

PROJECT DOCUMENT PROPOSAL**Ukraine****Project Title:** Transformational Recovery for Human Security in Ukraine**Project Number:** 01002045**Implementing Partner:** UNDP (DIM)**Start Date:** 15 March 2024**End Date:** 15 March 2025**PAC Meeting date:** 23 April 2024**Brief Description**

Since the escalation of the war in February 2022 (hereafter, the “war”), Ukraine has been facing unprecedented threats to human security--- thousands of women, men, and children have lost their lives, all sorts of life-line infrastructures have been destroyed, and millions of people have been forced to leave their homes. There are no prospects for a ceasefire or peace in near future and the negative impacts of the war in Ukraine have been spreading to global peace and security.

The primary objective of the project is to contribute to bring **transformational recovery** from widespread death, destruction, displacement, and suffering caused by the war in Ukraine and to promote **Human Security** in Ukraine by undertaking concerted immediate actions against interconnected and multidimensional threats that Ukraine is currently facing. To maximise positive results for transformational recovery, the project interventions will focus on the following **6 priority thematic areas** for the project outputs, based on the three principles of human security, namely, i) freedom from fear (threats to the safety of people); ii) freedom from want (threats to basic needs); and iii) freedom to live in dignity (access to services and opportunities) through promoting protection, empowerment, and solidarity.

Output 1 (Infrastructure restoration): Critical infrastructures and facilities restored to meet immediate needs to provide essential public services and establish enabling conditions for transformational recovery

Output 2 (Mine action & Victim Assistance): Capacities of mine action authorities and emergency service responders expanded to protect the civilian population from mine/explosive ordnances and secure a safe environment for people’s living and socio-economic activities

Output 3 (Debris removal and recycling): Debris, waste and environmentally hazardous materials cleared and dangerous damaged structures safely demolished for swift reconstruction of housing and public socio-economic facilities

Output 4 (Economic revitalization): Local economy revitalized by strengthening and expanding the private sector in targeted sectors through immediate response solutions in developing capabilities, improving employability, and enhancing business-enabling conditions

Output 5 (Government Recovery Coordination): Integrity and transparency of government mechanisms and processes for crisis management and recovery process strengthened at both national and local levels

Output 6 (Access to justice and human rights): Capacities of national and local state and non-state actors enhanced to promote human rights and ensure access to justice for all people, with a focus on IDPs and vulnerable groups

Contributing CPD Outcomes:**CPD Outcomes 1, 3, and 4**

The United Nations in Ukraine Transitional Framework SP1: Saving Lives; SP 2: Strengthening Systems; SP 3: Building Resilience


Indicative Output(s) with gender marker

Gender marker: GEN 2







Total resources required:	US\$71,600,000	
Total resources allocated:	Gov of Japan:	71,600,000
	Other:	0
	Unfunded:	0
Total Programme Budget	US\$71,600,000	

Agreed by (signatures):

Mr. Jaco Cilliers, Resident Representative, UNDP in Ukraine

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Date: 28-May-2024

I. BACKGROUND

1-1. Situation Analysis

The escalation of the war began on 24 February 2022. As a result of heavy shelling and fighting, an estimated 3.7 million people have been driven from their homes and are internally displaced and more than 5.9 million people have crossed into neighboring countries in the region including Poland, Hungary, Moldova and other countries across Europe. The average IDP household size is 3.3 individuals, with 43,6% of IDPs of working age, 21,2% children and 26% elderly. The RDNA2 report included results of an IOM study in January 2023 that found that 25% of IDPs households have one or more household members with a disability. This number has risen to 29% in October 2023.

Since the full-scale invasion, the youth have been heavily impacted by displacement, suffering learning losses and increased mental health challenges. In 2022, only 1% of young people were involved in the recovery efforts in their community, while 72% were willing to contribute to such endeavors.¹

The older persons have been disproportionately impacted by the invasion. People aged 60 and over constitute 25% of Ukraine's population yet account for 35% of the civilians killed in the first year of the invasion. The older people are now the largest share of the population in areas with hostilities, areas close to the front lines, and temporarily not under government control territories.

People of all genders, in all their diversities, and sexual minorities have been profoundly impacted by two years of Russia's invasion of Ukraine. Women, girls, and LGBTIQ+ persons have been affected differently and have specific needs and different priorities for recovery. As of October 2023, 56% of the 3.7 million estimated IDPs are women, who make up 93% of the 4.6 million returnees. In this regard, it is worth noting that women are not a homogenous group, gender is not synonymous with women and gender is not a binary construct. Ignoring any given subset of intersecting identities, for example, adolescent girls, people with disabilities, indigenous women and girls, older people and gender and sexual minorities can signal to different actors that some individuals do not count, do not warrant protection or do not have anything to contribute to. The compounding implications of different identities, particularly in conflict situations, are critical to taking account of the relative vulnerability and advantage of different persons and groups.

