

Project Title: Harnessing the potential of vulnerable groups for stabilization and recovery of eastern and southern regions of Ukraine

Project Number: 01001720

Implementing Partner: UNDP (Direct Implementation – DIM)

Start Date: 15/01/2024

End Date: 31/01/2025

PAC Meeting date: 23 February 2024

Brief Description

Today Ukraine is facing its most serious challenges since achieving independence in 1991. The ongoing war has already resulted in significant loss of life, unprecedented displacement, internally and towards neighbouring countries, and devastating destruction of infrastructure. The UN data highlights 17.6 million 'People In Need'. Projections indicate that if the war should continue in the medium to long term, up to 90% of the Ukrainian population could face poverty and extreme economic vulnerability, and the country's socio-economic progress could be set-back by almost 20 years. In the short-term, 62% of the population is at high risk of falling into poverty. Ukraine's economy is set to shrink by 45% this year due to the war and even with a moderate recovery in the next few years, by 2025 the GDP would still only be two-thirds of the pre-war GDP in 2021. In addition, the country faces losses of many people's lives and devastative destruction of infrastructure and economic bases.

The recovery of the country is thus going to require extensive investments in reconstruction, together with support to the strengthening of Ukraine's human capital. Extensive population movements have created, besides dire hardship, also the potential for weakening the social fabric especially in communities close to the frontline and territories that were temporarily not under the control of the Government of Ukraine. At the same time Ukraine's social fabric has proven to be extremely resilient to the negative effects of the war, and communities across the country have showed an eagerness to transition from the humanitarian to the recovery phase and decrease their reliance on external support.

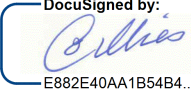
In order to be sustainable, the stabilization and subsequent recovery of Ukraine cannot prescind from the adoption of a multi-sectoral, fully locally owned approach that brings to the center of the design, monitoring and implementation of local recovery processes the needs of all community stakeholders, starting from those groups who are most at risk of being marginalized. For this reason, The Project will provide comprehensive support across two interlinked strategic directions: the re-establishment/enhancement of security service provision, including in areas that were significantly affected by the war and temporarily not under the control of the Government of Ukraine; and the creation of inclusive and participatory mechanisms for community-led reintegration of veterans and their family members, enhancing service provision to the veteran community while at the same time unlocking their social and human capital to the benefit of community recovery. Project action will be based on the adoption of Early Recovery and Humanitarian-Development-Peace NEXUS approaches, whereby development solutions are implemented in a humanitarian setting to address urgent needs and further capacitate community stakeholders in addressing these needs and strengthen their resilience to future crisis.

Contributing Transitional Framework (TF) 2022-2023: Result 2.2: Early recovery interventions are effective in increasing inclusive human development, promoting a sustainable green economy and building a resilient society).

CPD Outcome 23 - Communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support

Total resources required:	EUR 1,230,110.00 (equivalent to USD 1 326 980 as per UNORE as of 15 December 2023)	
Total resources allocated:	Donor:	GFFO: EUR 1,230,110.00
Unfunded:	0	

Agreed by (signatures):

UNDP
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Mr. Jaco Cilliers, Resident Representative, UNDP in Ukraine
Date:

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I. DEVELOPMENT CHALLENGE

Today Ukraine is facing its most serious challenges since achieving independence in 1991. The ongoing war has already resulted in significant loss of life, unprecedented displacement, internally and towards neighbouring countries, and devastating destruction of infrastructure. The UN data highlights 17.6 million 'People in need'¹. Projections indicate that if the war should continue in the medium to long term, up to 90% of the Ukrainian population could face poverty and extreme economic vulnerability, and the country's socio-economic progress could be set-back by almost 20 years. In the short-term, 62% of the population is at high risk of falling into poverty. Ukraine's economy is set to shrink by 45% due to the war and even with a moderate recovery in the next few years, by 2025 the GDP would still only be two-thirds of the pre-war GDP in 2021.

In addition, the country faces losses of many people's lives and devastative destruction of infrastructure and economic bases. Currently, more than 50% of the energy infrastructure damaged, causing the massive disruption of energy supply nationwide with millions of people experiencing power outages and challenges in heating. Due to the extensive scale of destruction of infrastructure, rehabilitating or constructing infrastructures and installing equipment with necessary supply of the materials is urgently required to restore or maintain lifeline and key basic services, followed by removal of mines and explosives as well as debris. According to a survey conducted by the European Business Association between 11 and 14 of March, among Micro, Small and Medium Enterprises (MSME) representatives in Ukraine, 42% of all small businesses are not operational anymore and 31% have suspended their operations with plans for resumption in the future.

Since the start of the full-scale war, Ukrainian citizens, both women and men, have joined the Ukrainian Armed Forces, including demobilized veterans and those who had no prior military service experience before the full-scale invasion. Prior to the full-scale war there were approx. 400,000 veterans in Ukraine. As armed violence continues, the number of veterans is expected to increase substantially². The social structure of the veteran community is also undergoing a fundamental change in demography with a large part of the population serving, with for instance a likely drop of the average age of those serving may have fallen significantly with increase in the numbers of 18–24-year-olds involved in active combat.³ The growth of Ukraine's veteran community has created new impetus to the ongoing reform of the country's veteran policies.

