

United Nations Development Programme

Project Document Revision Cover Page

Project Title: Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) Phase 2
Project Number: 01001554

Start Date: 1 January 2024 **End Date:** 31 December 2026 **PAC Meeting date:** 06.12.2023

Brief Description
The Project's total resources were increased from USD 7,309,001 to USD 7,842,950.02 due to the gains attributable to exchange rate fluctuations between the time of budget formulation and the actual receipt of funds.
The provisions of the project Results Framework are amended to read as per Annex 1.
The provisions of the project Multi-year Work Plan are amended to read as per Annex 2.
The provisions of the project Organigramme are amended to read as per Annex 3.
The provisions of the project Low Value Grants Annex are amended to read as per Annex 4.

Contributing Outcome (UNSDCF, CPD, RPD):
CPD 2018-2024 Outcome 1: By 2024, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services
2025-2029 CDP Outcome(s): Peace, Justice and Strong Institutions. By 2029 society is more inclusive and cohesive with active civic space and more effective, accountable institutions that enable reform and recovery and safeguard rule of law, human rights, and gender equality.
Indicative 2018-2024 Output(s) with gender marker:
Output 1.1. Regional and local authorities have scaled-up knowledge and skills to engage communities in planning, coordination, delivery and monitoring of public services provision.
Indicative 2025-2025 Output(s) with gender marker:
Output 1.4. Authorities and communities have increased capacities to enhance inclusive human capital and social fabric.
GEN 2

Total resources required:	USD 7,842,950.02	
Total resources allocated:	UNDP:	
	Donor:	USD 7,842,950.02
	Government	
	In-Kind:	
Unfunded		

Agreed by:

UNDP Ukraine

Signed by:

Auke Lootsma

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Auke Lootsma

Print Name:

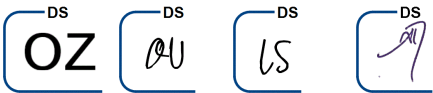
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Date:

11-Jun-2026



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I. MULTI-YEAR WORK PLAN ¹²

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	BUDGET BY YEAR (USD) AS PER REVISED PROJECT DOCUMENT			RESP.	REVISED BUDGET		
		2024	2025	2026	PARTY	Source	Budget Description	Amount (USD)
Output 1:	Activity 1.1: Design and conduct capacity development programs for CDTO network, civil servants and personnel that involved in government digital transformation	132,855.54	58,040.94	100,000.00	UNDP	SIDA	75700 Trainings and Conferences - USD 290,896.48	620,665.29
Government institutions have strengthened capacity to design and implement inclusive digital transformation policy at national and local levels				5,000.00			71300 Local Consultants - USD 5,000.00	
		10,775.18	3,838.86	15,000.00			71600 Travel - USD 29,614.04	
		8,202.22	12,168.53	25,000.00			74200 Audio Visual & Printing Production Costs - USD 45,370.75	
		23,857.70	33,606.68	37,000.00			71400 Contractual services – Indivd (staff costs) (PDO, CDM&E, DTS& PS)- USD 94,464.38	
			89,526.48	60,000.00			72100 Contractual Services-Companies - USD 149,526.48	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	

¹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

² Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

		3,641.58					63400 Learning Costs - USD 3,641.58	
	Activity 1.2: Implement digital accessibility standards into Ukraine digital transformation infrastructure	17,849.26		30,000.00	UNDP	SIDA	71300 Local Consultants - USD 47,849.26	605,463.08
		59,747.47	4,244.97	120,000.00			75700 Trainings and Conferences - USD 183,992.44	
		977.40	918.32	2,000.00			74200 Audio Visual & Printing Production Costs - USD 3,895.72	
		23,857.70	57,867.61	37,000.00			71400 Contractual services – Indivd (staff costs) (PDO, CDM&E, DTS& PS)- USD 118,725.31	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
		2,113.00	9,507.70				71600 Travel - USD 11,620.70	
		35,113.88	81,762.23	120,000.00			72100 Contractual Services-Companies - USD 236,876.11	
			79.94				72300 Materials and goods (Fuel) - USD 79.94	
			272.02				73400 Vehicle Maintenance Service - USD 272.02	
Gender marker: GEN-2	Activity 1.3: Provide policy support for digital transformation initiatives, with focus of digital public services and HRBA	35,357.21	33,049.59	35,000.00	UNDP	SIDA	71300 Local Consultants - USD 103,406.80	225,613.16
		24,580.53	34,601.70	37,000.00			71400 Contractual services – Indivd (staff costs) (PDO, CDM&E, DTS& PS)- USD 96,182.23	
			10,872.55				72100 Contractual Services-Companies - USD 10,872.55	
				3,000.00			74200 Audio Visual & Printing Production Costs - USD 3,000.00	
				10,000.00			75700 Trainings and Conferences - USD 10,000.00	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
	Activity 1.4: Ensure effective project management	94.28	520.58	500.00	UNDP	SIDA	72400 Mobile Telephone Charges - USD 1,114.86	258,769.54
		793.58	384.45	1,000.00			74500 Miscellaneous Expenses & Stationery - USD 2,178.03	
		12,440.00	9,050.00	15,000.00			73100 Rent & Utilities - USD 36,490.00	

		434.24	82.32	1,000.00			73400 Vehicle Maintenance Service - USD 1,515.56	
		8,558.73	280.26	10,000.00			72800 Comp. Equipment/Software - USD 18,838.99	
		131.58		2,000.00			72200 Furniture - USD 2,131.58	
				1,000.00			72300 Materials and goods - USD 1,000.00	
		92.11	522.34	4,221.00			74200 Printing, Design, Translations - USD 4,835.45	
		52,265.86	55,596.01	52,000.00			71400 Contractual services – Individ (staff costs) (PM, OO, PA, PA, P&EMA, D) - USD 159,861.87	
		153.40					63400 Learning Costs - USD 153.40	
		2,769.08	2,233.62	4,000.00			71600 Travel - USD 9,002.70	
		5,184.53	6,461.57	10,000.00			75700 Training and Conferences - USD 21,646.10	
	M&E, results verification	1,300.00	1,549.33	3,000.00	UNDP	SIDA	72100 Contractual Services Companies – USD 15,000	15,636.03
			786.70	4,000.00	UNDP	SIDA	71300 Local consultants	
				5,000.00	UNDP	SIDA	71200 International consultants	
	Audit (0.4%)			6,842.04	UNDP	SIDA	72100 Contractual Services Companies	6,842.04
	Security costs (2%)	9,872.19	2,587.40	3,777.82	UNDP	SIDA	74300 Contributions 2%-2024; 0.5%- 2025, 2026	16,237.41
	Direct Project Cost (64300 DPC Staff Cost)/ Delivery Enabling Services	10,573.12	3,120.38	7,114.88	UNDP	SIDA	64300 Direct Project Cost 2.1%- 2024; 0.8%-2025, 2026	20,808.38
	Direct Project Cost (74500 DPC GOE)/ Delivery Enabling Services	4,531.32	4,680.64	10,672.31	UNDP	SIDA	74500 Direct Project Cost 0.9%-2024; 1.2%-2025, 2026	19,884.27
	General Mgmt Serv (8%)	8,733.01	7,027.75	11,290.24	UNDP	SIDA	75100 General Management services (8%)	143,168.06
	Sub-Total for Output 1	534,117.48	559,671.49	839,298.29	UNDP	SIDA		1,933,087.26
Output 2:		336,112.56	593,011.98	890,000.00	UNDP	SIDA	72100 Contractual Services Companies - USD 1,819,124.54	2,143,279.04

The Government has a digital infrastructure which ensure efficient and effective processes for the civil service and delivery of technically modernized digital public services for vulnerable and war-affected groups	Activity 2.1: Software development and implementation of digital public services and digital tools	38,201.02	43,505.20	45,000.00	UNDP	SIDA	71300 Local Consultants - USD 126,706.22	
		62,460.64	69,116.69	63,000.00			71400 Contractual services – Indivd (staff costs) (SICTS, ISDO, ITPMA, DTS&PS) - USD 194,577.33	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
			219.37	500.00			74200 Audio Visual & Printing Production Cost - USD 719.37	
	Activity 2.2: Creation and modernisation of state registers and information systems	6,426.33	152,178.95	190,000.00	UNDP	SIDA	72100 Contractual Services Companies - USD 348,605.28	615,484.52
		20,477.02	4,050.72	36,000.00			71300 Local Consultants - USD 60,527.74	
		62,460.64	69,116.69	63,000.00			71400 Contractual services – Indivd (staff costs) (SICTS, ISDO, ITPMA, DTS&PS) - USD 194,577.33	
		1,133.52	757.20	2,000.00			71600 Travel - USD 3,890.72	
		4,712.20					75700 Training and Conferences - USD 4,712.20	
		1,882.78					62300 Recurrent Payroll Costs-IP Stf - USD 1,882.78	
		464.40					63300 Non-Recurrent Payroll - IP Stf - USD 464.40	
		174.55					63400 Learning Costs - USD 174.55	
			149.52	500.00			74200 Audio Visual & Printing Production Cost - USD 649.52	
	Activity 2.3: Assist government counterparts through the fast-response modality and scale-up previously developed prototypes	51,644.56	7,883.54	47,311.31	UNDP	SIDA	72100 Contractual Services Companies - USD 106,839.41	398,665.95
		11,417.68					72800 Comp. Equipment/Software - USD 11,417.680	
		8,915.66		50,000.00			71300 Local Consultants - USD 58,915.66	
		64,353.09	71,210.88	63,000.00			71400 Contractual services – Indivd (staff costs) (SICTS, ISDO, ITPMA, DTS&PS) - USD 198,563.97	
		868.27	2,030.72	5,000.00			71600 Travel - USD 7,898.99	
			79.94	1,000.00			72300 Materials and Goods (Fuel) - USD 1,079.94	
Gender marker: GEN-2								