Additionally, IDPs displaced outside their oblast of origin are among the most vulnerable and many of the sites are not adequately equipped to meet long-term accommodation needs or uphold minimum humanitarian standards. In these sites, gender-based violence (GBV) remains a critical risk and therefore prevention and response services, as well as sexual and reproductive health services, need to be in place. Following Russia's full-scale invasion of Ukraine in February 2022, the risks and incidences of conflict-related sexual violence (CRSV) have drastically increased, accumulating over an unresolved baseline of cases and prompting an increased urgency for assistance². According to the UN Human Rights Monitoring Mission of Ukraine, the majority of documented CRSV acts against women and girls in 2022 – such as rape, gang rape, forced nudity, and threats of sexual violence – occurred when Russian armed forces occupied residential areas in Ukraine.

Disparities also exist among Ukrainian men, as conscription includes legal provisions for deferment or exemption from conscription, including for men with disabilities, fathers of three or more minor children or higher education students residing abroad, or work in fields that may qualify them for deferment based on "justified need." In this context, young men without children, men from disadvantaged socio-economic backgrounds, and middle-aged men with older children may be disproportionately affected. Not to mention that the impact and severity of PTSD is affecting and will affect men and women, which will likely increase the rate of GBV and domestic violence. Such situation necessitates gender sensitive programming and implementation, including proactive engagement of women in Explosive Ordnance Risk Education (EORE) and capacity building on mine victim assistance, livelihood generation, business enabling conditions, and

¹[undp-ua-impact-war-youth-eng-findings-recommendations.pdf](#)

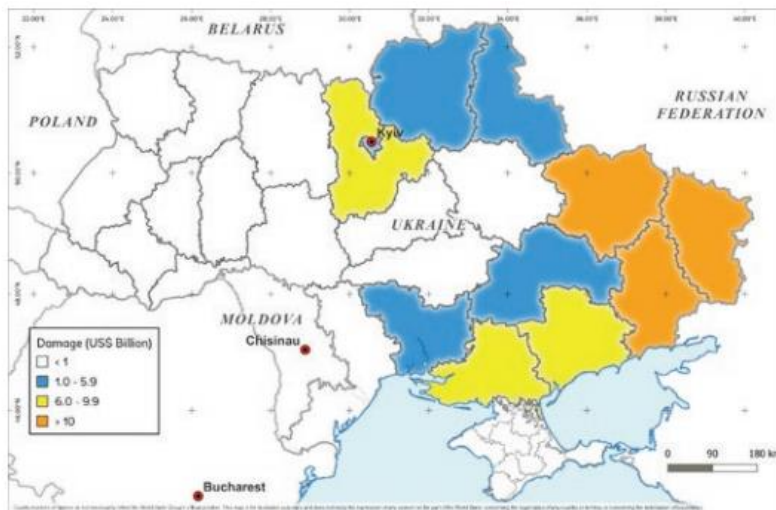
² [Insecurity Insight. Sexual Violence and the Ukraine Conflict. 2022.](#)

access to justice, which is in line with the concept of Women, Peace and Security (WPS).

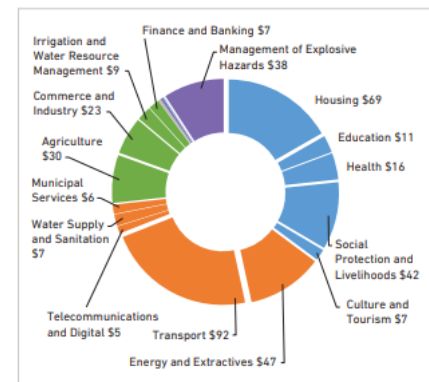
While positive attitudes toward displaced persons are generally prevailing among host communities in all oblasts of Ukraine, the issue of displacement is impacting the social fabric across communities' country-wide, both in hosting settings and newly liberated areas where people are returning. Initial anecdotal information about tensions between IDP's, returnees and host communities have been corroborated by different surveys during 2023^[1]. Data collection under the Social Cohesion and Reconciliation Index (SCORE), the so-called SCORE-inspired Holistic Assessment of Resilience of Population (SHARP)³ shows that displacement represents a source of stress and hardship, but also an opportunity for exchange and dialogue for women, men, and children in war-affected communities. Displaced persons are undoubtedly among the most vulnerable in today's Ukraine: their incomes are lower and, as a group, they report much higher personal exposure to adversities than their hosts or those who were never displaced. Displaced individuals hailing from severely affected areas, including oblasts that have temporarily been beyond the control of the Government of Ukraine, can become either drivers of change or spoilers upon return. Investing in mechanisms for IDP/returnee integration, platforms for dialogues and inclusive recovery planning are essential to ensure preservation and strengthening of the social fabric in hosting and return settings.