But while the vast majority of future veterans remain on the front lines, the challenges of their return to civilian life need to be addressed already now. This includes support in the form of medical and psychological care and rehabilitation to treat the direct effects of the conflict, and specifically with ex-combatants with disabilities in mind. Ukrainian veterans will also need long-term support to ensure they are able to provide for themselves and their families while reintegrating into civilian life, including as appropriate reskilling/retraining; and a clear pathway to gain information on and access to their entitlements in terms of both subsidies and services. Efforts on veterans' reintegration are vital to ensure smooth transition of ex-combatants into civilian life, which encompasses a holistic set of interventions responding to veterans return home from active duty, as they often experience a variety of stress-related disorders and challenges in reintegrating from the military to the community. Support should also be provided to mitigate destabilizing factors, such as social exclusion and stigmatization. It is important to note that reintegration both influences and is affected by wider recovery and peacebuilding efforts, and it is therefore imperative that reintegration processes are aligned with and part of wider frameworks and programmes.

The escalation of the war in 2022 has also exacerbated multiple already existing challenges to advancing the gender equality agenda at the national and subnational levels, ranging from lack of coordination within the Government of Ukraine around efforts geared towards ensuring that gender differential issues are reflected in policy work, to lack of financing for gender programming, strategies, and women's rights organizations. The moderate progress made by the country towards achieving gender equality prior to the full-scale Russian invasion has been put in jeopardy by the military operations, with spillover effects for surrounding countries, in Europe and the European Union as a whole. Nevertheless, the ratification of the Europe Convention on Preventing and Combating Violence Against Women and Domestic

¹ OCHA: Ukraine Humanitarian Response 2023 – Situation Report (last updated 23 Nov 2023); <https://reports.unocha.org/en/country/ukraine/>

² Since the outbreak of full-scale war, access information about information on veterans have been limited for security reasons, including total numbers, disaggregated by age, gender, location of origin, health and disability status.

³ Please see: Review of International Practice in the Reintegration of Veterans: Considerations for Ukraine in the war and post-war context. (EU/UNDP Report. 2022)

Violence (the Istanbul Convention) in July 2022, has demonstrated Ukraine's commitment to fighting gender based violence even during wartime⁴. It is worth noting that provisions included in the Istanbul Convention become particularly relevant during wartime, and framing violence against women and girls as a human rights issue is crucial⁵.

Gender-based violence (GBV) is not a new problem for Ukraine. In 2019 a OSCE [report](#) highlighted how 67% of women in the country said that they have experienced psychological, physical or sexual violence at the hands of a partner or non-partner since the age of 15. Even before the escalation of the war in 2022, women whose current partner has fought or is currently fighting were found to be substantially more likely to experience psychological, physical and sexual violence at the hands of their partner than those whose partner is not fighting or has not fought (79% compared to 58%)⁶.

The beginning of the war in February 2022 has jeopardized the safety of all Ukrainians, and against such backdrop, women and girls are increasingly facing GBV, including conflict-related sexual violence (CRSV). Early reports by Ukrainian officials and media including survivors' testimonies indicate that incidents of [rape and sexual violence](#) increased since Russia's military offensive began: this includes reports of soldiers [killing unarmed civilians](#) and raping their spouses, of sexual assaults on young women sheltering in basements, and attacks on women in their homes in villages and city outskirts. According to the most recent SCORE data (2023) personal security is especially low in women who are survivors of domestic violence, women in low income households, and women with disabilities. Only around one in ten of women in these groups feel safe alone in the street at night, and they express low levels of confidence in the police. Women survivors of domestic violence also report higher levels of marginalisation, with 46% reporting that they have been marginalised due to their income and 36% due to their education, compared to 21% and 16% of other women, respectively.

Respondents to the latest SCORE assessment (2023) also reported an overwhelming lack of psychosocial support services, reported as sufficiently available by just 26% of men and 27% of women. Rural women are more likely to report a lack of all services. Women also consistently report higher levels of anxiety and depression compared to men: 16% of women say that they very often have trouble getting themselves to stop worrying, and 10% say that they very often feel depressed or very sad. Women survivors of domestic violence show even higher levels of both anxiety and depression, with 23% reporting that they very often have trouble getting themselves to stop worrying, and 17% reporting that they often feel depressed or very sad.

Alongside the increased prevalence of GBV/CSRV common in armed conflicts, women and girls face reinforcement of traditional gender roles in militarized and hyper-masculine environments. A significant proportion of respondents to the SCORE (2023) survey, regardless of gender, still believe that women should have more delicate jobs (66% of men, 60% of women). Over half of men believe that they should have the final word in household decisions (51%), that women are too emotional (54%), and that a woman should take care of the children if the man can provide (51%). Less than one third of respondents think that the right to have an abortion and the freedom to express one's sexual orientation or gender identity are absolutely necessary human rights (31% and 28%). Approximately half of respondents (51%) report that they would not want people who identify as LGBTQI+ in their communities, a slight increase since 2021, and 46% think that the right to marry for same sex couples is totally unnecessary.

These impacts are higher among displaced populations (given the lack of safe accommodation and risk of human trafficking) and in host communities facing greater socio-economic pressures, and where IDPs may have also been affected by war-related crimes.

At the same time, women play a fundamental role in mitigating the negative consequences of the war, and in providing an effective response to time critical needs. Against a backdrop of women's unpaid care burden, which is increasing

⁴ Council of Europe. "International round table "Russia's aggression against Ukraine: Implementing the Istanbul Convention during armed conflict"". 2022. <https://www.coe.int/en/web/kyiv/-/international-round-table-russia-s-aggression-against-ukraine-implementing-the-istanbul-convention-during-armed-conflict->

⁵ <https://www.coe.int/en/web/kyiv/-/international-round-table-russia-s-aggression-against-ukraine-implementing-the-istanbul-convention-during-armed-conflict-&sa=D&source=docs&ust=16-95900178842844&usg=AOvVaw2F18UtCgMmb9KPOvS2vtp7> Council of Europe. "International round table "Russia's aggression against Ukraine: Implementing the Istanbul Convention during armed conflict"". 2022. <https://www.coe.int/en/web/kyiv/-/international-round-table-ru>

⁶ https://www.osce.org/files/f/documents/1/3/440312_0.pdf

during wartime⁷, women are actively engaging in both acts of civic responsibility and resistance such as for example volunteering or making donations (reported by 55% of men, 59% of women respondents to the SCORE 2023 survey) or participating in the improvement of their neighbourhoods (51% of men, 54% of women reported engaging in such initiatives). However, despite their leading role in civic engagement, women are still underrepresented in politics and are more likely than men to consider politics as the responsibility of politicians (supported by 48% of women and 41% of men).