			272.02	1,000.00			73400 Vehicle Maintenance Service - USD 1,272.02	
		498.80	202.67	500.00			74200 Printing, Design, Translations - USD 1,201.47	
		3,118.63	2,206.60	4,000.00			75700 Training and Conferences - USD 9,325.23	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
	Activity 2.4: Ensure effective project management	93.84	271.39	500.00	UNDP	SIDA	72400 Mobile Telephone Charges - USD 865.23	585,382.20
		793.59	511.28	1,000.00			74500 Miscellaneous Expenses & Stationery - USD 2,304.87	
		13,593.64	9,294.78	15,000.00			73100 Rent & Utilities - USD 37,888.42	
		493.73	82.95	1,000.00			73400 Vehicle Maintenance Service - USD 1,576.68	
		11,510.99	288.78	10,000.00			72800 Comp. Equipment/Software - USD 21,799.77	
		202.95		2,000.00			72200 Furniture - USD 2,202.95	
				1,000.00			72300 Materials and Goods (Fuel) - USD 1,000.00	
		1,518.91	513.74	5,000.00			74200 Printing, Design, Translations - USD 7,032.65	
		155,834.43	166,761.65	156,000.00			71400 Contractual services – Individ (staff costs) (PM, OO, PA, PA, P&EMA, D) - USD 478,596.08	
		3,637.07	2,317.62	4,000.00			71600 Travel - USD 9,954.69	
		5,503.46	6,657.40	10,000.00			75700 Training and Conferences - USD 22,160.86	
	M&E, results verifications	1,300.00	1,529.20	3,000.00	UNDP	SIDA	72100 Contractual Services Companies – USD 5,829.20	15,615.90
			786.70	4,000.00	UNDP	SIDA	71300 Local consultants - USD 4,786.70	
				5,000.00	UNDP	SIDA	71200 International consultants - USD 5,000.00	
	Audit (0.4%)			14,971.25	UNDP	SIDA	72100 Contractual Services Companies	14,971.25

	Security costs (2%)	20,333.91	6,640.14	8,471.41	UNDP	SIDA	74300 Contributions 2%-2024; 0.5%- 2025, 2026	35,445.46				
	Direct Project Cost (64300 DPC Staff Cost)/ Delivery Enabling Services	21,777.52	8,007.96	16,291.36	UNDP	SIDA	64300 Direct Project Cost 2.1%- 2024; 0.8%-2025, 2026	46,076.84				
	Direct Project Cost (74500 DPC GOE)/ Delivery Enabling Services	9,333.24	12,011.80	24,437.05	UNDP	SIDA	74500 Direct Project Cost 0.9%-2024; 1.2%-2025, 2026	45,782.09				
	General Mgmt Serv (8%)	19,688.04	17,258.12	22,533.69	UNDP	SIDA	75100 General Management services (8%)	312,123.53				
	Sub-Total for Output 2	999,660.66	1,330,205.15	1,882,960.97	UNDP	SIDA		4,212,826.78				
Output 3:	Ukrainian women and men have increased their digital skills to fully benefit from digitalization	Activity 3.1: Increase a digital literacy of vulnerable groups through development of learning courses	10,538.48	3,407.24	30,000.00	UNDP	SIDA	71300 Local Consultants - USD 43,945.72	312,543.38			
7,046.03			8,925.91	65,000.00	75700 Trainings and Conferences - USD 80,971.94							
5,719.39			1,301.44	5,000.00	71600 - Travel - USD 12,020.83							
35,151.60			38,251.61	42,000.00	71400 Contractual services – Individ (staff costs) (DLO, COA, DTS&PS) - USD 115,403.21							
3,503.62			496.45	1,000.00	72100 Contractual Services Companies - USD 5,000.07							
			79.96		72300 Materials and Goods (Fuel) - USD 79.96							
			272.04		73400 Vehicle Maintenance Service - USD 272.04							
966.27			198.67	50,000.00	74200 Printing, Design, Translations - USD 51,164.94							
1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88							
425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70							
1,533.09					63400 Learning Costs - USD 1,533.09							
Activity 3.2: Scaled up support for increased capacity of Digital Education Hubs			40,297.27	28,031.13	19,927.72			UNDP		SIDA	75700 Trainings and Conferences - USD 88,256.12	481,388.12
			59,850.01	71,377.71	118,772.28						72600 Grants - USD 250,000.00	
			32,511.60	34,571.61	42,000.00						71400 Contractual services – Individ (staff costs) (DLO, COA, DTS&PS) - USD 109,083.21	
		3,556.19	24,000.00	71300 Local Consultants - USD 27,556.19								

Gender marker: GEN-2		370.25	633.42	2,000.00			71600 Travel - USD 3,003.67	
			337.35	1,000.00			74200 Printing, Design, Translations - USD 1,337.35	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
	Activity 3.3: Communicate with citizen-clients through waves of communications campaigns		43,146.50	115,000.00	UNDP	SIDA	72100 Contractual Services Companies - USD 158,146.50	441,548.43
		13,003.23	9,113.99	20,000.00			74200 Audio Visual & Printing Production Costs - USD 42,117.22	
		33,496.56	35,595.77	42,000.00			71400 Contractual services – Indivd (staff costs) (DLO, COA, DTS&PS) - USD 111,092.33	
		4,710.84					71300 Local Consultants - USD 4,710.84	
		73,758.27	19,571.69	30,000.00			75700 Training and Conferences - USD 123,329.96	
		1,725.88					62300 Recurrent Payroll Costs-IP Stf - USD 1,725.88	
		425.70					63300 Non-Recurrent Payroll - IP Stf - USD 425.70	
	Activity 3.4: Ensure effective project management	93.05	835.95	500.00	UNDP	SIDA	72400 Mobile Telephone Charges - USD 1,429.00	260,624.52
		786.73	384.45	1,000.00			74500 Miscellaneous Expenses & Stationery - USD 2,171.18	
		12,440.00	9,050.00	15,000.00			73100 Rent & Utilities - USD 36,490.00	
		426.47	100.73	1,000.00			73400 Vehicle Maintenance Service - USD 1,527.20	
		9,281.22	280.26	10,000.00			72800 Comp. Equipment/Software - USD 19,561.48	
		131.58		2,000.00			72200 Furniture - USD 2,131.58	
				1,000.00			72300 Materials and Goods (Fuel) - USD 1,000.00	
		582.11	708.78	4,221.00			74200 Printing, Design, Translations - USD 5,511.89	
		52,236.54	55,596.02	52,000.00			71400 Contractual services – Indivd (staff costs) (PM, OO, PA, PA, P&EMA, D) - USD 159,832.56	
		3,095.06	2,234.62	4,000.00			71600 Travel - USD 9,329.68	
		5,178.38	6,461.57	10,000.00			75700 Training and Conferences - USD 21,639.95	

	M&E, results verifications	1,300.00	1,549.33	3,000.00	UNDP	SIDA	72100 Contractual Services Companies – USD 5,849.33	15,636.03
			786.70	4,000.00	UNDP	SIDA	71300 Local consultants - USD 4,786.70	
				5,000.00	UNDP	SIDA	71200 International consultants - USD 5,000.00	
	Audit (0.4%)			5,984.42	UNDP	SIDA	72100 Contractual Services Companies	5,984.42
	Security costs (2%)	8,874.00	2,570.88	3,632.03	UNDP	SIDA	74300 Contributions 2%-2024; 0.5%- 2025, 2026	15,076.91
	Direct Project Cost (64300 DPC Staff Cost)/ Delivery Enabling Services	9,504.48	3,100.38	6,873.94	UNDP	SIDA	64300 Direct Project Cost 2.1%- 2024; 0.8%-2025, 2026	19,478.80
	Direct Project Cost (74500 DPC GOE)/ Delivery Enabling Services	4,073.09	4,650.66	10,310.92	UNDP	SIDA	74500 Direct Project Cost 0.9%-2024; 1.2%-2025, 2026	19,034.67
	General Mgmt Serv (8%)	8,639.31	7,064.87	11,161.78	UNDP	SIDA	75100 General Management services (8%)	125,720.70
	Sub-Total for Output 3	471,886.68	418,149.21	807,000.09				1,697,035.98
Direct Pr-t Cost/ Delivery Enabling Services		59,792.77	35,571.82	75,700.46				171,065.05
General Mgmt Serv- (8%)		148,620.64	170,965.04	261,426.62				581,012.30
GRAND TOTAL		2,005,664.82	2,308,025.85	3,529,259.35				7,842,950.02

I. RESULTS FRAMEWORK¹

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: CPD outcome 1: By 2023, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services								
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: 1.1 Share of population satisfied with recent use of public services, by sex and age (SDG) Baseline (2020): 40% Target (2026): 60%								
Applicable Output(s) from the UNDP Strategic Plan: E.1 People and institutions equipped with strengthened digital capabilities and opportunities to contribute to and benefit from inclusive digital societies								
Project title and Quantum Project Number: Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) Phase 2								
EXPECTED OUTCOME AND OUTPUTS	OUTCOME AND OUTPUT INDICATORS ²	DATA SOURCE	BASELINE					DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	
Outcome 1 Women and men, especially from vulnerable groups, enjoy more resilient public digital infrastructure,	Share of population who received at least one public digital service including on the Diia web platform and mobile app (disaggregated by sex)	Project-supported surveys and studies, official records and logs	60%	2023	68%	58%	>58%	Data will be mostly collected via national polls and surveys (e.g. omnibus survey conducted annually by the KIIS) with appropriate sample and geographic coverage to track the results nationwide.

