4, full time) will be deployed to ensure effective transportation services during the project, including the movement and security of project staff.

III. MONITORING

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring plan:

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. The progress on the performance indicators will be regularly reported into UNDP Ukraine Integrated Monitoring and Reporting Platform	Regularly	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.	Regularly	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.	Regularly, At the project's operational closure	Relevant lessons are captured by the project team and used to inform management decisions. The concise lessons learned report will be prepared at the operational project of the project
Final report	A detailed lessons learned report will be prepared, consisting of data showing the results achieved against pre-defined project targets at the output levels, key successes, challenges and lessons learned	At the project's operational closure	

IV. WORK PLAN

Period²:

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Strengthened the Ministry's for Communities, Territories and Infrastructure Development of Ukraine and Kyiv Regional Military Administration's capacity and accountability for recovery projects preparation and implementation</p> <p>Indicators: 1.1. Number of project-related documents (templates) developed and delivered for use during projects implementation <i>Baseline: 0 (2023)</i> <i>Target: 4 (2024)</i> 1.2. Number of consultations related to projects implementation delivered <i>Baseline: 0 (2023)</i> <i>Target: 200 (2024)</i></p> <p>Related CP outcome: By 2023, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support</p>	<p>1.1. Development of project-related documentation package to implement restoration projects</p> <p>1.2. Provision of consultations and recommendations to the MCTID and Kyiv RMA on technical issues related to projects implementation, including verification of project documentation and its correction</p> <p>1.3. Consultative support to the MCTID and Kyiv RMA on financial and procurement issues related to the implementation of restoration projects</p> <p>1.4. Provision of consultations to the MCTID and Kyiv RMA, representatives of local communities and other interested parties on anti-corruption issues, implementation of measures to prevent, respond to and mitigate fraud, money laundering and other corruption related risks during the implementation of projects</p> <p>1.5. Consultative support to the MCTID and Kyiv RMA in the analysis of environmental and social impacts and risks of projects implementation, stakeholders engagement practices</p>	x	x	x	x	UNDP	UNDP	71400 Contractual Services-Individual (50% of 5 NPSA holders)	103 996,92
								71500 UNV 50% Regional Procurement & Finance Specialist 50% Regional Engineer	43 945,00
								72200 Equipment and Furniture	6 000,00
								73100 Rental and maintenance-Premises	9 000,00

² Maximum 18 months

Sub-total 1								162 941,92	
<p>Output 2 Improved project compliance, financial management and progress monitoring for transparency and effectiveness of implementation process</p> <p>Indicators:</p> <p>2.1. Number of projects completed on time and with due quality <i>Baseline: 0 (2023)</i> <i>Target: 18 (2024)</i></p> <p>2.2. Number of procurement procedures monitored <i>Baseline: 0 (2023)</i> <i>Target: 18 (2024)</i></p> <p>2.3. Number of monitoring visits to project sites conducted <i>Baseline: 0 (2023)</i> <i>Target: 54 (2024)</i></p> <p>2.4. Number of anti-corruption assessments of contractors conducted during projects implementation <i>Baseline: 0 (2023)</i> <i>Target: 36 (2024)</i></p> <p>2.5. Number of meetings with stakeholders held <i>Baseline: 0 (2023)</i> <i>Target: 44 (2024)</i></p> <p><i>Related CP outcome:</i> By 2023, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from</p>	<p>2.1. Analysis of the projects design documentation (technical and estimate parts) and provision of recommendations on the necessary adjustments</p> <p>2.2. Monitoring of procurement procedures related to the implementation of projects to ensure their competitiveness and transparency using the Prozorro system</p> <p>2.3. Corruption risks assessment of potential contractors during tender procedures</p> <p>2.4. Monitoring visits to projects sites to oversight the restoration of buildings and provision of recommendations on compliance with current State Building Regulations, compliance and quality of materials and works</p> <p>2.5. Cooperation with Technical Supervision engineers (TS) during construction works, and analysis of TS reports</p> <p>2.6. Monitoring of corruption and related risks at the stage of construction works on restoration objects</p> <p>2.7. Facilitation the engagement of local stakeholders in the implementation of projects through communication and consultations</p>	x	x	x	x	UNDP	UNDP	71400 Contractual Services-Individuals (50% of 5 NPSA holders)	103 996,92
								71500 UNV 50% Regional Procurement & Finance Specialist 50% Regional Engineer	43 945,00
								72200 Equipment and Furniture	56 000,00
								73100 Rental and maintenance-Premises	9 000,00
								73400 Rental and maintenance of other equipment	8 400,00