Nevertheless, the involvement of women of all ages will be essential to the country's future reconstruction, and tailored efforts must be ensured to unlock their potential to preserve and strengthen the social fabric and resilience in communities they reside, as well as meaningfully engage in sustainable and inclusive recovery processes.

II. STRATEGY

The Project will seek to support progressive stabilization and increased resilience in regions and communities located in eastern and southern Ukraine, including tailored support to areas that were temporarily not under the control of the Government of Ukraine. Project action will be based on the adoption of Early Recovery and Humanitarian-Development-Peace NEXUS approaches, whereby development solutions are implemented in a humanitarian setting to address urgent needs and further capacitate community stakeholders in addressing these needs and strengthen their resilience to future crisis. The design of project initiatives will follow thorough assessment of the needs and resources available in project selected locations, with a special focus on the needs of groups most at risk of being marginalized. These groups, and especially the veteran community, will be engaged in the analysis and lead on activity design, implementation and monitoring to ensure that their priorities and views are reflected within the overall recovery vision of their communities, and that they can meaningfully engage and participate in shaping the future of their communities, regions, country.

As the duration of the project is limited to 12 months the project is designed to add value to ongoing UNDP initiatives and have a catalytic effect for further engagement in medium-term recovery and reconstruction efforts. To support sustainability of Project action, UNDP will engage closely with national and international partners (UN agencies, national and international NGOs, community stakeholders at large) to ensure that a) development lenses are adopted by all engaged in the ongoing response and b) sustainable systems are put in place to complement and progressively hand over tasks and services being provided by the humanitarian community.

The Project will provide comprehensive support across two interlinked strategic directions: the re-establishment/enhancement of security service provision, including in areas that were significantly affected by the war and temporarily not under the control of the Government of Ukraine; and the creation of inclusive and participatory mechanisms for community-led reintegration of veterans and their family members, enhancing service provision to the veteran community while at the same time unlocking their social and human capital to the benefit of community recovery.

The project has been designed so that it is fully aligned with national and international, UN/DP and development partners' policy frameworks.

Linkages with the 2030 Agenda and the Sustainable Development Goals

The Project is aligned with the Sustainable Development Goals (SDGs) and will support Ukraine's contribution to them. The main SDGs that are relevant in this respect are: SDG 16 on peace, security and strong institutions and SDG 5 on gender equality. The outcome of the project implementation is anticipated to directly impact the core of those SDGs resulting in stronger stability and sustainable peace in the war-affected communities.

Gender equality, as a corner stone for sustained peace and sustainability, is at the center of all the initiatives which ought to result in the establishment or strengthening of subnational structures and institutions that speak to true equality. By promoting stronger inclusive and participatory governance at the local level, the project also contributes to SDG 10 on reduced inequalities.

Alignment with Development Partners Strategic Priorities

⁷ Note for example UN Women Ukraine. "Policy Brief: A Gender Responsive Recovery for Ukraine: Introduction". 2023; and UNDP, Impact, Seed. "Ukraine Human Impact Assessment". 2023. <https://www.undp.org/ukraine/publications/human-impact-assessment>.

The Project is aligned with the priority of the German Government and specifically with the strategic vision of the Foreign Office/Stabilization Unit to support stabilization and resilience/anticipatory action to further deepening of the crisis or new crisis. The Project is convergent with the Foreign Office's strategic priorities in supporting veteran communities (hereby intended as women and men demobilizing from active service, their family members, family members of active servicepersons, family members of fallen soldiers, and family members of those in captivity) in eastern regions of Ukraine including in areas that were temporarily not under the control of the Government of Ukraine. Aligning seamlessly Germany's interest in addressing immediate needs such as mental health support or vocational rehabilitation, coupled with the longer-term strategies on promoting social inclusion and building a comprehensive veteran support system, the project will contribute to strengthening local capacities and enable community-driven recovery. Moreover, and specifically to ensure that opportunities for positive spillovers and complementary action, the Project will work in synergy with other initiatives funded by the Government of Germany in Ukraine, including the "Path of Resilience" project implemented by the International Organization for Migration (IOM). UNDP and IOM have long established regular coordination mechanisms to ensure coordinated and synergic action in the area of veteran reintegration, that will be further strengthened through this Project.

Finally, the project is designed in response to the German Foreign office's expressed interest in supporting service provision, and especially innovative and flexible modalities for security service provision to enable the progressive stabilization of regions close to the frontline. It also leverages Germany's Foreign Feminist agenda and guidelines, and the government's increased focus on gender in Ukraine, from GBV to gender transformation programming.

Strategic Positioning and Contribution to UN/DP development objectives

For its implementation, the Project will be fully integrated into the UNDP's Resilience Building and Recovery (RBR) framework for Ukraine, launched on 11 April 2022 to immediately respond to the development and humanitarian challenges. The overall objective is to preserve development gains in Ukraine, mitigating risks of descent into a governance and service delivery crisis, embedding activities for recovery from the onset of the humanitarian effort, and facilitating a swift return to development pathways and processes for national attainment of the Sustainable Development Goals (SDGs).