¹ 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.

² 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.

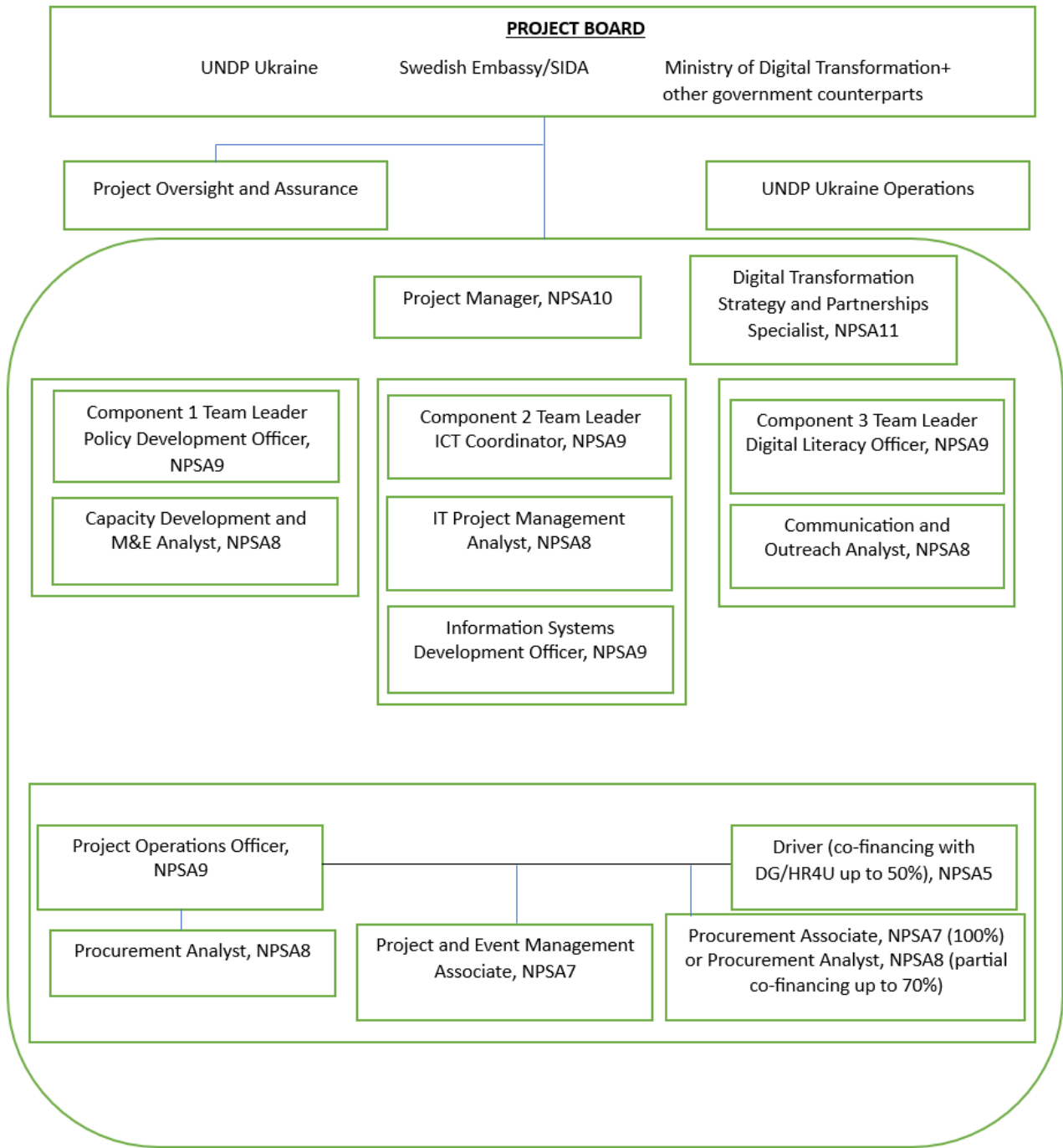
EXPECTED OUTCOME AND OUTPUTS	OUTCOME AND OUTPUT INDICATORS ²	DATA SOURCE	BASELINE					DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	
including government registers, and quality, people-oriented e-service delivery	Share of population satisfied with provision of digital public services (disaggregated by sex)	Project-supported surveys and studies, official records and logs	79%	2023	82%	83%	>83%	Data will be mostly collected via national polls and surveys (e.g. omnibus survey conducted annually by the KIIS) with appropriate sample and geographic coverage to track the results nationwide.
Outcome 2 The Government of Ukraine effectively employs digital solutions or mechanisms and implements digital accessibility policy	Availability of the legal framework (policies/regulations) to promote digital accessibility	Government records	1 [partially available]	2023	1	2 [proposals for comprehensive legal framework are developed]	3[comprehensive legal framework is adopted]	Desk review, Government records
Output 1. Government institutions have strengthened capacity to design and implement	1.1 Number of government officials equipped with enhanced digitalization-related knowledge and skills (disaggregated by sex)	Training records	-	2023	8,000	23,000	30000	Lists of training participants, pre-/post survey of training participants
	1.2 Number of government-owned web and mobile app resources and public digital services with improved accessibility level	Project records	3	2023	10	30	50	Digital accessibility monitoring conducted annually by the project

EXPECTED OUTCOME AND OUTPUTS	OUTCOME AND OUTPUT INDICATORS ²	DATA SOURCE	BASELINE					DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	
inclusive digital transformation policy at national and local levels	1.3 Number of developed legal acts in sphere of digital transformation, digitalisation of public services in line with HRBA, including draft Law of Ukraine containing digital accessibility requirements for local governments, large businesses and state-owned enterprises	Project records	9	2023	12	16	20	Desk review
Output 2: The Government has a digital infrastructure which ensures efficient and effective processes for the civil service and delivery of technically modernized digital public services for vulnerable and war-affected groups	2.1 Number of developed digital public services and digital tools	Project records	40	2023	50	65	85	Project records and government data
	2.2 Number of uses of developed digital public services and digital tools	Project and government partners record	9,5 million	2023	10,5 million	50 million	65 million	Government data from automated data-gathering tools (dashboards). For the collected data the sex disaggregation will be performed if it is technically possible
	2.3 Number of created or substantially modernised government registers and information systems	Project record	-	2023	2	4	6	Project records and government data
Output 3: Ukrainian women and men have their	3.1 Number of digital literacy hub administrators with improved knowledge and skills (disaggregated by sex)	Grantee reports	120	2023	800	1600	2400	Lists of trainings participants, assessment questionnaires filled in by the hubs' administrators

EXPECTED OUTCOME AND OUTPUTS	OUTCOME AND OUTPUT INDICATORS²	DATA SOURCE	BASELINE					DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	
digital skills increased to fully benefit from digitalisation.	3.2 Number of people in target hromadas who benefitted from UNDP-supported digital literacy interventions (disaggregated by sex)	Grantee reports	1000	2023	8000	32000	72000	List of participants, feedback questionnaires that evaluate an increase in digital skills
	3.3 Number of people reached by national-wide awareness-raising communication campaigns	Project records	7.5 million	2023	9 million	12 million	15 million and at least 6 campaigns covering at least 10 mln people each	Analytical reports, public surveys. For the collected data the sex disaggregation will be performed if it is technically possible

GOVERNANCE AND MANAGEMENT ARRANGEMENTS

PROJECT ORGANIZATION STRUCTURE



The management of the project will be carried out by the UNDP technical assistance team in Kyiv within the overall framework of the United Nations Partnership Framework 2018–2022 in a Direct Implementation Modality. UNDP shall be responsible for the management of the project, primarily concerning the responsibility for the achievement of the outputs and the stated Outcome. Similarly, UNDP will be accountable to the Project Board for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the Project Manager, selected by UNDP.

The project stakeholder circle will consist of the following entities: Ministry for Digital Transformation (primary), Ministry of Social Policy, Ministry of Health, Ministry of Internal Affairs, Ministry of Justice,

Ministry for Veterans' Affairs and Temporarily Occupied Territories, Secretariat of the Cabinet of Ministers, Parliamentary Committee for Digital Transformation, Office of the Ombudsperson, National Agency for Civil Service and its Ukrainian School of Governance, as well as other government partners.

