United Nations Development Programme

PROJECT DOCUMENT
UKRAINE

Project Title: Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives
Project Number: 01000612
Implementing Partner: United Nations Development Programme in Ukraine (DIM)
Start Date: 1 April 2023   **End Date:** 31 January 2025   **PAC Meeting date:** 23 October 2024

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. 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 and Territories Development of Ukraine (hereinafter – the Ministry) and the Kyiv Regional Military Administration (hereinafter – the Kyiv RMA) to recover and reconstruct infrastructure facilities, ensuring that restoration projects are implemented efficiently, transparently and completed with due quality.
The main objective of the "Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives" (hereinafter – the Project) is to support the recovery efforts of the national government and regional authorities through the UNITED24 and Kyiv Oblast Recovery initiatives. It focuses on rehabilitating housing and critical social infrastructure in Kyiv region, ensuring the efficient and high-quality implementation of restoration projects. The ultimate goal is to provide access to decent housing and social services for the war-affected population.
Additionally, the Project aims to enhance the capacities of regional authorities and local communities by equipping them with the tools to properly plan, design, and implement recovery projects using modern digital solutions, such as those provided by the DREAM platform. The Project will encompass the support for the implementation of UNITED24, Kyiv Oblast Recovery and DREAM initiatives.
UNDP will offer technical assistance to the Project's final beneficiaries, monitor compliance of recovery projects with modern technical standards and public procurement principles, and promote the implementation of anti-corruption and mitigation measures.
Through this Project, UNDP will seek to contribute to the following outcome:
Outcome 1. Local communities in target regions benefit from the improved living conditions and public services provision due to the quality, efficient, and transparent recovery of residential buildings and social infrastructure damaged as a result of the direct impact of war, with a focus on addressing the diverse needs of all population groups through a gender-responsive and intersectional approach.
To this end, the Project aims to achieve the following outputs:
Output 1. Improved recovery projects compliance, procurement efficiency, and progress monitoring for the quality, transparency, and effectiveness of projects implementation within UNITED24 and Kyiv Oblast Recovery initiatives.
Output 2. Improved integrity of the DREAM platform to enhance quality, transparency, and efficiency of the implementation of recovery projects.
The Project is aligned with the Country UNDP's Recovery Framework for Ukraine and will contribute to SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

Contributing Outcomes (UN Transitional Framework (TF), CPD, RPD): **UN TF Outcome 2.1.** Community recovery interventions and nexus approaches in key sectors address displacement and strengthen individual and community resilience	Total resources required:		500,000 USD
	Total resources allocated:		500,000 USD
		UNDP:	500,000 USD
		Donor:	
		Government:	

		In-Kind:	
UN TF Outcome 3.1. National systems are able to effectively plan for and implement inclusive recovery Indicative Output(s) with gender marker[1]: **Output Infrastructure Reconstruction.** Number of people benefiting from restored social and critical community infrastructure, including water, energy, transportation, etc. (age/sex disaggregated), GEN1 **Output Institutional Capacity Development.** Number of public buildings (government offices, museums) repaired, modernized, or retrofitted **Output Institutional Capacity Development.** Number of civil servants who have acquired new skills and knowledge in management, planning etc., GEN1	**Unfunded:**		

Agreed by (signatures):

Kyiv Regional Military Administration	UNDP
Mr. Ruslan Kravchenko, Head of the Kyiv Regional Military Administration	Mr. Jaco Cilliers, Resident Representative
Date:	Date:

---

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

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 damage of residential housing, especially in already de-occupied regions where active hostilities took place.

According to the Rapid Damage and Needs Assessment (RDNA3) undertaken jointly by the World Bank, the Government of Ukraine, the European Commission, and the United Nations and supported by other partners, considering almost two years of the war, as of December 31, 2023, direct damage has reached almost US$152 billion, with housing, transport, commerce and industry, agriculture, and energy the most affected sectors. Damage continued to be concentrated in Donetska, Kharkivska, Luhanska, Zaporizka, Khersonska, and Kyivska oblasts.

As of 31 December 2023, recovery and reconstruction needs are estimated at almost US$486 billion considering an (ambitious) 10-year period to meet them. These needs include critical steps for short-term recovery as well as medium-term reconstruction that builds back better to modern, low-carbon, and climate-resilient standards, and that—where relevant and possible—excludes needs already met through the Ukraine state budget or through partners and international support. The report also highlights, from Ukrainian authorities, a US$9.5 billion financing gap for addressing immediate recovery and reconstruction priorities that need funding in 2024. Ukrainian line ministries have identified US$15 billion in priorities for 2024, with particular focus on the industry and services sector (nearly US$3.6 billion), housing and utilities (US$3.1 billion), energy (US$2.7 billion), social infrastructure and services (US$2.4 billion), and transport (US$2.3 billion), as well as US$1.2 billion needed to address cross-sectoral priorities[2].

The scope and scale of damage to social and critical infrastructure and residential housing caused by the conflict are devastating in many regions of Ukraine, especially the Kyiv region and eastern front-line regions. Many Ukrainians lost their houses and apartments, or they were damaged and require full recovery. According to RDNA3 data, housing needs are the highest (over US$80 billion, or 17 percent of the total), followed by transport (almost US$74 billion, or 15 percent), commerce and industry (US$67.5 billion, or 14 percent), agriculture (US$56 billion, or 12 percent), energy (US$47 billion, or 10 percent), social protection and livelihoods (US$44 billion, or 9 percent), and explosive hazard management (almost 35 billion, or 7 percent). Across all sectors, the cost of debris clearance and management alone reaches almost US$11 billion. Regions with the greatest net change in needs since February 2023 include Kyivska, Dnipropetrovska, Donetska, Khersonska, Kharkivska, Zaporizka, and Odeska[3]. 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 installation of equipment with the necessary supply of the materials to restore or maintain lifelines and key basic services for people.

---

[2] Rapid Damage and Needs Assessment, February 2024, the World Bank, the Government of Ukraine, the European Union, the United Nations, p. 10 - t.ly/YSdJ7

[3] Rapid Damage and Needs Assessment, February 2024, the World Bank, the Government of Ukraine, the European Union, the United Nations, p. 16 - t.ly/YSdJ7

Therefore, the urgent recovery of residential buildings, social and critical infrastructure is one of the key priorities of the Government of Ukraine and international partners. The Ministry for Communities and Territories Development of Ukraine (hereinafter – the Ministry) is the central governmental body responsible for the whole restoration of the country. The Kyiv Regional Military Administration (hereinafter – the Kyiv RMA) is coordinating restoration efforts in the region. Due to insufficient capacity, technical expertise, and resources to efficiently coordinate the recovery initiatives and to ensure the quality, efficiency, and transparency of restoration projects, both partners requested technical support from UNDP. Building on its expertise in providing such support to the governmental bodies, regional authorities, and local communities during the implementation of infrastructure recovery programmes financed by the EIB, UNDP will assist the Ministry and the Kyiv RMA in the reconstruction of residential housing and social infrastructure facilities in the Kyiv region, ensuring that restoration projects will be implemented efficiently, transparently and completed with due quality.

In particular, UNDP assistance will cover the recovery initiatives outlined among the priorities of the Government of Ukraine and coordinated by the Ministry. Thus, 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 21 April 2022. In less than three months, it developed a draft Recovery Plan until 2032. At the beginning of the Recovery Plan, the general vision and principles on the basis of which recovery should take place are outlined. In particular, it is related to the principle that states, "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 Recovery 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 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 the impracticality of restoration. 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 Ministry. On 10 January 2023, the Cabinet of Ministers of Ukraine issued an order approving the distribution of funds from the "Destroyed Property and Infrastructure Restoration Fund" 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 the UNITED24 fundraising platform – the initiative launched in May 2022 by the President of Ukraine. With the funds raised through UNITED24, local budgets, and other contributions, the apartment buildings that were partially damaged will be restored first, so more people can return home as soon as possible. Thanks to the implementation of the Project, about 4,000 residents of Kyiv region, including vulnerable groups, will be able to return to their homes destroyed by hostilities. On 2 March 2023, UNDP in Ukraine signed the Memorandum of Understanding with the Ministry and Kyiv RMA to support the implementation of the Project.