Ukraine Rapid Damage and Needs Assessment (RDNA2 – March 2023)⁴ estimates that the cost of reconstruction and recovery in Ukraine has grown to US \$411 billion. The data covers the one-year period from Russia's invasion of Ukraine on February 24, 2022, to the first anniversary of the war on February 24, 2023. The data does not cover the damage resulted from the destruction of the Kakhovka Dam on June 6 2023. The cost of reconstruction and recovery is expected to stretch over 10 years and combines both needs for public and private funds. The map 1 and graph 1 below show the magnitude of the damage caused to the country.

Map1: Extent of damage by region as of February 24, 2023



Graph 1: Total recovery and reconstruction needs (US\$ billion): US\$ 411 billion



1-2. Justifications

1) Urgency – the reason why the project should be launched during the GoJ's FY 2023 (until March 2024)

As Ukraine marks 2 years since Russia's invasion, the humanitarian emergency persists. Ukrainians continue to struggle with limited access to basic services, lost livelihoods and an uncertain future. On June 6, the

³https://api.scoreforpeace.org/storage/pdfs/REP_PFRUkr21_SHARP-Big-picture-report_v11.pdf

⁴ [Ukraine Rapid Damage and Needs Assessment](#): A joint assessment by the Government of Ukraine, the World Bank Group, the European Commission, and the United Nations. It covers the one-year period from Russia's invasion of Ukraine on February 24, 2022, to the first anniversary of the war on February 24, 2023.

destruction of the Kakhovka Dam, situated on the Dnipro River in southern Ukraine, led to massive flooding downstream and loss of water supply upstream affecting hundreds of thousands of people. Missile and rocket attacks continued across the country, resulting in widespread civilian casualties and destruction of critical infrastructure. Russian forces carried out a series of small-scale probing attacks primarily along conflict lines in the Zaporizka and Donetsk oblasts, while the Ukrainian counteroffensive commenced in the south and southeast. The urgent support to the recovery and reconstruction of the country is necessary.

Infrastructure (energy): UNDP's updated Energy Damage Assessment report (June 2023)⁵ reveals that the Ukrainian energy system remains extremely vulnerable and continues to operate in emergency mode with a reduced and limited safety margin, grappling with damages that have exceeded **\$10 billion**. Power generation capacity has been reduced to nearly **50%** of its pre-2022 levels. With the support from the Government of Japan (GoJ) and other partners, UNDP has been supporting the restoration of high-voltage energy grid to ensure the uninterrupted supply of electricity, water, and heating -- directly benefitting **6 million people**.

Mine action and Debris: In the past year, it is estimated some **1.4 million houses** have been damaged or destroyed, **5 million people** have lost their jobs, and about **174,000 square kilometers** of Ukrainian land (larger than the total landmass of Greece)⁶ is contaminated with mines. The widespread presence of debris and damaged buildings/infrastructure is severely impeding the return of residents and economic activities, as well as posing a risk to human health from hazards including asbestos, hazardous waste, and unstable buildings. According to the data from the Ministry of Defense of Ukraine (August 2023)⁷, since the beginning of Russia's full-scale invasion, 246 people, including 13 children, have been killed by explosive devices; 521 have been injured, 53 of them children. This leads to negative environmental impacts to land, water, and air resources. With the support from the GoJ and other partners, UNDP has been assisting Ukraine's emergency services to remove over half-a-million landmines and pieces of unexploded ordnance. Through integrated debris treatment protocol for Explosive Ordinance (EO) clearance and hazardous materials management, UNDP with support from Japan has removed approximately 80,000 m³ of construction debris at 440 locations, including private houses, public facilities, and educational institutions and has dismantled 381 damaged buildings, benefiting approximately 1,700 people in need. This, however, is a fraction of the debris accumulated and the volume of debris has been increasing due to continuous fighting and the collapse of the Kakhovka dam. Urgent actions are required to promote safe living environments for all, including IDPs and returnees.

Economic recovery: According to RDNA3, the war has been causing significant damage to the economy in Ukraine. Ukraine's gross domestic product (GDP) shrank by 29.1% in 2022, and poverty rate for households with children is estimated to grow from 43.2 percent in 2021 to 65.6 percent in 2023. While approximately 9.8 % in 2021, the unemployment rate swelled to 24.5 % in 2022 and slightly decreased to 19.4% in 2023. The International Labour Organization (ILO) reported that employment in 2022 was **15.5% (2.4 million jobs)** below the pre-war level. Small businesses are among the main sources of economic activity and employment in Ukraine. According to the State Statistics Service of Ukraine, **99.98%** of the businesses are small and medium enterprises (SMEs). Micro-, small and medium-sized enterprises (MSMEs) account for **82%** of the total labour force (employees, sole proprietors and working shareholders) and provide **73.8%** of the jobs in the employment market. As a result of the war, businesses in Ukraine have suffered significant losses. Since the start of full-scale invasion, 64% of MSMEs have temporarily or completely suspended their business activities. However, that vast majority (84% of suspended companies) managed to partly renew their enterprises within a period of up to 6 months. More than 90% of respondents' MSMEs suffered financial losses due to full-scale invasion. Among the main obstacles to doing business during the war MSMEs highlight purchasing power reduction (64%), production costs increase (31%), logistics changes (27%), lack of working capital (25%), lack of state and local government support (25%), and disrupted supply chains (13%)⁸. Access

⁵ [UNDP's Energy Damage Assessment](#)

⁶ Ukrainian Prime Minister Denys Shmyhal stated in April 2023 that about 174,000 square kilometers of Ukrainian land (larger than the total landmass of Greece) is now contaminated with explosive objects, which killed 226 people in the month of March 2023 alone in territory controlled by Ukraine.