The project will receive overall guidance and strategic direction from the Project Board (PB). The Board is the group responsible for making consensus-based management decisions for the project when guidance is required by the Project Manager, including the recommendation for approval of project revisions. The Project Board will consist of representatives of national stakeholders, UNDP Ukraine and Sida, and will be chaired by UNDP. Other stakeholders will have an opportunity to partake in Board meetings as agreed between Board members. An indicative TOR for the Board is presented as Annex to this Project Document.

Project Oversight and Assurance. The Project Oversight and Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. A UNDP Programme Specialist (Team Leader) holds the Project Oversight role, and the Programme Analyst is responsible for Quality Assurance.

Project Implementation. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for the day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The technical assistance team will consist of 12 full-time personnel and 2 co-financed positions. It is planned to co-finance Driver 50% and Procurement Analyst position (up to 70%).

The detailed description of the technical assistance team's composition is the following:

€ **Project Manager, NPSA10** (full-time managerial capacity to liaise, coordinate and supervise all three components of the project, serve as the one-stop-shop entry point for all Government counterparts, ensure quality-control for the project's deliverables. Responsible for - project delivery and impact, relations and effective coordination with government counterparts, resource mobilisation);

€ **Digital Transformation Strategy and Partnerships Specialist, NPSA11** (strategic coordination and advisory support for UNDP's digital transformation agenda, alignment of digital initiatives with national policy priorities, high-level engagement with government and partners, partnership development and resource mobilisation, and positioning UNDP's comparative advantage in the digital transformation ecosystem).;

€ **Policy Development Officer, NPSA9** (management of component 1 activities, coordination with core Government counterparts on capacity development activities, support for policy development, initiatives on HRBA/digital accessibility implementation. Responsible for component 1 delivery and impact, meaningful change of legislation and culture of Government in sphere of digital accessibility);

€ **Capacity Development and M&E Analyst, NPSA8** (design of draft training agendas and other capacity-development interventions. Monitoring, support to evaluation and reporting for the whole project, support of public policy design, strategic policy impact assessment, research of international best practices for digitalisation policy)

€ **ICT Coordinator, NPSA9** (management of component 2 activities, coordination with core Government counterparts on development of digital public services and tools, creation and modernisation of government registries and other ICT-related activities. Responsible for component 2 delivery and impact,

digital public services and tools development and effective technical reengineering in collaboration with government counterparts);

€ **IT Project Management Analyst, NPSA8** (coordination of software development activities with technical teams and government counterparts regarding digital public services development, engagement with technical administrators of government information systems regarding interoperability development);

€ **Information Systems Development Officer, NPSA9** (management of creation and modernisation of government registers and information systems activity, running data matching and validation, interoperability development initiatives, as well as hardware procurement, development of ToRs)

€ **Digital Literacy Officer, NPSA9** (management of component 3 activities, coordination with core Government counterparts on both online and offline digital literacy initiatives, as well as running public communication campaigns in line with government priorities);

€ **Communication and Outreach Analyst, NPSA8** (coordination with government counterparts on communication and awareness-raising initiatives, development of ToRs for communication campaigns, coordination and managing of contractors and partners in order to communicate projects results);

€ **Project Operations Officer, NPSA9** (management and oversight of administrative, financial, procurement and recruitment project activities, coordination of operations team);

€ **Procurement Analyst, NPSA8** (coordinate all procurement cases of the project, support of ToRs development, implementation procurement strategy and making sure that all procurement activities are in line with UNDP standards, as well as run fast and efficient, to ensure delivery and impact of the project, including high priority cases management);

€ **Project and Event Management Associate, NPSA7** (financial management of the project and proper accounting, as well as monitoring and providing quality assurance of all projects low value grant activities, support for event management activities, including logistical and organisational areas of responsibility);

€ **Procurement Associate, NPSA7 (100%) \ or Procurement Analyst, NPSA 8 (partial co-financing up to 70%)** (ensures implementation of operational strategies, supports procurement processes, ensures implementation of sourcing strategy, ensures facilitation of knowledge building and knowledge sharing);

€ **Driver, NPSA5** (partial co-financing up to 50%).

All professionals in the technical assistance team shall have the capacity to transfer knowledge and motivate people and to build relationships with colleagues, partners, beneficiaries, government authorities, donor organisations and other stakeholders. UNDP Ukraine will provide organisational, HR, procurement and other related assistance.

Indicative TORs for the project team members are presented in the annexes to the project document.

Financial management. Financial management of the project will be conducted under the UNDP Financial Regulation and Rules (FRR).

Annex 5. Low-Value Grants (LVG) under the Project

Provision of grants under the Project follows the UNDP Operational Guide on Low-Value Grants (LVG). This Annex outlines the grant component of the initiative, describes types of activities that will be offered to CSO partners to apply for (general themes for calls for proposals), wider criteria that the grant proposals will be assessed against, arrangements for the Grant Selection Committee, and other relevant considerations.

Purpose of the LVGs that will be awarded through the project

The LVGs to be issued under the Project will be issued for the following purposes:

- Strengthening the institutional capacity of CSOs and CSO coalitions to conduct outreach, advocacy, citizen empowerment work, and education initiatives, especially for vulnerable groups and in remote locations as themed on issues of public service digitalisation and digital literacy;
- Promoting advocacy activities and networking between CSOs, the core Project partners from the Government side (MDT, line Parliamentary Committee, National Agency for Civil Service, line Ministries);
- Strengthening CSO voices in the process of identifying solutions to the service digitalisation development challenge (including guided experimentation and summary of good practices to be presented to state counterparts).
- Supporting the establishment and piloting of one model Digital Education Hub (Hub 2.0) in line with the approved concept, including the Hub's setup and operational readiness, , development of operational guidelines, expert mentoring/support, and documentation of lessons learned for replication.

Total amount of the project budget that will be allocated to LVGs

The overall budget for LVGs under the auspices of the Project shall not exceed an equivalent of USD 250,000 and will be subdivided between several calls for proposals (CFPs). The CFPs will include the following broad themes and activities (sums indicate proposed ceiling expenses for one CFP which could generate several grantees receiving awards):

- CSO outreach, education and citizen empowerment initiatives on public service digitalisation and digital literacy, with a focus on vulnerable groups and remote locations;
- Advocacy activities and networking between CSOs and Government stakeholders (MDT, relevant Parliamentary Committee, NACS, line Ministries);
- Initiatives strengthening CSO contribution to identifying and testing solutions to service digitalisation challenges (including guided experimentation and documentation of good practices to be presented to state counterparts);
- Digital Education Hubs 2.0: establishment and piloting of one model Digital Education Hub in line with the approved concept, including the Hub's setup and operational readiness, , development of operational guidelines, consultative support, and documentation of lessons learned for replication.

Funding provided to each grant recipient cannot exceed \$150,000 per grant. To receive multiple grants, the grant recipient must have produced the results agreed to in the prior grant agreement, and a new grant agreement must be approved by the Grant Selection Committee. The same entity could receive separate grants under different UNDP projects with a cumulative ceiling of \$300,000 in the programme period. One dedicated CFP may be launched to support the establishment of one

model Digital Education Hub (Hubs 2.0) based on the approved concept, to be used as a demonstrator and replication benchmark.

The Project Board may review the themes and amounts of grant funding.

Grant Selection Committee for the DIA Support Project, Phase 2

The Grant Selection Committee will, thus, be the authorised body in charge of the review, selection and appraisal of submitted grant project proposals. The Grant Selection Committee shall have the following tasks:

- Approve the final set of criteria that the grant proposals will be assessed against taking into account Eligibility criteria enlisted in this Annex;
- Review and appraise grant project proposals;
- Recommend project proposals for funding or rejection of project proposals.

Grant Selection Committee members will be appointed during project LPAC meeting from UNDP staff, UNDP project staff, among leaders of credible CSOs, recognised experts in the subject area, government partners, UN agencies and academia. The Selection Committee may decide to request independent expert opinion during the LVG proposal appraisal process. Meetings of the Selection Committee will be held subject to the submission of the grant project proposals. The Selection Committee meetings will be organised and facilitated by the DIA Support Project staff.

The Project Board will review the list of Grant Selection Committee members.

LVG eligibility criteria and evaluation matrix (criteria that the LVG proposals will be assessed against)

The LVG proposals coming in for the Project's consideration will be measured, first and foremost, against the admission criteria. To be considered for funding, the proposal must be submitted by an organisation that:

- has a status of a non-governmental public or charitable organisation or an association of CSOs officially registered in Ukraine;
- has a track record of active operation of at least five years;
- has a proven track record of cooperation with the international donor community, proper project implementation and reporting.
- For CFPs related to Digital Education Hubs 2.0, "responsiveness to the core theme" includes alignment with the Hubs 2.0 concept and proposed approach to piloting and documenting the model for replication.