Another initiative to be supported by the Project is the Kyiv Oblast Recovery initiative which is to be coordinated and implemented by Kyiv RMA in accordance with the Program of comprehensive

restoration and development of the territory of Kyiv region for 2023-2027[4]. The program defines a set of priority tasks and measures to ensure a quick and effective process of restoration of territories and settlements of the Kyiv region, which suffered as a result of hostilities, acts of terrorism, sabotage, emergency situations, as well as places with destroyed infrastructure, economy, and ecology. UNDP is to provide technical assistance in the implementation of recovery projects aimed at the rehabilitation of the most important social infrastructure in the region.

Within the Project's framework, UNDP and partners will also use additional digital tools that support to delivery of projects effectively and efficiently, with the participation of local communities in identifying their most pressing needs. Under the guidance of the Ministry the Digital Restoration Ecosystem for Accountable Management (DREAM) was established. It is a state digital ecosystem that provides a single digital pipeline for all reconstruction projects. Communities can create projects, present them to international partners to attract financial resources and manage the construction process. Ecosystem implements the highest integrity, accountability, efficiency, and transparency standards in Ukraine's recovery to build trust between the government, citizens, businesses, and financial institutions. The DREAM ecosystem brings together information from government portals, local communities, and key statistical datasets into one single project pipeline to give everyone a complete picture of needs and progress, empowering government, donors, and citizens to collaborate more effectively and prioritize on the basis of socio-economic impact. This end-to-end, inclusive, democratic approach to reconstruction is the first of its kind and builds on world-leading methodologies, processes, and open data management to enable accurate and timely planning, implementation, and monitoring to provide donors, civil society, government, communities, and businesses with all the information they need. UNDP will also support local communities and recovery project implementers in using of DREAM platform during the creation and further implementation of their projects.

Housing and social infrastructure facilities 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 the Kyiv region is planned to be extended to the reconstruction of other regions of Ukraine that suffered from Russian full-scale invasion. The recovery works will incorporate UNDP's "Build Back 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 the Ukraine Early Recovery Programme (UERP), 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 within UNITED24 initiative, around 50 projects within Kyiv Oblast Recovery initiative, and providing assistance to around 150 final beneficiaries/communities with over 500 projects applications on DREAM platform.

---

[4] https://kor.gov.ua/rishennia/zatverdzhennia-prohramy-kompleksnoho-vidnovlennia-terytorii-kyivskoi-oblasti/

II. STRATEGY

The Project provides an evidence-based specific approach to advance and ensure the proper implementation of 18 restoration projects within UNITED24 initiative in Kyiv region as well as over 50 infrastructure recovery projects within Kyiv Oblast Recovery initiative in close cooperation and coordination with the national government institutions (the Ministry and State Agency for Recovery and Infrastructure Development of Ukraine), the Kyiv Regional Military Administration, other development partners, and multiple stakeholders.

The activities of the Project will be based on 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 within the Project and are the primary motivations to programme relevant resources.

The following lessons learned were identified during the UERP implementation and are likely to be utilized within the Project:

- Design Checks and Unit Cost Checks mechanisms demonstrated its effectiveness. during the UERP implementation, in assessing the eligibility and credibility of infrastructure recovery projects, so it is recommended to utilize them within the Project;

- Engagement and close cooperation of Construction Service Consultants, Technical Supervision Engineers and project implementers throughout the implementation of recovery projects is advisable as it showed its efficiency on large-scale and high-value projects with significant social impact;

- Clear implementation mechanisms for infrastructure recovery projects, as well as the selection procedures and criteria, quality and modern project documentation along with strengthened responsibility of local authorities and final beneficiaries for the submission of high-quality projects can significantly improve the overall process of the recovery projects implementation;

- Thorough selection of the contractors is required to avoid possible contractors' fraud or financial and organizational incapability of fulfilling their obligations during restoration process. In this regard, UNDP will help project implementers to prevent corrupt practices which may arise at the procurement stage and during the construction works through corruption and related risks assessments, sanctions checks, as well as regular monitoring of construction phase through site visits and desk anti-corruption monitoring;

- To ensure meaningful stakeholders engagement to recovery projects implementation and mitigate possible adverse impacts, the project implementers should regularly provide actual information on the projects' progress. This can be enhanced through expert consultations, informational and communication support provided from the Project.

The overall objective of the Project is to provide quality, efficiency, and transparency of the implementation of recovery projects under the UNITED24 and Kyiv Oblast Recovery initiatives through comprehensive support to the recovery project implementers, including interaction within

the DREAM platform, thus contributing to the recovery of destroyed/damaged critical infrastructure, economic revitalization, maintenance of social fabric and reconciliation in Kyiv and other target regions.

The Project has the following outcome:

Outcome 1. Local communities in target regions benefit from the improved living conditions and public services provision due to the quality, efficient, and transparent recovery of residential buildings and social infrastructure damaged as a result of the direct impact of war, with a focus on addressing the diverse needs of all population groups through a gender-responsive and intersectional approach.

UNDP is committed to facilitating and strengthening the implementation of the selected recovery projects through technical support for effective management during the main active phases of the project cycle, including procurement, construction work, and monitoring as well as providing regular consultations to the project implementers and local stakeholders. Thus, the Project aimed to contribute to the social and economic recovery of Kyiv region.

The Project is aligned with the UNDP Strategic Plan for 2022-2025 and contribute to several development settings by ensuring quality of recovery of housing and social infrastructure facilities and providing better access to public services, strengthening local governance capacity to implement infrastructure recovery projects in line with good international standards and facilitating the path from crisis response to recovery.

Specifically, the Project will feed into **Signature Solution 2: Governance** and **Signature Solution 3: Resilience**, and the following output indicators from the UNDP Strategic Plan for 2022-2025:

- Signature Solution 2: Governance:

  2.1 Open, agile, accountable and future-ready governance systems in place to co-create and deliver solutions to accelerate SDG achievement.

  2.1.2 Number of measures in place to prevent illicit financial flows and improve the effectiveness, transparency and accountability of development financing and domestic resource mobilization.

- Signature Solution 3: Resilience:

  3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels.

  3.3.2 Number of people benefitting from improved infrastructure for recovery in crisis or post-crisis settings.

The Project is also aligned with UN in Ukraine Transitional Framework (September 2022 – December 2024) fully corresponding the two Strategic Priorities and respective outcomes and outputs:

- **Strategic Priority 2: Community Recovery and Nexus Approaches**

  Outcome 2.1: Community recovery interventions are effective in increasing resilience and addressing displacement through the adoption of nexus approaches in key sectors,

promoting rights-based, people centered, inclusive and gender-responsive human development.

Respective sectors of interventions: Infrastructure Reconstruction and Housing

- **Strategic Priority 3: Strengthening Systems**

  Outcome 3.1: National and sub-national capacities and systems are strengthened and are informed by data underpinning efficient, inclusive, and gender-responsive crisis response, recovery planning and green economic growth.

  Respective sectors of interventions: Institutional Capacity Development

Project Theory of Change

In the context of the Project, UNDP's 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. The Project will also promote conflict sensitivity, human rights, and gender equality approaches in recovery projects implementation for regional and local authorities and community representatives. It will contribute to ensuring gender equality by strengthening infrastructure resilience and enhancing delivery of public services to all categories of residents in targeted communities based on equal accessibility and with no discrimination on the gender basis. The positive social impact of recovery projects will be provided for both women and men while there are specific categories of recovery projects that are more tailored to empowering women by improving their access to productive employment, training, entrepreneurship, civic activism, and decision-making.

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

➢ *If* the selection process of the infrastructure recovery projects is clear and transparent, *AND*

➢ *If* national, sub-national, and local government recovery efforts are well informed, duly capacitated and coordinated via developed approach, *AND*

➢ *If* the DREAM platform is effectively used by the project implementers during the implementation of recovery projects, *AND*

➢ *If* the implementation of the infrastructure recovery projects is properly monitored in terms of technical, financial, anti-corruption aspects, *AND*

➢ *If* stakeholders' engagement and community participation, including vulnerable groups, in infrastructure recovery projects is ensured, *THEN*

  ✓ local authorities/self-governments will effectively and efficiently plan, design and implement 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 the required quality, *AND*
  ✓ local communities, IDPs and other vulnerable groups will become more resilient, with improved living conditions and access to quality social services.