⁷ <https://www.pravda.com.ua/eng/news/2023/04/22/7399020/>

⁸ UNDP. 2024. Assessment of the impact of war on MSMEs in Ukraine

to financing has become a major issue for MSMEs since the war started. UNDP reports that 46% of the interviewed MSMEs in October 2022 have never used external financing. Grants and financial support (51%), soft loans (42%), promotion of export (25%), support in production modernization (21%), and training / consulting (17%) are considered among the most useful instruments for MSMEs' development. UNDP is supporting the Government's efforts to help businesses stay and thrive in Ukraine. To overcome the displacement of people as well as disruptions in production capacities and value chains, UNDP provided a range of targeted livelihoods support from small grants to training for women-led businesses, which has reached 20,000 MSMEs. As more and more areas in Ukraine are regaining minimum security, such as Kyiv and its surrounding oblasts, it is critical to quickly repump local economy to support steady and swift recovery.

Government Recovery Coordination: Despite the turbulent situation, the Government of Ukraine (GoU) has demonstrated extraordinary capacity in leading and coordinating all crisis response efforts, ensuring sustained public service provision while organising efforts to restore the country. Ukraine continues operating under martial law. Despite the fragile situation, international partners and the civil society continue supporting efforts of the Government regarding resilience building of Ukraine and the implementation of its National Recovery Plan, consolidation of the broad democratic reform agenda and the fostering of the EU integration.⁹ Despite such progress, some critical components that will underpin the recovery are not yet fully in place, including clear tools (both offline and digital) for internal and external oversight and mechanisms for engaging civil society, youth and local communities effectively. Local authorities have uneven capacities to address the recovery challenges (which also diverges due to the level the communities have been affected by the war) and little experience in infrastructure projects. While civil society and youth actors have been involved in reconstruction and relief efforts since the start of the full-scale war, many consider themselves side-lined by authorities from planning and delivering the recovery. Moving forward with involvement of more international partners in the process of recovery and further coordination of their work, the Government urgently needs to develop mechanisms for increased transparency, accountability as well as participatory approaches of the recovery and reconstruction processes in Ukraine, to build public trust and ensure efficiency.

Access to Justice, Human Rights: The ongoing full-scale war continues to negatively impact the national justice and administrative system, human rights, and individuals' access to justice. Judicial institutions and justice providers also face significant pressure due to conflict-related legal issues and public demand for legal services. The human rights situation is dire amid the ongoing conflict — particularly in areas of ongoing military hostilities and territories under the control of the Russian Federation — resulting in a wide range of violations affecting both civilians and combatants.

From 24 February 2022 to 31 December 2023, the Office of the High Commissioner for Human Rights (OHCHR) recorded 29,330 civilian casualties in the country: 10,191 killed and 19,139 injured, but the actual figures are most likely significantly higher.¹⁰ According to law enforcement agencies, about 91,000 war crimes have been registered since 24 February 2022. During this time, the criminal justice system has changed, it has had to face new challenges: documenting and investigating international crimes committed on the territory of Ukraine, new ones make up crimes and change prioritization in investigation, cooperation with the International Criminal Court and international experts, consideration by national courts of cases of collaborative activity and war crimes, restoration of justice in the territories with regained government control, etc.

Addressing challenges fundamental to justice and the rule of law is one of the key drivers for recovery and sustainable development of the country and the society. This relevance of the rule of law and justice provision is also recognized in some of the strategic political determinations by the country and its international partners. Namely, accountability and rule of law are among the seven key principles of the reconstruction laid down in the Lugano Declaration for the Reconstruction of Ukraine and the Guiding

⁹ Chrome-extension://efaidnbmnnnibpcajpcgiclfindmkaj/https://data.consilium.europa.eu/doc/document/ST-10321-2022-INIT/en/pdf

¹⁰ [Ukraine - protection of civilians in armed conflict \(December 2023\) ENG_0.pdf \(un.org\)](#)

Principles for Ukraine's Recovery process ('Lugano Principles'), signed in July 2022 by Ukraine, 40 partner states, including Japan, Council of Europe, EU, and OECD. In their statement on Ukraine from the May 2023 Hiroshima G 7 Summit, the G7 leaders emphasized their support to Ukraine's efforts to advance necessary institution-building as well as substantive legal reform in line with Ukraine's European path, especially in the judicial sector, and promotion of the rule of law, and called for no impunity for war crimes and other atrocities.