Upon completing the pre-screening process (done by the DIA Support Project team), the Selection Committee shall convene and assess those applications that meet the minimum criteria against the following evaluation matrix (Grant Selection Criteria):

#	Criterion	Max pts
1	Responsiveness of the LVG project proposal to the core theme of the CFP	5

2	Ability of the proposed LVG project team (staff and proposed consultants) to cope with the scope of works described in the project proposal	20
3	Quality of the proposed networks and instruments for result dissemination	10
4	Demonstrated experience with fostering dialogue between CSOs and state entities	10
5	Demonstrated experience in planning, organizing, and implementing large-scale advocacy and awareness-raising campaigns	10
6	Track record in core theme of the CFP	20
7	Demonstrated sustainability considerations of the project	5
8	Quality and realistic nature of the budget proposal	20
Total maximum:		100 pts

The below matrix shall apply exclusively to CFPs related to the Digital Education Hub 2.0. In such cases, it shall replace the standard LVG evaluation matrix for that specific CFP:

#	Criterion	Max pts
1	Alignment with the approved Digital Education Hub 2.0 concept and objectives	15
2	Institutional and operational capacity to establish and manage the Hub (team, governance, infrastructure readiness)	25
3	Quality and feasibility of the proposed operational model and piloting plan	15
4	Experience in digital education, digital service delivery, or hub/innovation space management	15
5	Sustainability and scalability considerations (including institutional ownership and continuation beyond LVG support)	10
6	Stakeholder engagement and partnership approach	5
7	Quality, cost-effectiveness, and realism of the budget proposal (in line with LVG rules)	15
Total maximum:		100 pts

LVG eligible costs

Eligible costs must:

- be necessary for carrying out the project activities;
- have been incurred by the applicant during the implementation period;
- comply with the principles of sound financial management, in particular, value for money and cost-effectiveness;
- be adequately recorded, identifiable and verifiable, and be backed by original supporting documents.

UNDP LVG costs may *only* be used to cover the following costs:

- staff salaries and expert fees;
- communication and information services;
- purchase of consultative services and contracts provided that these are essential to project goals and objectives;

- renting, catering, and other services envisaged by the project activities;
- printing and copying;
- utility services;
- consumables and supplies;
- travel costs (provided that travel complies with internal UNDP regulations);
- purchase of essential equipment and related installation/configuration services, strictly necessary to achieve the grant objectives and in line with UNDP LVG rules;
- premises fit-out services necessary for the Hub's functioning (e.g., basic cabling, furnishing/installation), subject to UNDP rules and prior approval.

Not more than 10% of the grant funds may be spent of equipment, provided a clear justification is offered as to its need to achieve project goals.

For the dedicated Digital Education Hub 2.0 CFP, a higher percentage of equipment costs may be allowed, subject to the specific CFP provisions and UNDP rules and approvals. Equipment must be essential, proportionate, and directly linked to the Hub's operational model, and shall be transferred to the ownership of the Digital Education Hub upon purchase and used exclusively for Hub operations purposes. The grantee shall notify UNDP and provide supporting documentation confirming the acquisition and transfer. Large-scale infrastructure investments or capital construction works are not eligible.

The following costs are ineligible:

- costs of project proposal preparation;
- academic research;
- debts;
- currency exchange losses.

Process for soliciting and reviewing LVG proposals

The CFPs will be advertised through the web sites of the following organisations:

- UNDP Ukraine: www.undp.org.ua and its Facebook page
- GURT Resource Centre: www.gurt.org.ua
- Civic Space Portal: www.civicua.org
- as well as other relevant social networks and information portals.

Applications (project proposals) must be developed in Ukrainian according to templates that will be part of the CFP.

The application package shall consist of

1. The filled-out Application form (done on a computer as a Microsoft Word file);
2. Copy of Charter of the applicant organisation (PDF);
3. Copy of State registration certificate (PDF);
4. Banking details (PDF);

5. Resumes of proposed specialists for project implementation (Microsoft Word or PDF)
6. Other relevant supporting documentation including reference letters, report samples or others (Microsoft Word or PDF).

The document package shall be archived as *.zip or *.rar and not be password-protected; it shall not be larger than 10 Mb total. The package shall be sent to the designated e-mail with the letter title containing the name of the competition as stated in the CFP. Applications sent through means different from the one described above will not be considered.

The further steps in the LVG proposal assessment process will follow this sequence:

- The DIA Support Phase 2 Project team pre-screens LVG project proposals against the eligibility criteria to be admitted for the Selection Committee review and appraisal;
- The Selection Committee convenes and reviews all eligible LVG project proposals based on evaluation criteria and recommends those that have gained the biggest number of points for concluding the agreements;
- Based on the capacity assessment results of the short-listed CSOs, the DIA Support Phase 2 Project team submits the Selection Committee minutes (list of SCOs recommended for funding) for final approval by the UNDP Grant Steering Committee;
- UNDP concludes grant agreements with the CSOs.

ПРОЕКТ
підтримки



Швеція

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DIGITAL, INCLUSIVE, ACCESSIBLE: SUPPORT TO DIGITALISATION OF PUBLIC SERVICES IN UKRAINE (DIA SUPPORT) PROJECT PHASE 2

BOARD MEETING

Minutes

17 November 2025

Mixed (offline – UNDP House, 1 Klovskiy Descent, Alexanyan room, online – [Zoom](#))

Chaired by Ms. Olena Ursu, Programme Specialist, Democratic Governance Team Leader, UNDP

Agenda

- 10:00-10:30 Introduction and Welcoming Remarks
Ms. Olena Ursu, Programme Specialist, Democratic Governance Team Leader, UNDP
Ms. Christina Danielsson, Head of Development Cooperation, Embassy of Sweden in Ukraine (online)
Ms. Helena Sancho, Programme Officer, Governance, Embassy of Sweden in Ukraine
Ms. Iryna Skaliy, Programme Officer, Embassy of Sweden in Ukraine
Ms. Zoriana Stetsiuk, Deputy Minister of Digital Transformation for Digital Governance, Data, and Digital Infrastructure
Ms. Valeriia Koval, Deputy Minister of Digital Transformation for the Development of the Ecosystem of Digital and Offline Personalised Services
Ms. Olha Riabukha, Deputy Minister for Digital Development, Digital Transformations, and Digitalisation
Mr. Oleh Shymanskyi, Deputy Minister for Veterans Affairs of Ukraine
Mr. Anatolii Komirnyi, Deputy Minister of Social Policy, Family and Unity of Ukraine for Digital Development, Digital Transformations, and Digitalisation
Mr. Andrii Zhminko, Secretariat of the Cabinet of Ministers of Ukraine
Ms. Mariia Karchevych, Deputy Minister of Health of Ukraine for Digital Development, Digital Transformations, and Digitalisation (online)
- Adoption of the agenda.*
- 10:30-11:00 Presentation of project results 2025, challenges, priorities for 2026, and lessons learnt
Mr. Oleksii Zelivianskyi, DIA Support Project Manager, UNDP
- 11:00-11:40 Discussion on project results and plans by the end of 2026.
All Project Board Members

Assessment of the work undertaken by the Project

11:40-12:00 Any other business / Conclusions
All Project Board Members

Participants:

- Ms. Christina Danielsson, Head of Development Cooperation, Embassy of Sweden in Ukraine (online)
- Ms. Helena Sancho, Programme Officer, Governance, Embassy of Sweden in Ukraine
- Ms. Iryna Skaliy, Programme Officer, Embassy of Sweden in Ukraine
- Ms. Zoriana Stetsiuk, Deputy Minister of Digital Transformation of Ukraine for Digital Governance, Data, and Digital Infrastructure
- Ms. Valeriia Koval, Deputy Minister of Digital Transformation of Ukraine for the Development of the Ecosystem of Digital and Offline Personalised Services
- Ms. Olha Riabukha, Deputy Minister of Justice of Ukraine for Digital Development, Digital Transformations, and Digitalisation
- Mr. Oleh Shymanskyi, Deputy Minister for Veterans Affairs of Ukraine
- Mr. Anatolii Komirnyi, Deputy Minister of Social Policy, Family and Unity of Ukraine for Digital Development, Digital Transformations, and Digitalisation
- Ms. Mariia Karchevych, Deputy Minister of Health of Ukraine for Digital Development, Digital Transformations, and Digitalisation (online)
- Mr. Andrii Zhminko, Secretariat of the Cabinet of Ministers of Ukraine
- Mr. Oleksiy Halchynskyi, Secretariat of the Cabinet of Ministers of Ukraine
- Ms. Olena Ursu, Programme Specialist, Democratic Governance Team Leader, UNDP
- Ms. Olena Kulikovska, Programme Analyst, UNDP (online)
- Ms. Valeriia Velygorska, Oversight and Compliance Analyst, UNDP (online)
- Ms. Vladlena Holub, Programme Associate, Democratic Governance, UNDP
- Mr. Oleksii Zelivianskyi, DIA Support Project Manager, UNDP
- Mr. Volodymyr Brusilovskyi, Digital Transformation Strategy and Partnerships Specialist, UNDP
- Ms. Oksana Grechko, Policy Development Officer (DIA Support), UNDP
- Mr. Yevhenii Kharchenko, Digital Public Services Officer (DIA Support), UNDP (online)
- Mr. Mykola Yabchenko, Digital Literacy Officer (DIA Support), UNDP
- Ms. Lidiya Movchan, Project Operations Officer (DIA Support), UNDP
- Ms. Alla Melnyk, Capacity Development and M&E Analyst, (DIA Support), UNDP
- Mr. Pavlo Radchenko, Information Systems Development Officer, (DIA Support), UNDP
- Mr. Maksym Spichka, IT Project Management Analyst (DIA Support), UNDP (online)
- Ms. Olha Matiahina, Communication and Outreach Analyst (DIA Support), UNDP
- Mr. Vitalii Gorchynskyi, Procurement Associate (DIA Support), UNDP
- Mr. Dmytro Sokolov, Procurement Associate (DIA Support), UNDP