Following the mentioned Theory of Change, the Project will contribute to the two outcomes indicated in UN in Ukraine Transitional Framework:

Outcome 2.1: Community recovery interventions are effective in increasing resilience and addressing displacement through the adoption of nexus approaches in key sectors, promoting rights-based, people centered, inclusive and gender-responsive human development.

Outcome 3.1: National and sub-national capacities and systems are strengthened and are informed by data underpinning efficient, inclusive, and gender-responsive crisis response, recovery planning and green economic growth.

The Project's theory of change is based on several internal and external assumptions indicated in Section III.

III. RESULTS AND PARTNERSHIPS

Expected Results

The key goal of the Project activities is to strengthen the implementation of infrastructure recovery projects within UNITED24 and Kyiv Oblast Recovery initiatives and ensure quality, effectiveness and transparency of projects selection and implementation through the consultative support to the Ministry, including DREAM office, and Kyiv RMA, and project implementers during selection, procurement, and construction phases of project cycle, as well as comprehensive monitoring of the implementation of the selected projects.

It is expected that the technical assistance, provided by UNDP, will ensure effective management of the recovery 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.

The activities will also prioritize gender-sensitive design, ensuring that restored spaces are accessible, inclusive, and safe for all genders and vulnerable groups—including people with disabilities, children, and the elderly—by incorporating features such as accessible entrances, inclusive waiting areas, gender-neutral bathrooms, child-friendly spaces, and improved security measures.

The Project will cover the following geographic territory: Kyiv Oblast.

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

Outcome 1. Local communities in target regions benefit from the improved living conditions and public services provision due to the quality, efficient, and transparent recovery of residential buildings and social infrastructure damaged as a result of the direct impact of war, with a focus on addressing the diverse needs of all population groups through a gender-responsive and intersectional approach.

Within Outcome 1, the Project aims to achieve the following outputs:

Output 1. Improved recovery projects compliance, procurement efficiency, and progress monitoring for the quality, transparency, and effectiveness of projects implementation within UNITED24 and Kyiv Oblast Recovery initiatives.

Output 1 will be achieved through the implementation of the following **Activities:**

Activity 1. Streamline recovery projects implementation with technical documentation review, procurement monitoring, corruption risk assessment, engineering oversight, and advisory support.

1.1. Development and provision of project-related documentation templates, as well as analysis of projects design documentation (technical and estimate).

1.2. Monitoring of procurement procedures related to the implementation of projects to ensure their competitiveness and transparency using the Prozorro system.

1.3. Provision of comprehensive consultations and recommendations to the Ministry, RMA, representatives of local communities, and other stakeholders on technical, procurement, financial, and anti-corruption issues related to the implementation of recovery projects,

including verification and correction of project documentation to ensure transparency, efficiency, and accountability throughout the project lifecycle.

1.4. Desk monitoring and site visits to oversee the recovery of infrastructure facilities, reviewing and documenting progress in alignment with agreed plans and milestones, and providing recommendations to ensure compliance with State Building Regulations, quality of materials, and work standards.

1.5. Cooperation with Technical Supervision engineers (TS) during construction works, and analysis of TS reports.

1.6. Monitoring of corruption and related risks on selected projects, including corruption risks assessment and sanctions checks of potential contractors.

1.7. Advisory support to the RMA on the communication with local stakeholders and communities during the implementation of recovery projects.

Output 2. Improved integrity of the DREAM platform to enhance quality, transparency, and efficiency of the implementation of recovery projects.

Output 2 will be achieved through the implementation of the following **Activities:**

Activity 2. Facilitate effective use of the DREAM platform by screening, analysing, and validating information on recovery projects, while providing consultations on platform operation.

2.1. Provision of consultations to the RMAs, representatives of local communities and other stakeholders on the operation of the DREAM platform, including filling it with necessary information about projects.

2.2. Support of the Ministry and RMAs in screening, analysing and validating information on recovery projects on the DREAM platform.

Through implementing the activities mentioned above UNDP will achieve the Project Outputs and ensure the ToC implementation and the Project Outcome. The expected results will contribute to the UNDP Strategic Plan implementation and will ensure the relevant CPD and UN in Ukraine Transitional Framework (September 2022 – December 2024)[5] outcomes within Strategic Priority 2: Community Recovery and Nexus Approaches (Outcome 2.1) and Strategic Priority 3: Strengthening Systems (Outcome 3.1).

Resources Required to Achieve the Expected Results

The implementation of the Project's activities and successful completion of the Project will depend on various resources necessary to achieve its expected results. Among these are human, financial and material resources. UNDP will mobilize *human resources* in the form of a dedicated project implementation team of experts needed to implement the planned activities. Additionally, the project will heavily leverage *knowledge resources*, incorporating valuable practices and lessons learned that are applicable to the specific context in Ukraine. It will also draw from the experience gained through the implementation of UERP/URP technical assistance projects. To ensure the

---

[5] UN in Ukraine Transitional Framework (September 2022 – December 2024), p. 8-9 - t.ly/U1Mb2

smooth implementation of the Project, the primary source of *financial resources* will be the allocated Project budget.

Partnerships

The Project builds on solid foundations laid by the previous UNDP TA activities within UERP/URP implementation and partnerships created by the TA team at the national level with the Ministry, at subnational level with Oblast State/Military Administrations, at the local level with a number of territorial communities, and other key stakeholders in central oblasts of Ukraine.

UNDP support will be integrated into the overall implementation process of the UNITED24, Kyiv Oblast Recovery and DREAM initiatives led by the Kyiv RMA and the Ministry.

At the national level, to align and ensure coherence with national recovery policies and provide support to the UNITED24, DREAM and Kyiv Oblast Recovery initiatives, UNDP will maintain partnerships with and provide information on key results and achievements to:

- Ministry for Communities and Territories Development of Ukraine

At the sub-national level, UNDP will maintain partnerships with regional state/military administrations and will regularly inform on the Project's achievements and invite to key Project events:

- Kyiv RMA

At the local level, UNDP team will work in partnership with:

- Local authorities

- Local councils and self-governments

This support will involve interactions with:
1. **Ministry, including DREAM project office:** UNDP is expected to liaise with the Ministry during the implementation of the Project and to participate in the Working Group meetings, other events.
2. **Kyiv RMA:** Kyiv RMA is the implementer of the 18 projects aimed at restoration of apartment buildings within UNITED24 initiative. It is also responsible for the implementation of recovery projects within Kyiv Oblast Recovery initiative. UNDP will provide support to the Kyiv RMA in the preparation of project designs, pre-selection of the projects as well as implementation until its completion, including monitoring of procurement, construction works, and anti-corruption assessment. UNDP shall liaise regularly with RMA to ensure that the local project implementers/communities are correctly informed about the Project implementation process.
3. **Recovery projects implementers:** if the primary responsibility of design and construction work implementation lies with the recovery project implementers at the local level, UNDP will collaborate and provide support and regular consultations to project implementers for the effective management of projects during the main active phases of the project cycle, including procurement, construction work, and monitoring. UNDP will also provide support to such target group during interaction within DREAM platform.

Risks and Assumptions

The overall *risk level* of the Project ranges from low to substantial.

The core risks for the Project may be broken down into the following categories: safety/security, strategic (political), organizational, and social and environmental.

While the Project aims to support early recovery of areas directly affected by the war, many of these areas remain near the borders with the Russian Federation and Republic of Belarus and could face renewed hostilities. 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. Given that Project activities in some target areas will be undertaken during an active conflict, a proper risk management is required from the Project team and all partners.

An important impediment to the successful implementation of the Project in a strategic context may be insufficient involvement of key counterparts and stakeholders in Project implementation, either at the national, sub-national or local level, due to the conflict, political transition, lack of capacities, etc. Ensuring that all national and regional authorities, recovery Project implementers and other stakeholders are fully engaged in the recovery initiatives as partners in decision-making will help to secure their ongoing interest and participation, increase their ownership.