Support for justice reform and anti-corruption in the justice sector, particularly quality legal aid, strengthening capacities of police, prosecutors, and judges, as well as a comprehensive and long-term national victim support program will be required to improve access to justice at the national and community levels. The impact of such interventions will have an effect in short and long-term perspectives given that addressing immediate needs will help build systems and frameworks for the future.

2) Necessity – the reason why the project should be financed especially by the GoJ

Without urgent intervention, the emerging human security crises will derail the trajectory of development, and drastically increase human suffering of people in Ukraine. The GoJ was the earliest supporter to UNDP Ukraine. Their support started since April 2022 and since then the largest supporter to UNDP Ukraine in its recovery and reconstruction intervention for the country.

As G7 Presidency Country for the year of 2023, the GoJ pledged 'unwavering solidarity' with Ukraine. The GoJ has not only been providing significant diplomatic, financial, humanitarian and military support to Ukraine but has also been playing a leading role in provision of international support and coordination for recovery and restoration of the country. This project will learn from the unique Japanese form of reconstruction effort gained through overcoming a series of serious natural disasters including the Great Hanshin-Awaji Earthquake in 1995 and the Great East Japan Earthquake in 2011. This learning will be further strengthened under the recent signed MoU for promoting sustainable urban reconstruction and continuing cooperative relationship between the Reconstruction Agency of Japan and The Ministry for Communities, Territories, and Infrastructure Development of Ukraine. Under the economic recovery component, the project will aim to gain involvement of the Japanese private sector through the recently established Council on Preparation for Promotion of Ukraine's Economic Reconstruction as it was presented in the Ukraine Recovery Conference in London (June 21-22, 2023). For justice and rule of law, Japan-funded UNDP Ukraine projects have been demonstrating meaningful tripartite collaboration among UNDP, the Government of Ukraine and the GoJ including the recent study tour for National Police of Ukraine hosted by the National Police Agency of Japan. The study tour ended with a great success. Experts from the National Police of Ukraine learned the practice of forensic technical specialists (i.e. autopsy and DNA identification) in disaster context, learning from the experience in Tohoku earthquake and tsunami. Such partnership will be further strengthened in this project. For transparency and anti-corruption, UNDP and this project will contribute to the Anti-Corruption Task Force for Ukraine collaborating together with the G7, the Government of Ukraine and UNODC, as it was pledged in G7 Justice Ministerial Forum on July 6-7, 2023.

3) Unpredictability – the reason why the background of the project was not foreseen during previous GoJ's Fiscal Year (FY) (before March 2024)

Ongoing war and targeted attacks on energy infrastructure have caused extensive damage across the country. Since 10 October 2022, Government of Ukraine estimates refer to more than 1,500 missiles and drones, as well as shelling and grenades, targeting the energy infrastructure of Ukraine, out of which more than 100 missiles are estimated to have hit large energy facilities. In the electricity sector, generation capacity has decreased by more than half, from 37.6 GW to 18.3 GW as of 30 April 2023, due to damages from Russian Federation missiles or drone attacks.

The depletion of the Kakhovka Reservoir, caused by the destruction of the Kakhovka Dam on 6 June 2023 led to a grim situation in southern Ukraine, where tens of thousands of people lost access to basic service including piped water. Destruction of the Kakhovka Dam has far-reaching, long-term environmental consequences, with flooding affecting ecosystems while receding water levels in the reservoir has exposed

mudflats with military and hazardous waste¹¹. According to Ukraine's Agriculture Ministry, almost 600,000 hectares of farmland no longer have access to irrigation water following the dam destruction, compounding the existing challenges that Ukrainian farmers face, including mines and unexploded ordnance.

4) Unsubstitutability – the reason why there is no other means but GoJ’s support to achieve the project goal

Currently available external funding focuses on humanitarian needs. The JSB is a sole and unique funding source for enabling UNDP to work on the Humanitarian-Development-Peace nexus to create multi-sector, comprehensive, and integrated solutions to address humanitarian emergencies with sustainability at the core for the challenges to the survival, livelihood and dignity of the people in Ukraine. In particular, the GoJ has been a prominent world leader to promote human security and the HDP nexus, and support from the GoJ will exert high impacts to tackle both the root causes of vulnerabilities and the negative consequences of the crises, shifting towards resilience-based programming and longer-term transformational development solutions. Considering the highly unpredictable nature of the situation in Ukraine, it is imperative that the immediate interventions that are so urgently needed are managed in a way that reduces the vulnerability as well as the potential escalation of humanitarian suffering.

In Ukraine, the GoJ has been providing tremendous assistance through UNDP with the following 4 projects: 1. Emergency Grant Aid Project (USD 4.5 million) for Mine Action and Debris Management; 2. 2022 JSB Project (USD 94.9 million) “Promotion of human security in and outside Ukraine through addressing multiple dimensions of the crisis caused by the war”, 3. Grant Project (USD 70 million) “Support to Critical Energy Infrastructure Restoration and Immediate Provision of Energy Equipment in Ukraine”, and 4. 2021 JSB Global Project “Human Rights Due Diligence in Global Supply Chains: Leveraging the UN Guiding Principles on Business and Human Rights for a Just Recovery” (USD 300K).