The main points discussed/suggested

- **Ms Olena Ursu**, Programme Specialist, Democratic Governance Team Leader, UNDP, who chaired the Board meeting, thanked the representatives of the Swedish Embassy and the line ministries for participating in the Board meeting. She emphasised that the DIA Support project remains an important part of the Democratic Governance portfolio and UNDP programmatic efforts in Ukraine. Digitalisation helps strengthen the country's resilience and enhance public services, but also supports the reforms aligned with Ukraine's EU accession. Therefore, she thanked the Ministry of Digital Transformation for leading the work in this direction and also other partners, namely the Ministry of Veterans Affairs, the Ministry of Social Policy, the Ministry of Justice, the Secretariat of the Cabinet of Ministers of Ukraine and the Ministry of Health, for their partnership. Ms Ursu noted that the Project maintained the focus on developing people-centred electronic services and increased their reach and users' satisfaction with e-services in the reporting period of 2025. In this regard, she acknowledged the Project's efforts in supporting evidence-based planning, as it annually analyses the use of e-services in the country and adjusts its course of action based on the findings. She also commended the Project's focus on ensuring the resilience of the government in public service provision in light of intensified attacks by the Russian Federation on Ukraine's energy infrastructure.

Ms Ursu also informed the participants of the changes in the management of the Project. She introduced a new manager of the DIA Support Project, Oleksii Zelivianskyi. The previous head, Volodymyr Brusilovskyi, remains part of the Project in the position of a Digital Transformation Strategy and Partnerships Specialist.

- **Ms Christina Danielsson**, Head of Development Cooperation, Embassy of Sweden in Ukraine, expressed satisfaction with the work of Sweden and UNDP on the digitalisation of public services, namely for vulnerable groups in Ukraine. She commended the project's work in creating digital tools at both the national and regional levels for people affected by war. She assured that digital transformation remains an important part of Sweden's support to Ukraine. The country is striving to contribute to strengthening public services accessibility and democratic institutions for Ukraine's long-term recovery and EU integration. Hence, she expressed hope that Sweden's support for this project and other initiatives, namely in cybersecurity, will be useful to Ukraine at a time of extraordinary pressure on society.
- **Ms Olena Ursu** thanked Sweden for its support of digital transformation in Ukraine.
- **Ms Zoriana Stetsiuk**, Deputy Minister of Digital Transformation of Ukraine, expressed her gratitude to UNDP and Sweden for their support in the project to develop important electronic services, such as a Veteran ID card, obtaining status as an internally displaced person, and the launch of comprehensive services for veterans and their family members. Digitalisation of such public services had significant anticorruption, economic, and social effects in the country. The Ministry continues reforming the spheres of services for veterans, internally displaced people and hopes for further cooperation with the Project, whose work

is extremely important for the development of electronic services in Ukraine, Ms Stetsiuk said.

- **Ms Olha Riabukha**, Deputy Minister of Justice, underlined the importance of the work on preservation of paper archives of civil status acts of citizens, which contain data used in public services provision, such as name changes, marriage, deaths and others. Resilience of civil registries is especially important in areas that are close to the frontline. She noted that in 2023, the Ministry of Justice, with support from UNDP, digitised more than 3 million records evacuated from the Donetsk and Luhansk regions. In 2024, the second phase of the project focused on the Mykolaiv oblast, helping digitise almost 3 million civil status records there. That was a significant help to the Ukrainian people, as it helped save vital information even if air attacks might destroy paper carriers, and to fill in the state registry with verified data, Ms Riabukha underlined. The Ministry strives to continue this work, covering six additional regions close to the hostilities – Kherson, Kharkiv, Chernihiv, Odesa, Sumy, and Dnipro. The number of civil status records there that need to be digitised exceeds 33 million. Therefore, she expressed hope to continue cooperation with UNDP in this direction.
- **Ms Olena Ursu** noted that this was an example of the initiative where Sweden support was catalytical to engaging additional donors to addressing the important development challenges, namely the digitisation of civil status records. It was also implemented with the funds from the Government of Denmark and core funds of UNDP, but the DIA Support project led the initiative, which ensured the preservation of vital data, consistency of the methodological approaches and expert oversight.
- **Mr Oleh Shymanskyi**, Deputy Minister for Veterans Affairs of Ukraine, said that the Ministry of Veterans Affairs is building policies to facilitate veterans' reintegration, rehabilitation, and their return to civil life, which is critically important due to the shortage of workforce on the labour market. The approach is two-fold and encompasses creating services available both offline and online. New electronic services that the Ministry creates for veterans help facilitate their rehabilitation, thereby leading to new economic opportunities such as reskilling, retraining, and entrepreneurship. Moreover, such new electronic services are created based on accessibility principles that help ensure access to necessary state support for all people, regardless of their possible disabilities. In this regard, Mr Shymanskyi expressed his gratitude to the line Ministries and the DIA Support project for their support and cooperation in developing new electronic services. He commended the project's expertise and its work in facilitating cross-governmental coordination, and expressed expectations that such cooperation will be sustained.
- **Ms Olena Ursu** noted that representatives of the Embassy of Sweden, UNDP, and the Ministry of Digital Transformation will visit the I-Veteran office during their field visit to Kryvyi Rih, following the Board meeting on 18 November. It will help them see how the services

that are created by the Ministry of Veterans Affairs and the Ministry of Digital Transformation for veterans and their family members are provided on the local level.

- **Mr Anatolii Komirnyi**, Deputy Minister of Social Policy, Family and Unity of Ukraine, started his comment by commending the UNDP contribution to creating social electronic services for people. Namely, he provided an example of the Basic Social Assistance service, created in 2025 with support from the project. It became the first fully automated service to combine five different social payments into one application. He expressed his gratitude to the Ministry of Digital Transformation for its contribution and UNDP for its crucial role in this process. He also thanked other Ministries for their cooperation and expressed hope that it will be sustained for the development of new digital tools, such as for veterans.
- **Ms Olena Ursu** noted that these results could not have been achieved without the stable support from Sweden and reiterated appreciation to the Embassy representatives for the continued prioritization of the digital transformation reforms in Ukraine.
- **Mr Andrii Zhminko**, Secretariat of the Cabinet of Ministers of Ukraine, expressed his gratitude to UNDP for its partnership, together with Ministries, in developing digitalisation policies, which benefit Ukrainians. The developed instruments led to positive results in the provision of administrative services and helped create barrier-free solutions. He thanked UNDP for supporting digitalisation that helps the country become among the world leaders in digital technology implementation and share its experience with others, and expressed hope for further cooperation.
- **Ms Olena Ursu** thanked the Secretariat of the Cabinet of Ministers for the partnership and fruitful dialogue regarding the digital transformation agenda.
- **Ms Mariia Karchevych**, Deputy Minister of Health of Ukraine, noted that the work of the Ministry of Health is focusing on achieving aims in three key directions, such as restoring access to medical services for citizens, because of the destruction of the medical infrastructure during the war, making decisions that can decrease the workload of medical personnel, and regarding gathering and analysing data to form enhanced policies and improve patient treatment. In 2025, the Ministry implemented several digital solutions that facilitate the country's integration into the EU, have an anticorruption effect, and help bring medical support closer to citizens. She announced that another long-awaited solution, the Patient's Cabinet, will be launched shortly. In this regard, Ms Karchevych thanked the Project for its support in developing the tool and in communication work to increase public awareness of the Cabinet. She also expressed hope for further cooperation on the development of tools that make Ukrainian citizens healthier.

- **Ms Valeriia Koval**, Deputy Minister of Digital Transformation of Ukraine, expressed her gratitude for UNDP's strong partnership in the development of electronic services. She mentioned that, over time, through productive cooperation with the DIA Support project, several important electronic services were developed, including social services and support for veterans and their families that help Ukrainians during this challenging period. Separately, she expressed her appreciation to the Women Leadership programme, organised by the Project, that helped bring talented and motivated specialists to the Ministry's team. She shared her heartfelt appreciation and hopes for continuing the partnership with UNDP and expanding digital services, namely in such potential areas as electronic tools for vulnerable groups, veterans, and Ukrainians abroad.
- **Mr Oleksii Zelivianskyi**, UNDP DIA Support Project Manager, delivered a presentation (Annex 1) highlighting the key achievements of the DIA Support project in 2025. Among others, it resulted in the development of 34 new digital tools and services, with 6 being developed, that were used 46.5 million times. Moreover, almost 10,000 people gained digital skills at the Project-supported training at Digital Education Hubs libraries, the third round of the Women Leadership programme was completed, a new Internship programme for girls at the Ministry of Digital Transformation started, and a draft Law on Digital Accessibility was developed.
- **Mr Volodymyr Brusilovskiy**, Digital Transformation Strategy and Partnerships Specialist, UNDP, noted regarding the conscription waiver service, which was developed in 2025, that it helped tremendously to save time and effort for companies that want to reserve their employees, and unlock their economic potential to contribute to the country's economic resilience and growth during the wartime. In his words, this is a great example of non-military digital services that UNDP can support.