Proper implementation of the Project activities requires strong coordination between all levels. Organizational risks mainly relate to potential challenges caused by low institutional capacity, poor governance and recovery projects coordination/management in some regional/local administrations and self-governments. Given the number of stakeholders involved in the Project, the coordination and the joint position on the technicalities of UNITED24, DREAM and Kyiv Oblast Recovery initiatives implementation between key stakeholders is crucial for the success of the Project. Stronger engagement and clear guidance from the Ministry, including DREAM office, is required to provide project implementers with the information on the specific requirements at all stages of the mentioned initiatives. UNDP TA relations with the Ministry, 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.

Finally, social and environmental risks indirectly relate to the Project and are determined by actual implementation of the recovery projects.

The full Risk Analysis has been conducted by UNDP and stakeholders and presented in Project Risk Register (Annex 3). It categorizes the nature of risks in each target area, their probability and likely impact, proposed mitigation measures and responsibility for their implementation.

The following *key internal and external assumptions* were identified for further successful implementation of the Project:

- Security situation regarding the military aggression of the Russian Federation will not deteriorate.

- Government at all levels – national, sub-national, and local – remains resilient, willing and able to fulfil its leading role in implementation of recovery efforts.

- Current financial restrictions with regard to utilization of budget funds for recovery will not significantly affect the proper Project implementation, e.g., will not influence the construction phase of recovery projects, postponement or suspension of projects, will not reduce financing of current or future projects, etc.

- Ministry and/or Ukrainian Government will timely provide necessary funding of recovery projects and in due amounts.

- Identifying risks of prohibited behaviour of the contractors, bringing suspicions and charges against officials of contractors or project implementers in criminal proceedings, financial encumbrances that may negatively affect the fulfilment of obligations undertaken by contractors.

- Ministry, RMA and project implementers in target areas recognize that good governance and sound implementation are core elements of the Project and will endeavour to ensure that this will be pursued though preventive and corrective measures in accordance with the Ukrainian legislation.

- Project implementers and local authorities/self-government bodies will timely provide co-financing of their recovery projects (where relevant).

- Ministry, RMA, and project implementers commit to accepting support provided by UNDP on all technical, financial, anticorruption, and social matters related to the projects, incorporate recommendations, implement projects in accordance with high standards of governance, and corrective measures on technical, financial, anticorruption and social related issues.

Stakeholder Engagement

The following stakeholders have been identified as being important for successful implementation and for enabling national, sub-national and local ownership of the Project deliverables.

Stakeholders that contribute to the implementation at national, sub-national and local levels and ensure the relevance of programming and activities:

- Central government bodies – the Ministry

- Regional state/military administration of Kyiv Oblast

- Local governments at community level

The Project's primary beneficiary is the Kyiv Regional State/Military Administration. The Project's final beneficiaries also include the Ministry, local authorities, and self-government bodies.

The other target groups to be involved during the Project implementation are the residents of Kyiv region (specific target communities), and especially war-affected groups: people, suffered from the damage of their housing due to hostilities in Kyiv region, veterans and their families, internally displaced persons, women and youth, representatives of vulnerable groups (including people with disabilities). The Project's activities and engagement with people that were directly affected by the ongoing hostilities and infrastructure damages will be based on the principle Leave No One Behind.

As the defined target groups are not the direct beneficiaries of the Project (i.e., affected by the ongoing hostilities and infrastructure damages people are the beneficiaries of the recovery projects implemented by Kyiv RMA or local authorities), UNDP will facilitate the engagement of such groups in the decision-making and other processes related to recovery projects implementation. To ensure meaningful engagement, UNDP team will foster regular communication on the recovery projects progress by the responsible parties, organise and held consultations with the community representatives, residents and other affected stakeholders during working meetings with local authorities as well as during monitoring visits to project sites. UNDP will also facilitate the resolution of possible concerns, appeals or grievances submitted by recovery projects stakeholders to Kyiv RMA or local governments throughout the whole recovery project cycle (design, pre-construction and construction phases).

Stakeholders at the national level will be engaged in the Project activities taking a leading role in UNITED24, DREAM and Kyiv Oblast Recovery initiatives implementation process and establishment of partnerships with UNDP team. Regular consultations and joint activities (working meetings, public events, etc.) will be held to enhance the coordination of UNITED24, DREAM and Kyiv Oblast Recovery initiatives implementation thus ensuring Project's effectiveness.

Active engagement of local stakeholders is a pre-requisite for the success of the activities planned under the Project. Project's final beneficiaries and stakeholders at the local/community level will be engaged into project activities to increase their ownership of projects, strengthen the efficiency of recovery efforts, and ensure the achievement of positive social impact of infrastructure projects.

Digital Solutions

Within the framework of the Project parties will use digital tools which facilitates the implementation of recovery projects effectively and efficiently, with the participation of local communities in identifying their most pressing needs. Central to this is the DREAM ecosystem which consolidates information from government portals, local communities and key statistical dataset into unified pipeline. This platform provides a comprehensive view of needs and progress, empowering governments, donors, and citizens to collaborate effectively and prioritize projects based on socio-economic impact. The DREAM ecosystem embodies an inclusive, transparent, and democratic approach to reconstruction, utilizing world-leading methodologies and open data management for accurate and timely planning, implementation, and monitoring.

UNDP's main task is to monitor the quality and status of data on recovery projects in the DREAM ecosystem. Based on the results of such monitoring, UNDP will provide advisory assistance to the project implementers for which inconsistencies and/or insufficient data have been identified to ensure that data on all supported projects in the DREAM ecosystem are filled in properly. Based on gained experience, UNDP will also provide to the DREAM project team its ideas and recommendations on how to improve the DREAM ecosystem functionality.

Additionally, various digital solutions and tools will be in use to increase the outreach and improve the quality of the communication and reporting of Project deliverables. It is projected that the monitoring and reporting activities of the Project will utilize Google Sheets and dashboard technologies. This approach will enhance the accessibility, user-friendliness, and comprehensiveness of the reporting processes, thereby facilitating more efficient project management and oversight.

Knowledge

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

UNDP in partnership with the Ministry and other stakeholders will assess the current issues and bottlenecks of recovery projects selection and implementation process, operation of DREAM ecosystem and identify if relevant necessary adjustments, guidelines and instructions are required. UNDP team will develop further recommendations on the UNITED24, DREAM and Kyiv Oblast Recovery initiatives to be shared with final beneficiaries and the local authorities.

The standardized recovery project cycle profile, established during the UERP implementation, will be reviewed and adjusted to meet the requirements of UNITED24, DREAM and Kyiv Oblast Recovery initiatives. UNDP will provide the consultative support to project implementers and local authorities on the recovery project cycle profile. Orientation (kick-off) briefings will be organized for the project implementers, local stakeholders, contractors, technical supervision engineers at the beginning of projects implementation. Working meetings will be organized for the project implementers and local stakeholders to inform on the lessons learned, identify issues and gaps in projects implementation and receive feedback. UNDP will also help to identify success stories, prominent project sites and the most interesting evidence of positive impact of the recovery projects in the conflict-affected regions.

During monitoring visits to construction sites UNDP team will provide express on-field anticorruption instructions/briefings for the project implementers, 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. It will emphasize the importance and the need to engage wide range of 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 future recovery initiatives and programmes.

Sustainability and Scaling Up

A core principle of UNDP's IDRPB and its area-based implementation approach is to collaborate with national authorities to ensure national ownership, sustainability, and the development of a scalable model for expanding results to other areas over the medium-term. Activities under the Project will improve recovery projects compliance, procurement efficiency, and progress monitoring for the quality, transparency, and effectiveness of projects implementation. They will also strengthen the capacities and accountability of the Ministry, RMA and project implementers by providing support throughout all phases of the recovery project cycle. This will lead to formation of sustainable capacity of national, sub-national and local authorities to properly implement infrastructure recovery projects, 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 UNITED24, DREAM and Kyiv Oblast Recovery initiatives. This is to ensure that public funds allocated

to the reconstruction of critical infrastructure are used properly and transparently. Moreover, the anticorruption awareness of project implementers, contractors and TS engineers will raise, and activities will support the early prevention of any irregularities and prohibited conduct during the implementation of recovery projects. As a result, the accountability of relevant authorities will be strengthened, ensuring sustainable governance practices.