greater social cohesion, quality services and recovery support								71600 Travel	6 520,65
Ensure effective project management	National Project Manager (20%) Stakeholders Engagement Specialist (20%) Engineering Specialist (20%) Regional Engineer (20%)	x	x	x	x	UNDP	UNDP	71400 Contractual Services-Individual	50 112,62
Sub-total 2									277 975,19
								74300 Security Cost (1%)	4 409,17
								75100 GMS 8%	17 636,68
								DPC 4%	37 037,04
TOTAL									500 000,00

V. PROJECT RISK REGISTER

Project Title: Quality assurance for UNITED24 initiative						Project Number: 01000612	Date: 18-Apr-23	
#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that the security situation will deteriorate and hostilities resume in Kyiv oblast	As a result of escalation of military aggression	Which could pose a threat to the safety of project personnel, contractors, and local communities, result in increased risk of physical harm, including injury or loss of life, and eventually may lead to the termination of restoration projects and QA project implementation,	8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 01-Apr-23 To: 31-Mar-24	Project Manager	Risk Treatment 1.1: UNDP will work in close coordination with UNDP security team, UNDSS and the national government while ensuring the involvement of local authorities to secure a safe environment for the implementation of the project's activities and working with implementing partners with good knowledge of the local context and effective presence on the ground. QA project activities will be terminated/revise in the event of a worsening security situation. Risk Treatment Owner: Project Manager

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
2	There is a risk that restoration projects implementer (Kyiv RMA), local authorities/self-governments are not able to operate properly	As a result of the conflict escalation or political transition, replacement of local officials, self-government leaders, etc.	Which will impact in suspension of restoration projects or insufficient engagement of key counterparts and stakeholders in project implementation, either at the national or local level	8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Apr-23 To: 31-Mar-24	Project Manager	Risk Treatment 2.1: Identifying and aligning with new authorities and/or community leaders who can support and promote restoration projects implementation process Risk Treatment Owner: Project Manager
3	There is a risk that restoration projects implementer (Kyiv RMA) may not meet its obligations regarding the implementation of projects	As a result of low capacity of Kyiv RMA, including due to inadequate staffing, lack of technical expertise, insufficient financial resources, or ineffective management practices	Which will impact in delays, inability to deliver the expected results within the set timeframe or termination in the implementation of the QA project	3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 1 - Not likely Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Apr-23 To: 31-Mar-24	Project Manager	Risk Treatment 3.1: Provision of additional capacity development activities by UNDP specialists Risk Treatment Owner: Project Manager
4	There is a risk that grievances are submitted by projects affected stakeholders (residents)	As a result of violations of the obligations by the implementer	Which will impact in project delays, potential conflicts and negative publicity and damage to UNDP reputation	1. SOCIAL AND ENVIRONMENTAL (1.3. Grievances (Accountability to stakeholders)) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Apr-23 To: 31-Mar-24	Project Manager	Risk Treatment 4.1: Establishment of an effective grievance redress mechanism, conflict prevention measures, proper communication with stakeholders to establish a transparent and trusting relationship. The project will facilitate meaningful engagement of affected people in the implementation process,

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								ensuring that they have access to relevant information and are able to participate in decision-making at all stages of the project. Risk Treatment Owner: Project Manager