Theory of Change

The theory of change underpinning the Project argues that:

IF local institutions and communities in eastern regions of Ukraine have enhanced capacities to support the reintegration processes of the veteran community at large, and to unlock their potential to meaningfully participate in the recovery of the country, AND

IF duty bearers in the security sectors have improved capacities and outreach to provide timely, effective, gender-responsive and quality services in areas close the frontline, including those that were temporarily not under the control of the Government of Ukraine

THEN social cohesion in both its vertical and horizontal dimensions, will be strengthened through a coherent and multi-sectoral effort to ensure inclusiveness, participation, and active engagement of potentially marginalized groups,

WHICH will lead to the progressive stabilization and enhanced resilience of communities, by unlocking the potential of all community stakeholders, regardless of their gender, age, and placement within the vulnerability spectrum, to equitably contribute to and benefit from increased political and security stability, and enhanced social cohesion.

The Project will contribute to UN's Transitional Framework (TF) 2022-2023, and in particular Result 2.2: Early recovery interventions are effective in increasing inclusive human development, promoting a sustainable green economy and building a resilient society. Indicative intervention areas. via UNDP's Resilience Building and Recovery (RBR) framework for Ukraine

III. RESULTS AND PARTNERSHIPS

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

Communities in eastern and southern regions of Ukraine, have improved opportunities and capacities for stabilization and resilience through support to the restoration of law and order, the reintegration of veterans, and the meaningful participation of women in recovery processes.

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

Output 1. Restoration of law and order is enabled, and civil protection capacities enhanced in frontline communities and areas that were temporarily not under the control of the Government of Ukraine.

Output 2. Project selected communities in eastern regions of Ukraine have improved capacities to analyze, design, implement, and monitor locally led plans and initiatives in support to the reintegration of the veteran community.

Through a concerted effort, the project envisions transformative outputs that address the diverse needs of communities in eastern regions of Ukraine, encompassing women, men, youth, elderly individuals, ex-combatants, and other vulnerable groups. Below is the description of the activities and the expected results planned under each output:

Output 1. Restoration of law and order is enabled, and civil protection capacities enhanced in frontline communities and areas that were temporarily not under the control of the Government of Ukraine.

Under this strategic direction the Project will seek to foster the progressive stabilization of communities in eastern and southern regions of Ukraine through the restoration of law and order, and support to improved civil protection services. Communities that were temporarily not under the control of the Government of Ukraine and/or that are adjacent to the contact line have suffered significant damages to their critical infrastructure, including those for security service provision. This includes buildings of National Police and units of the State Emergency Services of Ukraine (SES) that have often been considered targets of strategic importance for the ongoing military operations. To support the stabilization of these areas and pave the way to return of the displaced populations the Project will assist security service providers with temporary offices equipped with basic facilities to guarantee dignified and gender-sensitive working and living conditions to police and civil protection staff deployed in hardship locations.

1.1. Procurement of mobile offices for security providers in selected communities in eastern/southern Ukraine

Mobile offices (trailers on wheels or equipped sea containers), providing the minimum necessary working conditions for receiving citizens, and temporary living spaces for police and SES employees have the advantage of being quickly set up and redeployed to different areas if the security situation in the service area changes. Such points can be used by security service providers' employees on a temporary basis, while awaiting more sustainable solutions and reconstruction of the

relevant infrastructure. Up to six (6) such mobile offices will be established in Donetsk, Zaporizhzhia, and Kherson oblasts with possible expansion to Luhansk oblast should the security situation allow it.

The activity will encompass:

- (If required, to be assessed) expert support for development of technical specifications
- Procurement of mobile offices (up to two per oblast)

After assessing the success of this pilot, the assistance can be scaled up by a) increasing the number of mobile offices in the same oblasts and/or b) extend the support to Kharkiv and Mykolaiv oblasts, where such temporary solutions may also be of use.

Output 2. Project selected communities in eastern regions of Ukraine have improved capacities to analyze, design, implement, and monitor locally led plans and initiatives in support to the reintegration of the veteran community.

National structures are crucial for coordinating policies and approaches related to veteran reintegration and setting standards across the government. In Ukraine, the establishment of a Ministry for Veterans Affairs (MVA) stemmed from the acknowledgment that improvements were necessary in systems and services for veterans and ex-combatants. This initiative aimed to address challenges associated with the fragmentation and coordination of legal provisions and support in light of the fact that 18 entities, including line ministries, were responsible for the provision of services, and there were 156 separate pieces of legislation⁸, that added to the complexity of the situation.

Despite ongoing efforts to support veterans, existing policies developed and implemented in Ukraine before 24 February 2022 in support of veterans' reintegration are not deemed sufficient to meet the increasing caseload, current needs, and to guide the coordination of different components of reintegration support mandated across several line ministries. To enhance the effectiveness of existing veteran policies in Ukraine, and ensure the development of new, holistic support efforts, it is necessary to take into account the current structures as well as needs and barriers to veterans' transition from a military to a civilian identity, paving way for development of a comprehensive veterans' reintegration strategy, and development of related service infrastructure. Oblasts and local administrations, as well as communities at large, including service providers and employers, also play a leading role in supporting their reintegration, underlining the importance of a (whole of) community-based approach to reintegration assistance. In Ukraine, this is illustrated through veteran-led initiatives and civil society-led reintegration programs (for example the creation of "veteran hubs" and similar community level support structures), and public oblast and community-level assistance to service provision (for example the "Ya-Veteran" initiative in Dnipropetrovsk Oblast), which offer a reliable foundation for further development of community-based approaches to reintegration.

For this reason, the adoption of community-based approaches to the reintegration of veterans and support to their family members are a promising pathway to support evidence-based policy that is tried and tested at field level. Project action will be informed by the recent Guidance Note on Community-Based Reintegration (CBR), which is based on insights gathered from consultations with local stakeholders, including civil society organizations, across Africa, Asia, Europe, and Latin America, and was developed to complement the United Nations Integrated Disarmament, Demobilization, and Reintegration Standards (IDDRS).