Project activities will provide the support to ensure that the recovery of the critical public infrastructure damaged by war will be implemented within the UNITED24, DREAM and Kyiv Oblast Recovery initiatives 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 UNITED24, DREAM and Kyiv Oblast Recovery initiatives and complete the implementation of selected projects on time, within budget and to an acceptable standard. The implementation process will be constantly monitored by UNDP experts in terms of technical, financial, anticorruption aspects along with providing consultative support to project implementers and local authorities throughout the implementation of respective projects. Joint monitoring standards and procedures will be utilized in all Project target regions on the regular basis thus ensuring the sustainability of implementation process of all recovery projects.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

To deliver the planned results of the Project and meet its implementation strategy, UNDP 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 Project's staff, due planning of monitoring and other implementation activities. Such approach is based on UNDP's experience and lessons learned from the previous implementation of technical assistance projects namely EU-UNDP Technical Assistance to Final Beneficiaries of the EIB's UERP and URP project. It will ensure cost efficiency during the implementation of the Project.

Under the Project there are the following categories of costs that are envisaged for the implementation of the Project, including:

Human Resources costs: salaries and other entitlements for Project staff (e.g. Danger Pay). Given the specificity of the Project activities (consultancy and monitoring field visits by UNDP specialists), such costs constitute the main part of the budget and cover all necessary interventions to reach the Project goals.

Security costs: such costs cover the security services provided to the Project by UNDP security personnel and activities related to the security of UNDP premises, security training and other security measures necessary to carry out activities within an acceptable level of risk and to ensure the safety of UNDP personnel.

Operational Expenses: rent of office, purchase of laptops, mobile phones, electrical power stations for Project staff to ensure uninterrupted by electricity cutouts Project activities.

Travel expenses: DSA, fuel, compensation for the cost of tickets, etc.

Indirect Costs: General Management Support (GMS) costs.

Delivery enabling services (DES): Payment of UNDP staff indirectly recruited to the Project based in the country office (communications, human resources, procurement, IT, finance, quality assurance, policy advice, reporting).

Project Management

UNDP Ukraine shall be responsible for the overall management of the Project, primarily regarding the responsibility for the achievement of the outputs (results) and outcomes. The Project will be implemented under the UNDP IDRPB Portfolio with overall supervision of the Portfolio Team Leader, and in close coordination with the Strategic Planning, Partnerships and RBM unit. Quality assurance of the Project will be provided by the Programme Analyst, IDRPB. Project monitoring and evaluation as well as communications will be provided within the IDRPB. The Project will benefit from the institutional structure of the UNDP office and UNDP financial, operations, and procurement systems. The Project shall be subject to the internal auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

The Project will be managed from the UNDP project office in Kyiv. The project office will comprise of full-time dedicated Project staff to technically contribute to various Project components and activities. The tasks of the Project undertaken by assigned staff are directly attributable to the implementation of the Project activities.

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

The Project will be managed by a National Project Manager.

National Project Manager will be responsible for leading the team activities in all Project target regions; carries out strategic guidance of the Project implementation; coordination with government bodies and key stakeholders, partners; coordinates the preparation of the Project reports; and is responsible for ensuring effective communications, knowledge management and visibility of the Project.

The Project staff comprises of:

Project Coordinator will be responsible for planning and coordinating the team activities in all Project locations and within initiatives covered by the Project; carries out day-to-day management of Project implementation; coordination with local stakeholders; tracks the Project progress and deliverables, prepares reports and various communication messages.

3 Engineering Experts will be responsible for performing day-to-day activities regarding 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 recovery projects implementation, including maintenance the projects profiles on DREAM platform.

3 Finance and Procurement Experts will be responsible for performing day-to-day activities with regard to financial aspects of projects implementation, monitoring of tenders, collaboration with the 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, including maintenance the projects profiles on DREAM platform.

Anti-corruption Expert will be responsible for performing anti-corruption assessments of potential contractors during tendering procedures on PROZORRO for recovery projects, and anti-corruption monitoring of existing contractors during construction phase of recovery projects.

Project Associate will be responsible for the operational issues, smooth administrative management and implementation of the Project activities in close collaboration with both the Project team and the UNDP Country Office.

The organigram of the Project is presented below:
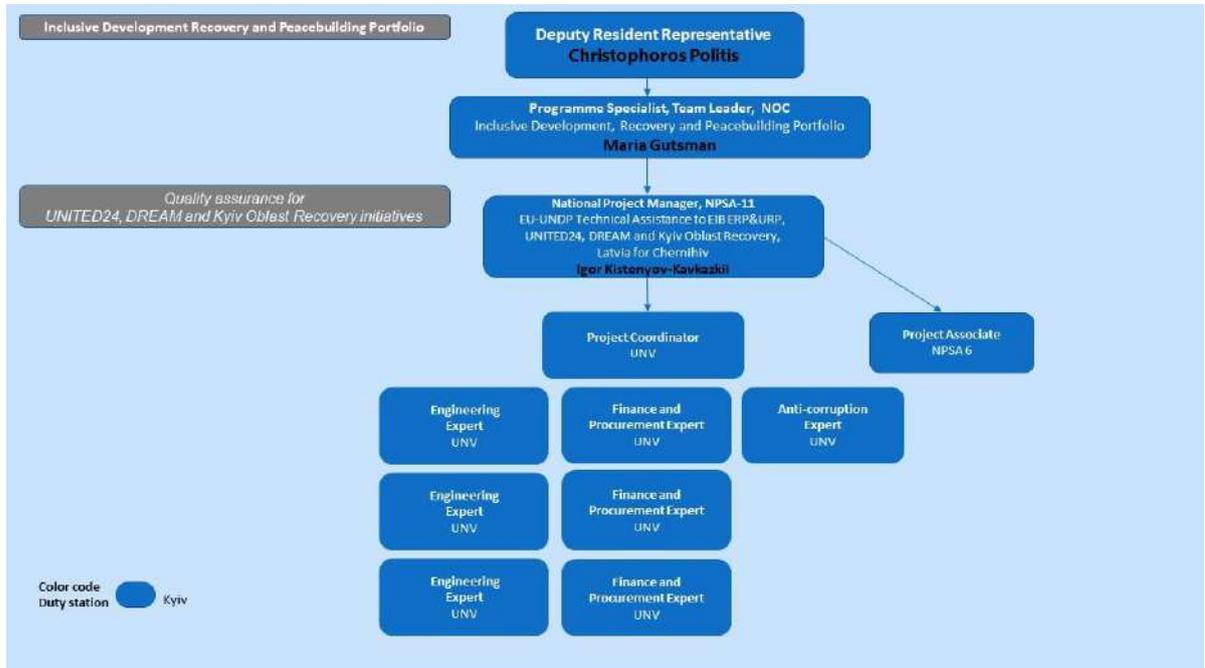
V. RESULTS FRAMEWORK[6]

Intended Outcomes as stated in the UN Transitional Framework (September 2022 – December 2024): **Outcome 2.1.** Community recovery interventions and nexus approaches in key sectors address displacement and strengthen individual and community resilience. **Outcome 3.1.** National systems are able to effectively plan for and implement inclusive recovery.	

Outcome indicators as stated in the UN Transitional Framework (September 2022 – December 2024), including baseline and targets:

Output Infrastructure Reconstruction. Number of people benefiting from restored social and critical community infrastructure, including water, energy, transportation, etc. (age/sex disaggregated), GEN1; Baseline N/A, Target 5,733,700 per.

Output Institutional Capacity Development. Number of public buildings (government offices, museums) repaired, modernized, or retrofitted; Baseline N/A, Target 130 pcs.

Output Institutional Capacity Development. Number of civil servants who have acquired new skills and knowledge in management, planning etc., GEN1; Baseline N/A, Target 650 per.

Applicable Output(s) from the UNDP Strategic Plan 2022-2025:

Output 4.2. Crisis-affected women and men have more sustainable livelihoods opportunities, including jobs, created with UNDP support.