He also noted that the development of the Path of Wounded service was a long process that took 2.5 years and united the efforts of four or five Ministries.

- **Ms Valeriia Koval** added that businesses and enterprises assessed the conscription waiver service highly positively due to its convenience and ease of use.
- **Mr Oleksii Zelivianskyi** shared lessons learned and priorities of the Project for 2026, such as strengthening the digital accessibility ecosystem, expanding the number of services for veterans and their families and social services, and supporting people on the front line and during evacuation.

He also reported that the total value of the three tranches received from the donor amounts to USD 7,842,950.02 (as of 10 Nov 2025). In accordance with the financing agreement, contributions disbursed in SEK were recorded in USD in the UNDP financial system using the United Nations operational exchange rate applicable on the date of receipt.

The variance between the initially planned budget in USD and the actual available balance, amounting to USD 533,949.38, is attributable to exchange rate fluctuations between the time of budget formulation and the actual receipt of funds. Consequently, the project team will prepare a revised multi-year work plan to reflect this adjustment. The updated document will be submitted for review and approval at the next board meeting.

He also drew attention to the fact that the delivery of three outputs differs: 99% for Output 1, 88% for Output 2, and 72% for Output 3, as of mid-November. He explained that spending is uneven across activities because of two reasons: the focus was on complex and high-value services, and implementation timelines were shifted.

- **Ms Olena Ursu** noted that as the Project has achieved or overperformed most of its indicators, it needs to propose the update of the targets by the end of 2026.
- **Ms Iryna Skaliy**, Programme Officer, Embassy of Sweden in Ukraine, thanked the government partners for their joint efforts and commitment that enabled achieving these results. She also commended the Project for the ability to mobilise high-level engagement of many national stakeholders on joint initiatives. She raised the question of whether donor support for the country's digital transformation is still required, and what challenges related to the Russian aggression are imposing growing threats to digitalisation.
- **Ms Helena Sancho**, Programme Officer, Governance, Embassy of Sweden in Ukraine, praised the impressive results achieved by the Project. She underlined that digitalisation is a cross-cutting topic for Sweden, supported by other programmes as well. She called on the partners to elaborate on how they use public input to digitalise services and whether automated services lead to more appeals from people who are not satisfied with a decision.
- **Ms Valeriia Koval** addressed the first question but emphasizing the financing of the digitalisation sphere remain important and highly needed as most of the state budget is allocated for the defence needs. Namely, the Ministry of Digital Transformation has outlined priorities for 2026, including the expansion of services for veterans and their families, vulnerable groups, and Ukrainians living abroad.
- **Mr Anatolii Komirnyi** echoed these words, emphasising that Ministries have to develop numerous digital solutions that require support. Among the current issues, he mentioned the need to find a solution to collect personal data of people evacuated from regions affected by hostilities in government databases, so they are covered, protected, and operated by the state. In this regard, he underlined that it is important for donors to support a unified state solution rather than supporting several non-governmental tools.

- **Ms Olena Ursu**, in this regard, commended the approach of the Project to digitising services that prioritise those that are vital for vulnerable people in certain life situations. She also added that many sectors require digitalisation to maximise efficiency, convenience, and accessibility for people, which is especially important considering the integration of Ukraine into the EU.
- **Mr Volodymyr Brusilovskyi**, commenting on the question regarding appeals to automatic services, said that digitalisation not only makes public services available online but also helps change the way they are provided. Therefore, most automated services were substantially simplified; as a result, they do not generate massive rejections or appeals from citizens. In such cases, people are always provided with an alternative to accessing the necessary state services offline. Moreover, the Project helps bridge the digital divide and facilitate citizens' access to new electronic services by focusing on increasing digital literacy and digital accessibility nationwide. The latter is its unique feature in comparison to other international technical assistance projects working on digitalisation in the country, he said.
- **Ms Valeriia Koval** echoed Mr Brusilovskyi's comment, stating that the Ministry of Digital Transformation creates all the possibilities for older people to access necessary state services by making new electronic services accessible, providing alternatives to get these services offline, and simultaneously helping people gain necessary digital skills. She also shared that the Ministry is planning to transform the Administrative Services Provision Centres into Diia Offices, where people can obtain any required service or use computer technology.

Commenting on the current challenges to digital transformation, Ms Koval told the participants that the Ministry has launched a project of field visits to regions, in particular frontline ones, to communicate with users and public personnel regarding the services provision. The initiative enables the Ministry to promptly address hurdles and problems, identify the real needs of the people, and monitor infrastructure work. The project might be a possible initiative that the donors can support, she suggested.

- **Mr Oleksii Zelivianskyi** added that the design of new electronic services, such as a Basic Social Assistance service that prescribes that the services function based solely on data from state registries, enables giving feedback to users on why an application was rejected, if so. The person can also apply with papers for a state service; such a possibility is always prescribed while e-service is being developed, he said.

Moreover, the Project follows the approach of collecting statistical data about users of the services, such as age, gender, and the number of successful applications. The services also enable users to leave their feedback upon applying. Hence, this information helps monitor the work of an e-service and track user satisfaction.

He also confirmed that the full-scale invasion of Ukraine posed new threats and risks to digitalisation, including disruptions to the Ministry of Justice's state registers, which affected

the operation of electronic services at the beginning of 2025. Considering that the Project develops all the e-services based on already available digital infrastructure, such as the Diia portal or the data exchange system Trembita, whose cybersecurity is ensured by responsible state entities.

- **Ms Zoriana Stetsiuk** stressed that all e-services are developed based on the principles of web accessibility. In 2025, a draft Law on Digital Accessibility was developed with the support of the Project, and the Cabinet of Ministers of Ukraine recently approved it. It is expected that, for the first time, it will introduce requirements for web accessibility of online resources in Ukraine on the legislative level and expand them to the private sector, not only the government. Due to the draft law, a system for monitoring compliance with these requirements will be established, too, she said.
- **Mr Volodymyr Brusilovskyi** added that the draft law, as well as the state standard that was developed earlier, was created based on the EU principles, and therefore, after its approval by the Parliament next year, it will help Ukraine on the path to EU integration. The draft law also became an important milestone of the partners' work on promotion of web accessibility in the country; all changes in the web accessibility sphere in Ukraine have been initiated or supported by the Project, he emphasised.
- **Ms. Olena Ursu** commented that UNDP is officially represented in the National Council on Barrier Free Environment in Ukraine under the President's office. Through the DIA Support project, it contributes to the activities of the Council, the Commissioner, and Ministries regarding digital accessibility and inclusivity.

She concluded that the project's progress, the achieved results, and plans for 2026 have been reviewed and approved. It was recommended that the project develop updated targets and indicators for 2026.

Ms Ursu also noted that there are many electronic services in the pipeline that can be potentially developed, especially in cooperation with the Ministry of Veterans Affairs.
- **Mr Oleh Shymanskyi**, in his turn, approved that there is an urgent need to develop a list of electronic services for veterans and their family members to prepare all the necessary digital tools facilitating their return to civil life. The services will require coordination with the Ministry of Social Policy and other government agencies, in particular.
- **Ms Olha Riabukha** added that there is a remaining request and a need to digitise 33 million civil status records in six frontline regions of Ukraine. It will help preserve information about citizens, which is vital for the provision of public services to them.

- **Ms Iryna Skaliy** pointed out that the use of the funds received by the Project in gains shall be a point of a separate communication.
- **Mr Oleksii Zelivianskyi** said that there is a growing number of requests to support digitalisation initiatives; the Project support the initiatives based on their social importance and the resources that are available for the Project. The digitisation of civil status records is an example of an important initiative that shall be supported, but the Project requires additional funds due to limited available resources.
- Closing the meeting, **Ms Olena Ursu**, on behalf of UNDP, reiterated her gratitude to the government partners for their participation in the Board meeting and to the Swedish Embassy and Ms Iryna Skaliy for their unwavering support.

Decisions made and actions to be taken:

- 1) The Board members approved the project results for 2025.
- 2) The Board members endorsed the work priorities for 2026.
- 3) The Board members endorsed the reported deviations in expenditures at the activity level exceeding 10 percent, as presented by the Project team in the presentation (Annex 1).
- 4) The Board members approved the proposed adjustments to three indicators in the Results Framework for 2026, as proposed in the Annex 2.
- 5) The Project will explore options for the use of the recorded variance between the initially planned budget in USD and the actual available balance and will propose the way forward to the board.