This project is aligned with the Ukraine Humanitarian Needs and Response Plan 2024. The project will contribute to the work of Education, Food Security and Livelihoods, Health, General Protection, Conflict Prevention, Women in Peace and Security (WPS), Mine Action, Shelter and Non-Food Items, Water, Sanitation and Hygiene under the HNRP 2024.¹² . The HNRP 2024, launched in January 2024, articulates that the focus on linkages with the Development Framework. In addition, the UN Transitional Framework and the UNDP Resilience Building and Recovery Framework, both of which remain in effect in 2024, the Project will contribute to the realization of the strategic policy documents in a coherent manner.

II. STRATEGY

2-1. Objectives of the Project

Since the full-scale military aggression by Russian forces in February 2022 (hereafter, the “war”), Ukraine has been facing unprecedented threats to human security--- thousands of women, men, and children have lost their lives, all sorts of life-line infrastructures have been destroyed, and millions of people have been forced to leave their homes. There are no prospects for a ceasefire or peace in the near future and the negative impacts of the war in Ukraine have been spreading to global peace and security.

This project aims to bring **transformational recovery** from widespread death, destruction, displacement, and suffering caused by the war in Ukraine and promote **Human Security** in Ukraine by undertaking orchestrated immediate actions against interconnected and multidimensional threats that Ukraine is currently facing.

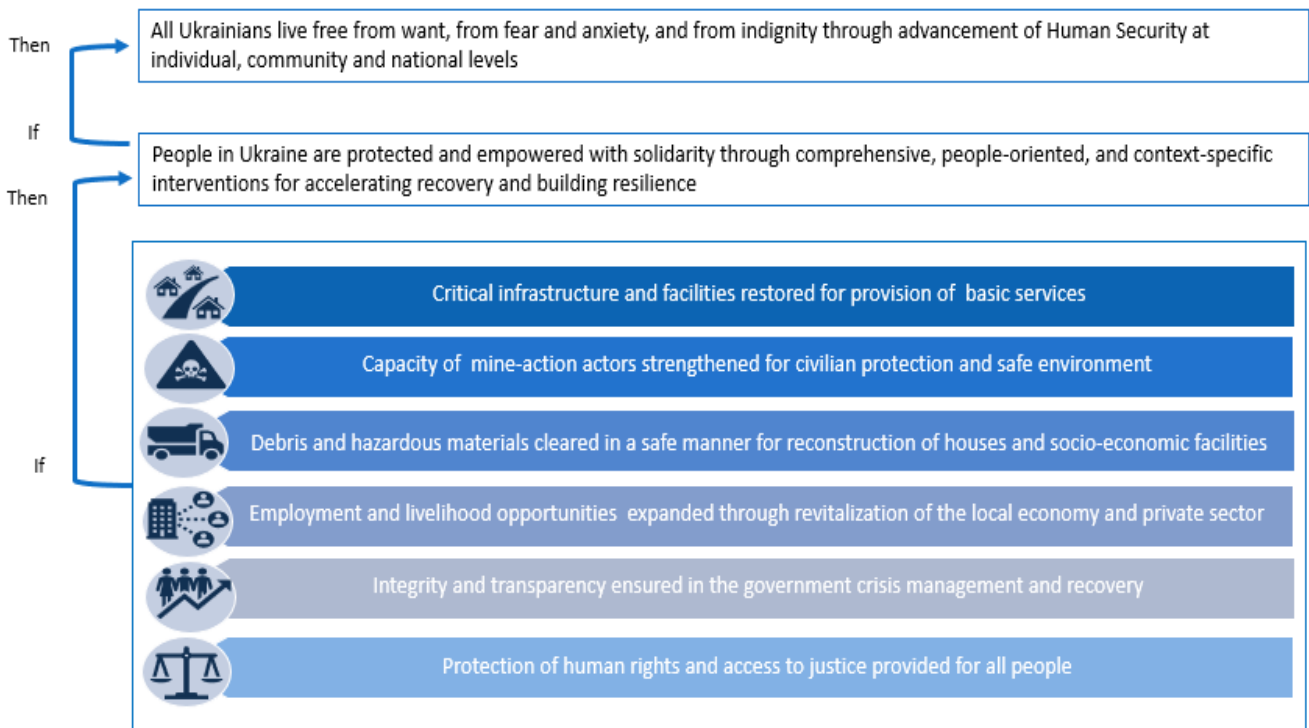
¹¹ <https://ukraine.un.org/en/248860-post-disaster-needs-assessment-report-kakhovka-dam-disaster>

¹² <https://reliefweb.int/report/ukraine/ukraine-humanitarian-needs-and-response-plan-2024-december-2023-enuk#:~:text=We%20will%20continue%20our%20advocacy,in%20need%20of%20humanitarian%20assistance.>

2-2. Theory of Change

This project intends to offer a practical framework to implement comprehensive and multidimensional interventions to enhance Human Security for protection, empowerment, and solidarity for swift and sound recovery in Ukraine, based on the three principles of Human Security, which are: i) freedom from fear (threats to the safety of people); ii) freedom from want (threats to basic needs); and iii) freedom to live in dignity (access to livelihoods and opportunities).