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

Project title and Quantum Project Number: Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives, 01000612

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	FINAL	
Output 1. Improved recovery projects compliance, procurement efficiency, and progress monitoring for the quality, transparency, and effectiveness of projects implementation within UNITED24 and Kyiv Oblast Recovery initiatives.	1.1. Number of project-related documents (templates) developed and delivered for use during projects implementation	Project documentation, reports	0	2023	4	4	4	4	Data collection based on Project records Minimal risks
	1.2. Number of project documentation for selected recovery projects reviewed and adjusted	Project documentation, reports	0	2023	30	66	66	66	Data collection based on Project records Minimal risks
	1.3. Number of monitoring visits to project sites conducted	Project documentation, reports	0	2023	190	384	386	386	Data collection based on Project records Minimal risks

---

[6] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

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

EXPECTED OUTPUTS	OUTPUT INDICATORS[7]	DATA SOURCE	BASELINE			TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024	2025	FINAL	
	1.4. Number of consultations related to projects implementation delivered	Project documentation, reports	0	2023	200	592	600	600	Data collection based on Project records Minimal risks
	1.5. Number of procurement procedures monitored	Project documentation, reports	0	2023	20	66	66	66	Data collection based on Project records Minimal risks
	1.6. Number of anti-corruption assessments of contractors conducted during projects implementation	Project documentation, reports	0	2023	20	66	66	66	Data collection based on Project records Minimal risks
	1.7. Percentage and number of the projects completed within TA timeframe and with due quality	Project documentation, reports	0	2023	Not less than 70% [2025]				Data collection based on Project records Minimal risks
Output 2. Improved integrity of the DREAM platform to enhance quality, transparency, and efficiency of the implementation of recovery projects.	2.1. Number of screened and validated project applications in DREAM ecosystem	Project documentation, reports	0	2023	50	303	334	420	Data collection based on Project records Minimal risks
	2.2. Number of consultations delivered to RMAs and local project implementers on DREAM operation	Project documentation, reports	0	2023	25	151	151	160	Data collection based on Project records Minimal risks

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected, reported to UNDP Ukraine Integrated Monitoring and Reporting Platform (IMRP) and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, 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.		
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); 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 board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating	Annually, and at the end of the Project (Final Report)			

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The Project's governance mechanism (i.e., Project board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.	At the Project's final year	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.		

VII. Multi-Year Work Plan [8,9]

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025		Funding Source	Budget Description	Amount
Output 1. Improved recovery projects compliance, procurement efficiency, and progress monitoring for the quality, transparency, and effectiveness of projects implementation within UNITED24 and Kyiv Oblast Recovery initiatives. *Gender marker: GEN 1*	Activity 1. Streamline recovery projects implementation with technical documentation review, procurement monitoring, corruption risk assessment, engineering oversight, and advisory support. 1.1. Development and provision of project-related documentation templates, as well as analysis of projects design documentation (technical and estimate). 1.2. Monitoring of procurement procedures related to the implementation of projects to ensure their competitiveness and transparency using the Prozorro system. 1.3. Provision of comprehensive consultations and recommendations to the Ministry, RMA, representatives of local communities, and other stakeholders on technical, procurement, financial, and anti-corruption issues related to the implementation of recovery projects, including verification and correction of project documentation to ensure transparency, efficiency, and accountability throughout the project lifecycle.	X	X	X	UNDP	UNDP	71400 Contractual Services-Individual (50% of Project Associate NPSA6 and 5% of National Project Manager NPSA11 in 2023)	29 505,37
							71500 UNV (50 % of UNV holders – UNITED24 and 6 UNV holders – DREAM)	145 899,09
							73400 Rental &Maint of Other Equip (2023)	756,43

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025		Funding Source	Budget Description	Amount
	1.4. Desk monitoring and site visits to oversee the recovery of infrastructure facilities, reviewing and documenting progress in alignment with agreed plans and milestones, and providing recommendations to ensure compliance with State Building Regulations, materials quality, and work standards. 1.5. Cooperation with Technical Supervision engineers (TS) during construction works, and analysis of TS reports. 1.6. Monitoring of corruption and related risks on selected projects, including corruption risks assessment and sanctions checks of potential contractors. 1.7. Advisory support to the RMA on the communication with local stakeholders and communities during the implementation of recovery projects.						73100 Rental & Maintenance-Premises (2023)	2 317,15
							75709 Learning Costs – Training of Counter (Opening Ceremony)	2500,00
	Sub-Total for Output 1.1.							180 978,03
Output 2. Improved integrity of the DREAM platform to enhance quality, transparency, and efficiency of the implementation of recovery projects. Gender marker: GEN 1	Activity 2. Facilitate effective use of the DREAM platform by screening, analysing, and validating information on recovery projects, while providing consultations on platform operation. 2.1. Provision of consultations to the RMAs, representatives of local communities and other stakeholders on the operation of the DREAM platform, including filling it with necessary information about projects. 2.2. Support of the Ministry and RMAs in screening, analysing and validating recovery projects on the DREAM platform.	X	X	X	UNDP	UNDP	71400 Contractual Services-Individual (50% of Project Associate NPSA6 and 5% of National Project Manager NPSA11 in 2023)	29 505,35

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025		Funding Source	Budget Description	Amount
							71500 UNV (50 % of UNV holders – UNITED24 and 6 UNV holders – DREAM)	102 327,86
							74725 Other Logistics Expenses	24 944,00
							73100 Rental & Maintenance-Premises (2023)	2 317,15
							71600 Travel (2023)	590,92
							72200 Equipment and Furniture	11 577,67
	Activity 3. Management and Operations	X	X	X	UNDP	UNDP	75705 Learning Costs – Course Fee (non staff)	107,03
						UNDP	71400 Contractual Services-Individual (National Project	8 888,36

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025		Funding Source	Budget Description	Amount
							Manager NPSA11)	
						UNDP	71500 UNV (Project coordinator)	38 769,92
						UNDP	73100 Rental & Maintenance-Premises	30 271,02
						UNDP	71600 Travel	6 230,42
						UNDP	74210 Printing and Publications	56,76
	Sub-Total for Output 2.							255 586,47
General Management Support	Security Cost (2%)	X	X	X	UNDP	UNDP	74300 Security Cost (2%)	8 712,38
	DPC – 4%	X	X	X	UNDP	UNDP	64300 – DPC 4% (70%) 74500 – DPC 4% (30%)	17 685,05
	GMS – 8%	X	X	X	UNDP	UNDP	75100 – GMS	37 038,07
TOTAL								500 000, 00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The 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. The Project Board will meet at the end of the Project implementation to certify Project closure, assess performance, lessons learned and sustainability of results.

The Project will be implemented in line with UNDP's Direct Implementation Modality; UNDP shall be responsible for the overall management of the Project. National Project Manager will report to IDRPB Team Leader and will be fully responsible for the management and implementation of the Project, including decision-making process and day-to-day activities, management of Project resources and ensuring compliance with UNDP rules and regulations. National Project Manager 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 Section IV of this document.