Project activities in support to the veteran communities will thus not be implemented in isolation, but rather within the framework of a whole-of-community approach to reintegration that seeks to unlock the potential of the veteran community to participate and shape the recovery of the selected communities and the country as a whole. The strengthening of the local social fabric, including through an improved understanding of gendered power imbalances at community level, will constitute one of the pathways pursued by the Project to underpin community recovery.

2.1 Creation of four integrated Veteran Hubs in eastern/southeastern regions of Ukraine

⁸ Key priorities of the Ministry outlined (in Cabinet of Ministers Resolution 471 12/06/2020) to "rehabilitation, remembrance and respect, and resocialization".

In line with the best practices in the area of community-based approaches to the reintegration of the veteran community, the Project will support the establishment/expansion of at least four (4) integrated hubs in four regions of eastern/southeastern Ukraine (at least one hub each in Poltava, Chernihiv, Dnipropetrovsk, Mykolaiv regions).

While the hubs will be primarily designed to support veterans as well as their families, the Project will ensure that hubs activities also bring benefit to the broader community where they are established and become a focus point for recovery and resilience. As such, the hub fitting component will be complemented by expert support, capacity development and peer exchange opportunities being provided to selected communities on the mainstreaming of Community-Based Reintegration approaches in local recovery planning and on the creation of community-based plans for veterans' reintegration.

Project locations will be identified based on needs and willingness of the community to engage, including willingness of local authorities to provide premises. In order to become eligible for Project action, selected communities will also need to commit to the drafting and implementation of a community-based reintegration plan. The Project will support hub establishment, equipping, and operationalizing. Each hub may include one or more of the following spaces (non-exhaustive list and to be reconfirmed based on needs assessment in each community).

- Co-working space: might be used as an incubator for ideas; to organize joint activities and projects aiming at the integration of veterans in their communities; For re-skilling initiatives; Providing working spaces for self-employees and individual entrepreneurs, incl. Facilities for online activities and internet access; as a hub for career counseling.
- Cultural/social integration space: for initiatives targeted at strengthening social cohesion and building social capital by creating bridges between veterans and the diverse groups in the community through intercultural, intergenerational, inclusive gender-based approaches, community art activities and exchange programmes.
- Legal and psychological support space: both for individual and group counseling, opened to veteran community and other groups.
- Vocational Training Space: to be equipped with modules for development and application of technical skills such as artisan crafts that might be relevant to the local job market (market assessment will be required to identify the appropriate kits).
- Recreational Space: fitted with board games, books, art supplies for art therapy, and musical instruments for therapeutic activities.
- Health and Wellness Corner: Basic gym equipment, yoga mats, and relaxation aids to promote physical and mental well-being.
- Digital Resources: Subscription to online courses, training materials, and therapeutic resources.
- Safety Equipment: Fire extinguishers, first-aid kits, and other essential safety equipment.

2.2 Support to holistic rehabilitation for veterans in Poltava

In addition to the creation of integrated Veteran Hubs, the Project will also support an innovative and holistic approach to the rehabilitation of veterans who have sustained severe injuries resulting in loss of limb(s) – organically linking the physical rehabilitation aspect, with psychological assistance, and support to the re-socialization and insertion of women and men veterans in their communities of origin. The activity will be based on the Poltava prosthetic enterprise, a distinctive prosthetic enterprise that operates as a dual-function facility: a hospital and production workshop combined. Catering to the specialized needs of veterans who have sustained injuries resulting in loss of limb(s), this facility stands out for its integrated approach to physical rehabilitation and prosthetic development.

Through the planned support, and in partnership with the Poltava Pedagogical University and the ++ Veteran's hub, the rehabilitation program for women and men veterans would be expanded to include psychological support, art therapy, theatre plays and similar initiatives support the mental recovery of the patients.

Results of the activities will be evaluated in terms of improved speed and ease of reintegration into daily life, and measurable improvements in mental health metrics of the veterans recipient of Project support, to identify opportunities for replication of the model in other regions with similar facilities or where there's a significant number of veterans in need of both prosthetic and psychological interventions, that would justify the setup of a similar facility.

2.3 Support to the expansion of the existing Chernihiv Veteran Hub

To support the holistic recovery of veterans from both a physical and psychological point of view, the Project will also partner with the Veteran Hub already established in Chernihiv City and already active in providing assistance to veterans residing in Chernihiv city and oblast as well as their families and the broader community.

The activity was designed following extensive consultations with stakeholders involved in the operations of the Hub and thorough assessment of needs. Through Project support the Chernihiv City hub will be expanded to include:

- Cabinet for psychological assistance: Five psychologists and two case managers trained by UNDP are active on the basis of the Hub but there is currently no adequately fitted space for their work.
- Training space: to support capacity development of veterans of both sexes and their families, but also open to other community members for events, seminars, etc.
- Library space: for learning and recreational purposes.
- Co-working center: a shared space with computers and office equipment, business literature and small breakout/meeting rooms that can be booked for business meetings. Linkages will be established between this space and the local State Employment Centre for increasing employability and attractiveness of veterans and their family members in the job market.

Resources Required to Achieve the Expected Results

a) Project staff:

- Community Security Associate (UNV) supporting the implementation of activities under Output 1.
- Veteran Reintegration Associate (UNV) supporting community-led veteran reintegration activities under Output 2.
- Small Grant Associate (NPSA7 – 50%) supporting the capacity development of civil society organizations involved in the implementation of Project activities and the provision of seed funding for civil society-led initiatives.

b) Short-term expertise and UNDP country and regional offices support:

National experts (and their travel costs) with particular experiences in designing strategies for a) improved security service provision, b) civic groups (especially women's groups) empowerment, evidence-based development and decision-making

National experts (and their travel costs) including (but not limited to): trainers; experts in community security systems, in veteran reintegration, mediators, dialogues facilitators, youth workers, etc.