The theory of change of this project is shown below, depicting a conceptual framework how to advance human security in Ukraine through swift and robust recovery. The change pathway is backed by a wide range of experience of UNDP Ukraine which have implemented proposed outputs and activities in the past. Lessons learnt, experience, and inputs from stakeholders and beneficiaries have been integrated in programming of this project, including addition of economic recovery output to enhance the comprehensive approach that promotes recovery and reconstruction to build back the country better.



2-3. Outlines of the Project

The complex nature of the compounded crises in Ukraine requires a holistic, multi-sectoral perspective, going beyond sectoral terms and covering the whole population affected by the crisis, living in a specific geographic area in need of multi-sectoral support by working with multiple stakeholders. Therefore, the proposed project is designed with an **area-based programming** methodology with a **build-back better** approach to implement integrated and multi-sector interventions in six essential thematic areas to address the root causes of vulnerabilities and prevention against the emerging risks and threats derived from the ongoing war in the country. To the extent possible, the project will seek to adopt participatory and inclusive consultation approaches that bring the selected communities/oblats at the centre of activity design, implementation, and monitoring. In so doing, project action is expected to lead to more sustainable, locally owned, and transformational results.

To maximise positive results on transformational recovery, the project interventions will focus on the following **6 priority thematic areas** for the project outputs:

- Output 1: (Infrastructure Restoration)** Critical infrastructures and facilities restored to meet immediate needs of the affected people and to provide services and establish enabling conditions for transformational recovery
- Output 2: (Mine Action)** Capacities of mine action authorities and emergency service responders expanded to protect the civilian population from mine/explosive ordnances and secure a safe environment for people’s living and socio-economic activities
- Output 3: (Debris Removal & Recycling)** Debris, waste and environmentally hazardous materials cleared and dangerous damaged structures safely demolished for swift reconstruction of housing and public socio-economic facilities
- Output 4: (Economic Revitalization)** Local economy revitalized by strengthening and expanding the private sector in targeted sectors through immediate response solutions in developing capabilities, improving employability, and enhancing business-enabling conditions
- Output 5: (Government Recovery Coordination)** Integrity and transparency of government mechanisms and processes for crisis management and recovery process strengthened at both national and local levels
- Output 6: (Access to Justice and Human Rights)** Capacities of national and local state and non-state actors enhanced to promote human rights and ensure access to justice for all people, with a focus on IDPs and vulnerable groups

2-4. Target locations and beneficiaries

The area-based approach can offer a suitable and practical programming framework for tailoring multi-sectoral support to the specific needs of the targeted geographical areas, meeting the specific context and dynamics of the communities that significantly vary in different geographical areas in Ukraine. The project plan to apply an areas-based approach on a pilot basis and select at least **4 oblasts** out of the following three zonal categories, which share similar socio-economic context. The criteria to select potential targeted oblasts include but are not limited to : i) severity of war damages; ii) exigency of needs for a large population; iii) accessibility to the locations in compliance with UN security standards; iv) government priorities and willingness of the government authority and community to support the project activities; v) existence of social tensions or threats to the social fabric; and vi) opportunity to anchor project action with ongoing UNDP implemented initiatives at subnational level with the aim to achieve a multiplier and catalytic effect towards the recovery of the selected areas.

- **“Recovery”** zones where the Government of Ukraine regained control with high levels of reconstruction and recovery needs (such as *Kyiv, Chernihiv, Sumy, and Donipro* oblasts)
- **“Crisis”** zones where the Government of Ukraine has restored a certain level of control in the areas but are still subject to ongoing active hostilities or in the close proximity to the hostility areas, or the transit areas (such as *Donetsk, Kherson, Kharkiv, Luhansk, Mykolaiv and Zaporizhzhia* oblasts)
- **“Hosting”** zones that are not directly affected by the active fighting but facing severe negative consequences of the war, such as declined local economy or influx of the IDPs with some damages (such as *Chernihiv, Chernivtsi, Ivano-Frankivsk, Khmelnytskyi, Kirovohrad, Kyiv, Lviv, Odesa, Poltava, Ternopil, Vinnytsia, Volyn, Zakarpattia and Zhytomyr* oblasts)