IX. LEGAL CONTEXT

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

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

X. RISK MANAGEMENT

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

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

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

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

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

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

7.   UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
   a.   Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
   i.put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
   ii.assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
   b.   UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
   c.   Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
   (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
   (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form

of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
    Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

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

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

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

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

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

XI. ANNEXES

Annex 1. Project Quality Assurance Report

Annex 2. SESP

Annex 3. Offline Project Risk Register

Project Title:	Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives	Project Number: 01000612	Date: 10-Sep-24

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	Security situation in Ukraine will deteriorate significantly with further intensification and spread of hostilities	As a result of military aggression	(1) enhanced security restrictions, that may weaken staff movement, mobility, and organizing field visits to monitor sub-project implementation. These restrictions may lead to potential delays in data collection, and affect the achievement of project targets (2) potential risk of injury, persecution or detention to project staff, contractors, partners, or beneficiaries impacting partners' ability and commitment to execute activities	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Apr-23 To: 31-Jan-25	Project Manager	Risk Treatment 1.1: UNDP will work in close coordination with UNDSS and the national government while ensuring the involvement of local authorities to secure a safe environment for 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. Project activities will take into account security situation in Ukraine and the necessary revisions will be made to ensure that project activities continue to the extent possible. Risk Treatment 1.2: In case implementation of the project activities are undermined, they might be redirected to safe areas until acceptable level of

#	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
								stability is restored. This will be agreed within the Project Board and Ministry. Risk Treatment Owner: Project Manager
2	Kyiv RMA, local authorities/self-governments, other counterparts are not able to operate or insufficiently involved in recovery projects implementation	As a result of the conflict escalation or political transition, replacement of local officials, self-government leaders, lack of resources	(1) suspension of recovery projects and the Project (2) the inability of local authorities/self-governments to function due to the conflict or to political transition, replacement of local government leaders (3) lack of trust in local leadership and political institutions	**7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Apr-23 To: 31-Jan-25	Project Manager	Risk Treatment 2.1: Schedule regular meetings with all relevant stakeholders to review progress, address issues, and reinforce their roles in the implementation process. Risk Treatment 2.2: Implement robust monitoring and evaluation mechanisms to regularly assess the involvement and effectiveness of local authorities and counterparts in project implementation. Risk Treatment 2.3: Provide training and capacity-development measures to strengthen the abilities of local authorities and counterparts to manage and implement recovery projects effectively.

#	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
								Risk Treatment Owner: Project Manager
3	Project stakeholders, including recovery projects implementers (Kyiv RMA, local authorities and self-governments) may not meet their obligations regarding the implementation of UNITED24, DREAM and Kyiv Oblast Recovery initiatives	As a result of lack of human resources, competent specialists, insufficiency of relevant knowledge, skills, experience	(1) inability of Kyiv RMA, local administrations, self-governments to coordinate/manage the UNITED24, DREAM and Kyiv Oblast Recovery projects in a proper manner	**1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Apr-23 To: 31-Jan-25	Project Manager	Risk Treatment 3.1: Schedule regular meetings with all relevant project stakeholders to review progress, address issues, and reinforce their roles and responsibilities in the implementation process. Risk Treatment 3.2: Provide training and capacity-development measures to strengthen the abilities of local authorities and counterparts to manage and implement recovery projects effectively. Risk Treatment Owner: Project Manager
4	Grievances are submitted by stakeholders affected by recovery projects (residents, IDPs, etc.)	As a result of violations of the rules and procedures established within UNITED24, Kyiv Oblast Recovery and DREAM initiatives, obligations of recovery projects implementers or contractors	(1) potential conflicts (2) 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-Jan-25	Project Manager	Risk Treatment 4.1: Facilitating the addressing of concerns and grievances by recovery projects implementers through communication, consultations, working meetings with the participation of affected stakeholders.

#	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
								Risk Treatment Owner: Project Manage
5	Sexual Exploitation and Abuse (SEA) perpetrated by project personnel, contractors, or others involved in the project, targeting beneficiaries or vulnerable community members, particularly women and children	Inadequate awareness, weak safeguarding measures, and lack of accountability or reporting mechanisms in project activities related to housing, reconstruction, or engagement with communities, especially in a post-conflict, high-need environment	(1) physical and emotional harm to survivors, primarily women and children (2) erosion of community trust in UNDP and partners (3) reputational damage to UNDP and associated organizations (4) legal consequences and potential funding losses (5) Project delays due to necessary investigations and corrective actions	**4. ORGANIZATIONAL (4.4. Accountability) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Apr-23 To: 31-Jan-25	Project Manager	Risk Treatment 5.1: The Project, with the support of the PSEA Officer, will ensure that partners and their staff uphold the highest standards of conduct for PSEA, which includes familiarizing themselves with UNDP's policies and procedures on PSEA and being informed about the channels available for reporting misconduct. Awareness-raising of partners. Risk Treatment Owner: Project Manage

Annex 4. Terms of Reference (ToR) for the Project Board (Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives)

I.   Background

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

Under the Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives (the Project), UNDP is assisting the Ministry for Communities and Territories Development of Ukraine (the Ministry) and the Kyiv Regional Military Administration (the Kyiv RMA) to recover and reconstruct infrastructure facilities through comprehensive support to the recovery project implementers, including interaction within the Digital Restoration Ecosystem for Accountable Management (DREAM) platform, thus contributing to the recovery of destroyed/damaged critical infrastructure, economic revitalization, maintenance of the social fabric and reconciliation in Kyiv and other targeted regions.

All aspects of the Project are planned and coordinated under the direction of the Project Board, established, to oversee and provide strategic guidance to and share information on the implementation of the Project.

II.   Duties and Responsibilities

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

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

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

The Project Board reviews updates to the project risk log.

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

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

Within the overall governance and management arrangements of the project, the role of the [Project Board or Project Steering Committee] as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the

implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

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

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles
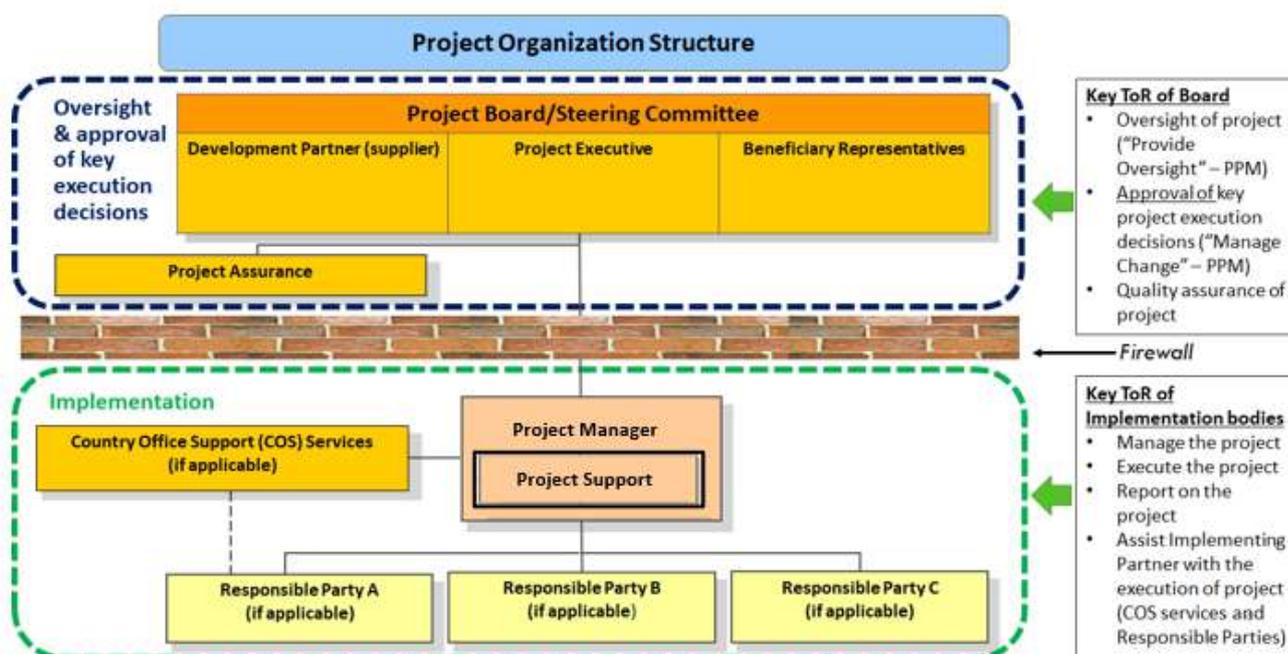
In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with the Quality Standards for Programming that shall ensure management for development results, best value money, fairness, integrity, gender considerations, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

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

- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[1].

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

- Report to relevant inter-ministerial bodies or higher-level oversight bodies;
- Ensure coordination with multiple government agencies and their participation in project activities;
- Track and monitor financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;

III.   Composition of the Project Board

The Project Board consists of two categories of **formal members or voting members: Project Executive and Beneficiary Representatives.** The role of every formal Programme Board member corresponds to one of these two roles and is identified accordingly in the programme documentation.