Contractors: whenever necessary, the Project will call upon the services of companies specialised in organising public information/awareness campaigns, capacity building events and assessment/surveys.

UNDP Country Office HR, Finance, and Procurement personnel, as well as a Programme Analyst (to ensure Project's outputs quality control and oversight) in country office and/or regional office.

c) Grants:

It is planned that a total of up to US \$ 450,000 from the Project's budget will be funding projects at community level focusing on relevant development problems. The Project will encourage and support the budgeting of civil initiatives by

local self-government bodies or local authorities (LSGBs) at community level and will ensure the visibility of community projects designed under the Project for co-funding. Also, it is envisioned that grant support will be applied as a modality of the implementation of the planned activities aiming at developing capacity of the local, regional and national NGOs, including women organizations and networks.

d) Equipment and supplies:

These relate mainly to surveys, communication and visibility items, translation, equipment and furniture (for the government institutions and territorial communities), vehicle maintenance, office costs, rental of equipment, audio-visual and printing costs, office supplies and direct security.

A detailed budgeting of Project's costs is provided in the Multi-Year Work Plan.

Partnerships

The Project will engage in partnerships at the regional and local levels, with relevant connections made to the national level as appropriate for the sustainability of Project results.

(i) Regional level

At the regional/territorial level, the Project will maintain partnerships with regional administrations/councils, regional police, emergency service providers, and social service providers including those addressing sexual and gender-based violence. It will regularly inform them on the Project's achievements and will invite them to key relevant Project's events.

(ii) Local level

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

- Local self-governing bodies
- Local police
- Civil Protection Units
- Public councils, community security working groups
- Emergency services and other relevant institutions for community security
- Civil-military cooperation units
- CSOs, Citizens' groups, youth groups, women's groups, ex-combatants' groups, etc.
- Schools, colleges and universities
- Community resource centres
- Private sector.

Stakeholder Engagement

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

Stakeholders that Contribute to Implementation at Institutional Level and Ensure the Relevance of Programming:

- Subnational state administrations; local authorities at various levels, including local (municipal/hromada) levels; civil society sector, including CSOs networks, associations, advisory bodies, private sector representatives;
- Ministries and other central executive bodies (together with their branches at the subnational and local level), including the Ministry for Reintegration of the Temporarily Occupied Territories; Ministry for Communities,

Territories and Infrastructure Development; Ministry of Veterans Affairs; Ministry of Social Policy; Ministry of Youth and Sports.

Institutional Beneficiaries:

- National, subnational and local administrations;
- Territorial Communities;
- Community based organizations, civil society organizations, citizen initiative groups, including youth, and ex-combatant's self-help groups.

The final beneficiaries are conflict affected populations at large, including women, youth, elderly, ex-combatants, and other groups made vulnerable (including for example people with disabilities) and civil society organizations, and residents in general.

Risks and Assumptions

The project's approach to managing and responding to risks is informed by the UNDP Guidance Note on Managing Risks Across UNDP's Programming and Operations. The UNDP Gender and Recovery toolkit and the 10-point Action Agenda for Advancing Gender Equality in Crisis Settings, will also guide Project action, including risk analysis and mitigation, as it pertains to the gender equality and GBV prevention. Risk management will inform decision-making at all levels and forms a key process in the project implementation. Risks will be regularly monitored, analysed and updated in the project's iterative risk log framework. This will enable smart risk-taking and adaptive management. This will allow the project:

- To ensure that *programmes are effective and relevant*.
- To find more *innovative solutions* to deliver higher impact.
- To *allocate resources* where they are most needed.
- To be *accountable for the results produced* considering internal and external constraints.
- To safeguard *people and the environment*.
- To manage *safety and security* risks to UNDP personnel, premises and assets, i.e. reduced to an acceptable level.

There are a number of *risks* that may delay or prevent achievement of the planned results:

- Significant escalation of the conflict, which could undermine the willingness and ability of final beneficiaries to engage in project activities.
- Changes in regional and local administrations' leadership, as well as a different legal status of the Project's target communities might limit opportunities for local government engagement in some of these communities.
- Persisting corruption undermines trust in public institutions and leads to fiduciary risks.
- Lack of interest in reconstruction and recovery on the part of key players.
- Inefficient coordination with new donors, development actors and other UN agencies.
- Politicization by the Government and other actors of activities in the conflict-affected areas.
- Lack of capacities at local level, including of civil society actors, to engage in project activities.
- Shallow job markets, significant disruptions to the supply chains, insufficient presence of qualified contractors to support project implementation.

The Project will operate under the following assumptions:

- Security situation in project selected regions and communities remains the same or improves.
- Project selected locations do not experience severe outflow of population due to economic degradation or security concerns.

- Government of Ukraine, oblast and local level government in project selected locations remain committed to implement its obligations and to recovery process and supporting gender equality and the reintegration of veterans and their families.
- Regional and local government institutions continue to have access to resources to provide services to local communities.
- Security institutions continue to adhere to greater citizen engagement and closer contact with communities.

Knowledge

Knowledge gained through the monitoring and feedback process will inform corrective management measures and decision-making. The project will record good practices and what activities led to positive results and will share this monitoring and evaluation information widely, both nationally among stakeholders, donors and partners.

The project intends to conduct a number of studies and researches, the results of which will be widely publicised and shared, including with national partners, development partners, CSOs and other relevant stakeholders.