Annexes:

1. Project presentation
2. Proposed adjustments to Results Framework indicators for 2025 and 2026

Prepared by:

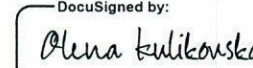
Mr. Oleksii Zelivianskyi, DIA Support project manager, UNDP

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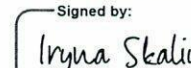
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Cleared by:

Ms. Olena Kulikovska, Programme Analyst, Governance, UNDP

DocuSigned by:

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Ms. Iryna Skaliy, Programme Officer, Embassy of Sweden in Ukraine

Signed by:

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Approved by:

Ms. Olena Ursu, Programme Specialist, Democratic Governance (Team Leader), UNDP

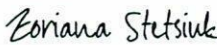
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Ms. Christina Danielsson, Head of Development Cooperation, Embassy of Sweden in Ukraine



Ms. Zoriana Stetsiuk, Deputy Minister, Ministry of Digital Transformation of Ukraine

Signed by:

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Ms. Valeriia Koval, Deputy Minister, Ministry of Digital Transformation of Ukraine

Signed by:

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Ms. Olha Riabukha, Deputy Minister, Ministry of Justice of Ukraine

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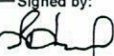
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Mr. Oleh Shymanskyi, Deputy Minister, Ministry for Veterans Affairs of Ukraine

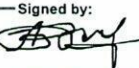
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Mr. Anatolii Komirnyi, Deputy Minister, Ministry of Social Policy, Family and Unity of Ukraine

Signed by:

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Mr. Andrii Zhminko, Secretariat of the Cabinet of Ministers of Ukraine

Signed by:

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Ms. Mariia Karchevych, Deputy Minister, Ministry of Health of Ukraine

Signed by:

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Olena Kulikovska

From: Iryna Skaliy <iryna.skaliy@gov.se>
Sent: Monday, June 8, 2026 3:40 PM
To: Olena Ursu
Cc: Olena Kulikovska; Oleksii Zelivianskyi; christina.danielsson@gov.se
Subject: RE: DIA Support draft ProDoc amendments for review

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Olena,

Many thanks for your patience with this request.

Please be informed that we hereby approve the amendments to the ProDoc of the Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) Project Phase 2, including the updated workplan and budget.

Kind regards,

Iryna

From: Iryna Skaliy
Sent: den 13 maj 2026 15:27
To: 'Olena Ursu' <olena.ursu@undp.org>
Cc: Olena Kulikovska <olena.kulikovska@undp.org>; Oleksii Zelivianskyi <oleksii.zelivianskyi@undp.org>
Subject: RE: DIA Support draft ProDoc amendments for review

Dear Olena,

Many thanks for the additional clarification.

I will come back to you on the request soon.

Thanks,

Iryna

From: Olena Ursu <olena.ursu@undp.org>
Sent: den 12 maj 2026 15:10
To: Iryna Skaliy <iryna.skaliy@gov.se>
Cc: Olena Kulikovska <olena.kulikovska@undp.org>; Oleksii Zelivianskyi <oleksii.zelivianskyi@undp.org>
Subject: RE: DIA Support draft ProDoc amendments for review

Dear Iryna,

Thank you for your question.

Yes, the Project includes Low-Value Grants to local CSOs, implemented in line with UNDP procedures. This mechanism was already part of the originally approved Project design.

Currently, one grantee has already been selected through the established competitive procedure and is implementing activities related to the development of Digital Education Hubs.

The proposed amendment does not change the LVG procedure. It only updates the scope and slightly increases the budget ceiling for LVGs to allow the Project to issue one additional small grant to one organisation for establishing and piloting a Digital Education Hub 2.0 model. The selection and approval process will follow the same UNDP LVG rules and internal procedures.

Best regards,
Olena

From: Iryna Skaliy <iryna.skaliy@gov.se>
Sent: Monday, May 11, 2026 5:25 PM
To: Olena Ursu <olena.ursu@undp.org>
Cc: Olena Kulikovska <olena.kulikovska@undp.org>; Oleksii Zelivianskyi <oleksii.zelivianskyi@undp.org>
Subject: RE: DIA Support draft ProDoc amendments for review

Dear Olena,

Sorry for the late response. Could you please clarify – one of the project activities will be LVG to local CSOs , basically subgrating of third parties. Am I right? If so, what the procedure will look like, how the selection will be organized and how many organizations do you plan to subgrant?

Thank you!

Kind regards,

Iryna

From: Olena Ursu <olena.ursu@undp.org>
Sent: den 11 maj 2026 16:47
To: Iryna Skaliy <iryna.skaliy@gov.se>
Cc: Olena Kulikovska <olena.kulikovska@undp.org>; Oleksii Zelivianskyi <oleksii.zelivianskyi@undp.org>
Subject: FW: DIA Support draft ProDoc amendments for review

Dear Iryna,

Hope this email finds you well.

This is just a kind follow-up on the request below. Please advise on the next steps from our side.

Thank you, Olena

From: Olena Ursu <olena.ursu@undp.org>
Sent: Tuesday, March 24, 2026 1:07 PM
To: christina.danielsson@gov.se
Cc: iryna.skaliy@gov.se; Oleksii Zelivianskyi <oleksii.zelivianskyi@undp.org>; Olena Kulikovska <olena.kulikovska@undp.org>
Subject: DIA Support draft ProDoc amendments for review

Dear Christina,

I hope this message finds you well.

As agreed during the recent Project Board meeting of the DIA Support project, and following the subsequent consultations, we are pleased to share with you the proposed amendments to the ProDoc of the Digital, Inclusive, Accessible: Support to Digitalisation of Public Services in Ukraine (DIA Support) Project Phase 2.

The proposed revisions reflect:

- the proposed use of the recorded variance between the initially planned budget in USD and the actual available balance;
- the updated Multi-Year Work Plan;
- the adjusted results framework and indicators;
- the revised organigram and related narrative sections.

All narrative sections and annexes are provided in track changes mode for ease of review, except for the budget file, which is shared as a clean version for easy reading.

We would be grateful for your kind review of the proposed amendments and your guidance regarding their approval.

Please let us know if any additional information or clarification is required. Many thanks to Iryna for her advice at the technical consultations stage.

Best wishes, Olena



Olena Ursu

Programme Specialist, Democratic Governance
(Team Leader)

United Nations Development Programme in Ukraine

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**Постійному представнику
ПРООН в Україні
Ауке Лотсма**
registry.ua@undp.org

Шановний пане Ауке!

Міністерство цифрової трансформації України висловлює Вам щирю вдячність за послідовну підтримку цифрової трансформації України та розвиток екосистеми «Дія», зокрема за сприяння у розбудові мережі офлайн хабів цифрової освіти у співпраці з ВГО «Українська бібліотечна асоціація».

17 листопада 2025 року під час засідання Наглядової ради «Проекту підтримки Дія» було озвучено, що у зв'язку з появою додаткового фінансування проєкт має можливість включити до свого плану роботи додаткові активності, спрямовані на посилення впливу та стійкості вже реалізованих ініціатив.

У цьому контексті інформуємо, що ВГО «Українська бібліотечна асоціація», яка є партнером Міністерства цифрової трансформації України та грантером «Проекту підтримки Дія», розробила концепцію Хабу цифрової освіти 2.0.

Передбачається, що пілотний Хаб буде створено на базі однієї з бібліотек України та укомплектовано:

- комп'ютерним класом на 10 робочих місць;
- проєктором для проведення навчальних заходів;
- джерелом резервного живлення (генератором) для забезпечення безперебійної роботи в умовах воєнного стану та можливих відключень електроенергії.

Оновлення порталу «Дія.Цифрова освіта» до формату «Дія.Освіта» суттєво розширило його тематичне наповнення. Сьогодні платформа пропонує не лише цифрові навички, а й широкий спектр курсів із soft skills, hard skills та основ професій. У зв'язку з цим Хаб цифрової освіти 2.0 передбачається як простір нового покоління, здатний працювати з усім спектром тем, представлених на порталі, та надавати відвідувачам всебічну підтримку у засвоєнні навчального матеріалу.



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Створення пілотного Хабу 2.0 дозволить:

- апробувати оновлену модель офлайн-простору підтримки навчання;
- посилити роль бібліотек як центрів розвитку людського капіталу;
- забезпечити сталість освітніх ініціатив у громадах навіть в умовах кризових викликів;
- розширити доступ громадян до можливостей перекваліфікації та професійного розвитку.

Враховуючи зазначене, звертаємося з проханням розглянути можливість підтримки створення Хабу цифрової освіти 2.0 в межах додаткових активностей «Проекту підтримки Дія».

Переконані, що реалізація цієї ініціативи стане важливим кроком у посиленні людського потенціалу України, розширенні можливостей громадян та забезпеченні сталого розвитку в умовах післявоєнного відновлення.

Дякуємо за плідну співпрацю та постійну підтримку!

З повагою,

Заступник Міністра

Валерія КОВАЛЬ

Ярослава Дьо
dyo@thedigital.gov.ua

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DIA Support Project Manager

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Olena Ursu

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Project Manager

UNDP Ukraine

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UNDP Ukraine

Security Level: Email, Account Authentication (None)

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Christophoros Politis

christophoros.politis@undp.org

DRR, UNDP Ukraine

UNDP Headquarters

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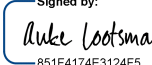
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