1) **Project Director/Executive(s):** This group represents the ownership and leadership of the Project and thereby, holds ultimate responsibility for the project, supported by Beneficiary Representatives. The UNDP Resident Representative or his designate serves as Co-Chair of the Board, representing UNDP's role as Lead Agency of the UN and Project Executive. The Project Executive role ensures that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Project Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific responsibilities of the Project Executive are as follows:

- Organizes and chairs Project Board meetings;
- Ensures that there is a coherent project, organization structure and logical set of plans;
- Reviews and monitors budget allocations, expenditures and sets tolerance levels (as required);
- Monitors and controls the progress of the Project at a strategic level;
- Ensures that challenges and risks are being tracked and mitigated as effectively as possible; and
- Briefs relevant stakeholders on Project progress.

The Project Executive in the Project Board is UNDP Deputy Resident Representative as a Board Chair.

2) **Beneficiary Representative(s):** These are individuals representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Beneficiary Representatives' primary function within the Board is to monitor and ensure that Project outputs are delivered satisfactorily from the perspective of Project beneficiaries.

---

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

Specific responsibilities of the Beneficiary Representative(s) are as follows:

- Ensures the expected output(s) and related activities of the Project are well defined;
- Coordinates, facilitates and supports delivery of Project outputs in target sites to intended beneficiaries;
- Monitors and ensures that progress towards the outputs required by the beneficiaries remains consistent from the beneficiaries perspective;
- Promotes and maintains focus on the expected Project output(s);
- Prioritizes and contributes beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes; and
- Mitigates and resolves potential challenges, risks and/or conflicts.

The Beneficiary Representative in the Project Board for the Quality Assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives is the Head of the Kyiv Regional Military Administration and/or other representative of the Kyiv Regional Military Administration with a preference for gender-balanced representation.

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

Other members of the Project Board: The membership of the Project Board may evolve according to the needs of or changes in the Project. Membership to the Project Board may be revised following a recommendation from a member of the Project Board, and subsequent approval by the Chair through consensus.

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

IV. Standard Project Board Protocols

The Quality assurance for UNITED24, DREAM and Kyiv Oblast Recovery initiatives Board is chaired by UNDP Deputy Resident Representative (or his designate).

The Project Board meets on an annual basis. Other ad-hoc meetings may be organised at the request of the Chair of the Board. Senior representatives of the Project Beneficiary, Executive, Partner, and Project Management Unit must attend the meeting. Relevant Project documents are sent to each Board members at least one week prior to the meeting. The venue for the meeting is determined by the Chair and Co-Chair or his designate, prior to the meeting. In the circumstances when the Board members will have to travel to the Project Board venue in person, they are eligible to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend the Project Board meeting.

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

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

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the Project manager. All decisions in between meetings or during crisis setting can be agreed upon through exchange of emails or formal letters (if the situation requires and allows).

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

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

Standard Outputs of Project Board Meetings

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

- Assessment of project progress to date against project output indicators (as documented in the project document results framework);
- Approval/review of annual work plans;
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[2];
- Review and assessment of the Project Risk Log (with updating/amendments as needed);
- Assessment of project spending, based on a review of the combined delivery report;
- Review of required resources versus available funding (if applicabel) and steps taken to reduce funding gap identified at the project design stage.

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

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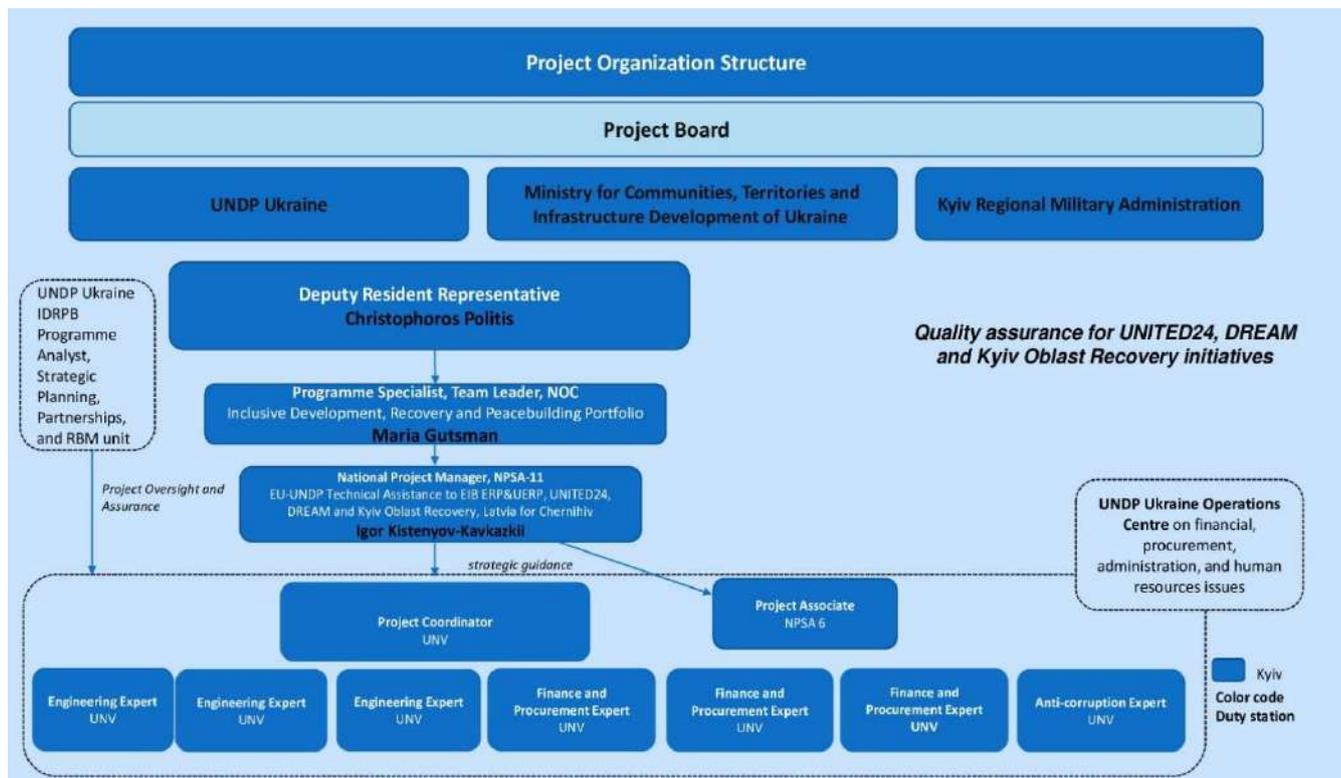
V. Support Functions to the Project Board

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

---

[2] Including audit reports and spot checks.

Diagram 1 – Project Organization Structure

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions, throughout the duration of the Project. This role ensures that:

(1) the Project is consistent with the UN policies and procedures,

(2) appropriate Project components are managed and completed,

(3) emerging and/or relevant needs are addressed, and

(4) any changes, challenges and/or risks that affects the validity of the Project are addressed.

Accordingly, the key aspects of the Project Assurance role are as follows:

• Beneficiary/user needs and expectations are being met or managed;

• Risks are being monitored and controlled;

• Adherence to the expected Outputs of the Project;

• Relevant stakeholders are being involved;

• Acceptable solutions are being developed and implemented;

• The Project remains viable;

• Focus on and prioritization of needs is maintained;

• Internal and external communications are working;

• Applicable standards are being used;

• Adherence to quality assurance standards; and

• Project Board decisions are followed, and revisions are managed in line with the required procedures.

The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

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

The UNDP representative playing the main project assurance function are UNDP Team Lead and Programme Analyst. The Portfolio Team Lead will be responsible for Project assurance and assume the responsibilities outlined.

Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors.

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

The primary PMU representative attending board meetings is National Project Manager.

The Project is managed by the Project Coordinator, under the strategic guidance of the National Project Manager.

The Project Coordinator is responsible for leading the team in all Project locations; carries out overall management of Project implementation; coordination with relevant stakeholders, partners; prepares the various Project's deliverables and reports; and is responsible for ensuring effective communications, knowledge management and visibility of the Project.

The Project Coordinator is expected to attend all Board meetings and present the required key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs to support Board processes as a non-voting representative.

Note: Acknowledgement of this ToR by each designated official Project Board member is approved by the Minutes of the Board Meeting.