Sustainability and Scaling Up

Through all of its assistance, the project will work closely with the partners to make sure that the most urgent needs are rapidly responded to, while at the same time laying the building blocks to introduce necessary means and measures to foster participation of project selected communities in the development process and their sense of ownership of the process. In this regard and as mentioned above, besides ensuring community led analysis, design, implementation and monitoring of project initiatives, necessary support will be provided to strengthening the capacity of local stakeholders to eventually assume all aspects of services provision and to lead local recovery processes.

In terms of sustainability, the project interventions have been developed based on evidence-based research and knowledge gained from other UNDP projects operating in severely conflict-affected regions, together with extensive consultations with all stakeholders, including regional partners, development partners, CSOs, and ownership of the interventions is assessed as high. The project priorities directly support the targets and goals of national, regional and sector specific strategic plans, as outlined above. Through ongoing interventions, UNDP has established strong partnerships with all key stakeholders. In addition, UNDP is also a trusted partner of civil society and is recognised for its unique integrator role of bridging the gap and convening diverse stakeholders. Through its commitment to (early) recovery and area-based development programming in Ukraine, UNDP has demonstrated that it is able to develop long-standing partnerships and remain committed to issues as long as it is needed to achieve positive results.

Sustainability and scalability of project interventions and benefits in the short and long run depend on the availability of desired policies, institutional frameworks, human and technical skills, social acceptance, environmental viability and most importantly availability of desired financial resources. Overall, in view of the high level of acceptance and ownership of relevant stakeholders for project outcomes and interventions, it can be deduced that the results of the activities will continue, and benefits will gradually continue to flow, especially for women, youth, ex-combatants and other vulnerable groups.

IV. PROJECT MANAGEMENT

Being fully integrated into UNDP's Resilience Building and Recovery (RBR) framework for Ukraine and efforts on the ground, the Project will be implemented in a cost efficient and effective manner.

From a cost efficiency and value for money point of view:

- All procurement procedures will be conducted, as required by UNDP procurement regulations, on the basis of the best value for money.

From an effectiveness point of view:

- The Project will have immediate access to the UNDP knowledge base as well as to UNDP's partners (government and civil society) at local, regional and national levels.
- Through joint implementation and office sharing, it will be able to easily and regularly cooperate and coordinate activities with other and similar projects.

V. RESULTS FRAMEWORK⁹

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework: Transitional Framework (TF) 2022-2023; Result 2.2: Early recovery interventions are effective in increasing inclusive human development, promoting a sustainable green economy and building a resilient society.						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: 4.1. The level of social cohesion in Eastern Ukraine (level of inter-group tensions; level of trust in local and central authorities) on a scale from 1 to 10; 4.2. Proportion of women and girls subjected to physical, sexual or psychological violence in the last 12 months, by form of violence; 4.3. Extent to which people in eastern Ukraine feel safe in their community, by sex;						
Applicable Output(s) from the UNDP Strategic Plan: 3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels (Contributing Outcome 3: Resilience built to respond to systemic uncertainty and risk)						
Project title and Quantum Project Number:						
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL (January 2025)	
Output 1: Restoration of law and order is enabled, and civil protection capacities enhanced in frontline communities and areas that were temporarily not under the control of the Government of Ukraine. (GEN 2)	1.1 Number of mobile offices solutions ready to be deployed in project selected areas.	Project record and reports of local service providers	0	2023	6	Desk Review
	1.2 Number of people being assisted through the mobile office solutions (disaggregated by age and gender)	Project records, reports of local service providers	0	2023	TBD	Desk review

⁹ 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.

¹⁰ 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 ¹⁰	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL (January 2025)	
Output 2. Project selected communities in eastern regions of Ukraine have improved capacities to analyze design, implement, and monitor locally led plans and initiatives in support to the reintegration of the veteran community. (GEN 2)	2.1 Number of fully functioning Integrated Veteran Hubs	Project records, reports of local authorities, partners reports	0	2023	At least 4	Desk review, Analysis of the implementing partners' project reports
	2.2. Number of Community Based Reintegration plans being drafted and adopted	Project records, reports of local authorities, partners reports	0	2023	At least 4	Analysis of the implementing partners' project reports
	2.3 Self-reported improvement in quality of rehabilitation services at Poltava Prostetic center (disaggregated by age and gender)	Survey of patients	TBD	2023	30% improvement over baseline.	Analysis of survey results
	2.4 Self-reported satisfaction in activities and services provided by the Chernihiv City Veteran Hub (disaggregated by age, gender, disability status)	Survey of users	N/A	2023	70% of users reporting being "satisfied" or "highly satisfied"	Analysis of survey results

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

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 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.	UNDP	
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.	UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Regularly	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Regularly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP and Project Board	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP	
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	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management	UNDP	

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	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.		actions agreed to address the issues identified.		

VII. MULTI-YEAR WORK PLAN¹¹¹²

See Annex I

¹¹ 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

¹² 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.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

VIII.1 Implementation modality

This project will be implemented under UNDP's Resilience Building and Recovery (RBR) framework for Ukraine using Direct Implementation Modality (DIM). Details of the Project implementation modality are provided below (VIII.2 and VIII.3).

Project implementation will be governed by the provisions of the present Project Document and its annexes, as well as by UNDP's Programme & Operations Policy & Procedures (POPP). Governance of the Project will be supported through annual work planning as well as reporting and monitoring the delivery of results and impact on the basis of the results framework. The annual work plans as well as progress reporting will be the responsibility of the Project management in close consultation with UNDP. The work plan will be implemented upon its endorsement by the Project Board.

VIII.2 Governance and management set-up

The Project Board

The Board is the governing body of the project and with project management team reporting directly to the board on delivery. A designated Programme Manager, supervising dedicated component leads, will be responsible for the components financed under this agreement. Major procurements, grants and financing arrangements are launched and implemented by the management team directly.

The Board consists of representatives of UNDP in Ukraine, participating donors and representatives of the beneficiaries/implementing partners.

The Board's membership includes the following components:

- Executive (role represented by UNDP), that holds the project ownership and chairs the group
- Senior Supplier (role represented by GFFO) who provides financial and/or technical support for the Project) that provides guidance regarding the technical and financial feasibility of the Project;
- Senior Beneficiary (role represented by the Ministry of Social Policy of Ukraine). The Senior Beneficiary may also include local authorities from the communities ('hromadas') where the Project will be implemented and other Central Authorities when/if required. The Senior Beneficiary ensures the realisation of the Project benefits from the perspective of Project beneficiaries.
- In the context of this Project's implementation, the Board will hold meetings on an annual basis, or more frequently if deemed necessary. Senior representatives of the Project Beneficiary, Suppliers and Executive must attend the meeting. Relevant documents will be sent to each Board member at least one week before the meeting takes place. The Board will monitor the overall programme's progress; decide on strategic decisions to ensure the continued coherence between implementation and goals and objectives; approve annual work plans and budgets; and review project delivery.

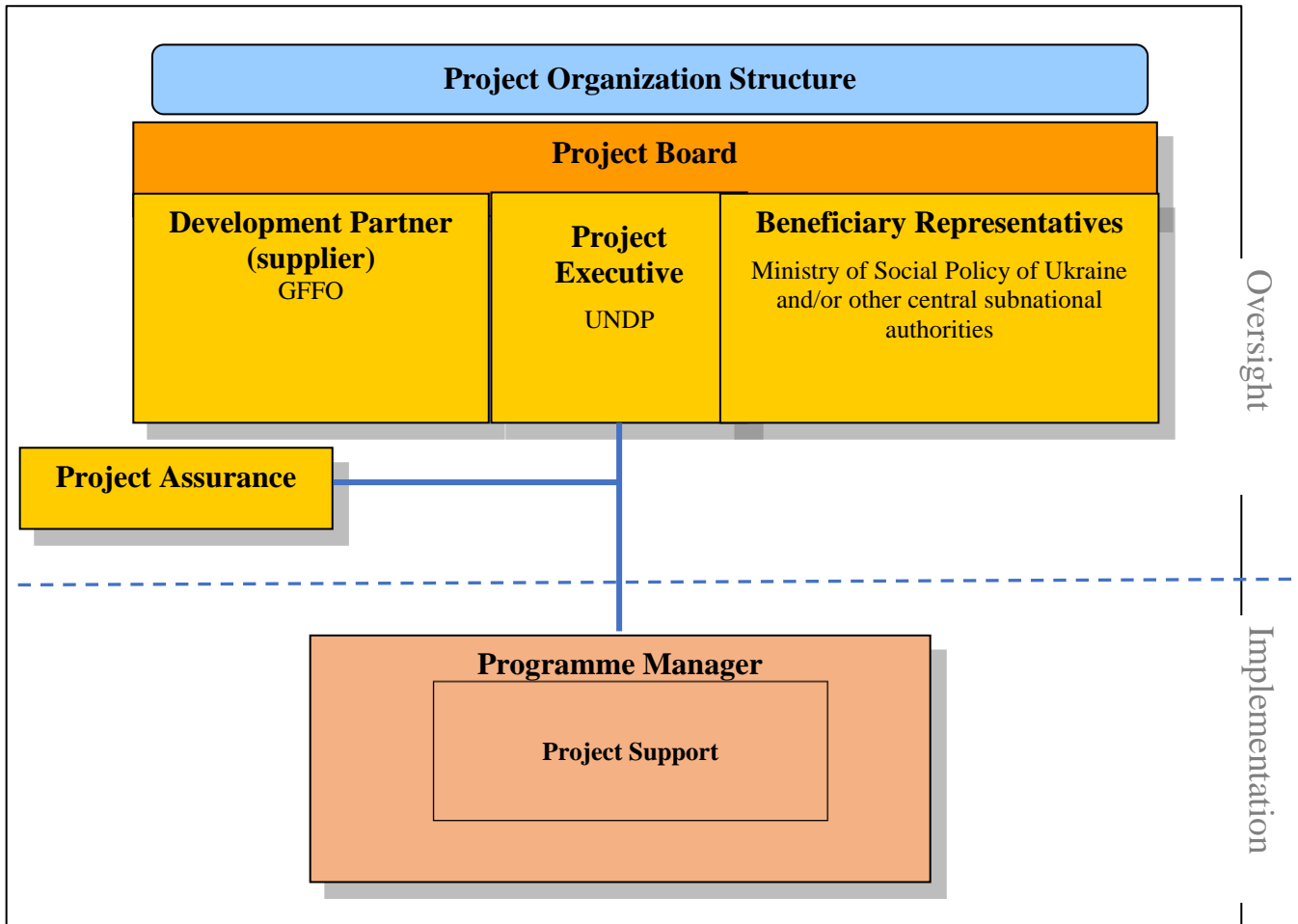
The Board will approve the visibility, advocacy and communication plans with the intention that such activities are coordinated with senior management of participating donors and implementing partners.

Amendments to the budget, including use of contingencies, will be subject to the approval of the Board.

In addition to Board meetings, UNDP will organize periodical meetings and/or field visits (at least twice a year as a minimum) with its international partners/donors on the Project to discuss, in a less formal set-up, results achieved, constraints met, solutions identified, etc.

Project Assurance is the responsibility of each Board member, but the role can be delegated. The Project Assurance role supports the Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project implementation will be governed by the provisions of the Project Document and UNDP Operations Manual. The project will utilize a direct payment modality.



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.

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 [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome 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

- 1. Multi-Year Project Budget**
- 2. Project Quality Assurance Report**
- 3. Social and Environmental Screening**
- 4. Risk Analysis**