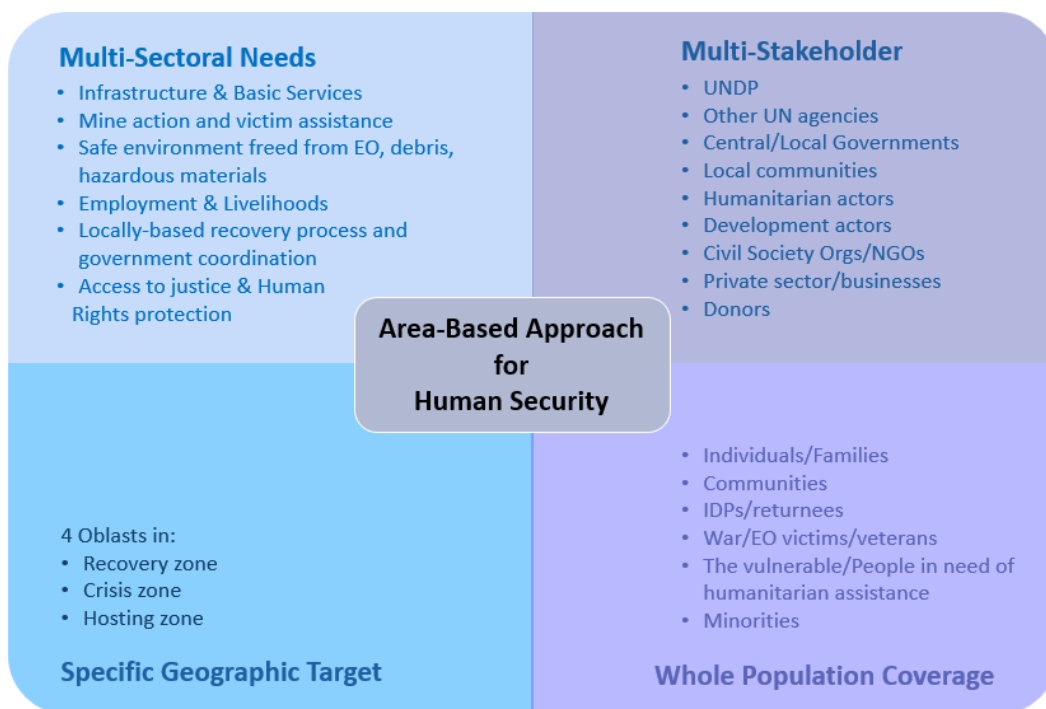
It should be noted that the oblasts under each category are listed for an indicative purpose and not decisive. Although the project will plan its activities focusing on the selected priority oblasts as the geographical focus for area-based local planning for transformational recovery, UNDP may identify and implement the activities outside of the target areas to meet the critical needs to achieve the output objectives and flexibly respond to unexpectedly emerged incidences or evolving needs.

The total beneficiary number of this project through the proposed support described below is expected to be approx. **2,130,000 people** (Gross Total) and on average 55% of beneficiaries will be women.

2-5. Area-Based Approach








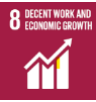











The project will adopt a area-based approach on a pilot basis to demonstrate people-centered, comprehensive, inclusive and context-specific interventions. To ensure of integration of multi-facet needs of human security in the complex nature of the compounded crises in Ukraine and inclusion of all vulnerable populations in Ukraine, including Internally Displaced Person (IDPs), women and men mine/war victims and veterans, people with disabilities, and returnees and among others, the proposed project will adopt an inclusive and participatory area-based approach as described in the chart below. The area-based approach will enable the project to address a holistic, multi-sectoral perspectives beyond sectoral terms and cover the whole population affected by the crisis, living in a specific geographic area in need of multi-sectoral support by working with multiple stakeholders and strong synergies among different interventions. The inclusiveness and participation elements built into the area-based approach will ensure that the focus of project action will be firmly anchored to locally identified needs, and that activities are well accepted (and whenever feasible co-designed) by the recipients of project support. Furthermore, the context and dynamics of the communities significantly vary in different geographical areas in Ukraine, such as recovery, crisis, hosting as well as military action settings. The area-based approach can offer an appropriate and practical programming framework for tailoring multi-sectoral support to specific localized needs of the targeted geographical areas.

Based on the needs, context, and future risks and vulnerabilities that people are facing, at least 4 oblasts will be selected as target geographical areas for the area-based interventions. The interventions under each output to respond to the identified priority needs in the respective oblasts will be designed with participatory and inclusive consultation methodologies that may include existing community advisory bodies and mobilization mechanisms being established through UNDP support. Such methodologies for community mobilization and empowerment are expected to have a significant and positive impact on project sustainability and on improving the resilience of the social fabric in selected project locations. Interventions to respond to the inter-related and multi-sectoral needs should be also identified through targeted gender analysis, linking immediate/short-term needs with transformational impacts with a “build-back-better” approach for human security with the prevention-oriented, protection and empowerment focuses.



2-6. SDGs Targets

The interventions of this proposed project focus on addressing the multi-sectoral and inter-twined factors to achieve the SDGs listed below. It should be noted that the activities under each output are expected to exert multiplier effects, bringing conducive conditions for the SDGs targeted under other outcomes and beyond the listed SDGs.

Output	Related SDGs									
Output 1										
Output 2										
Output 3										
Output 4										
Output 5										
Output 6										

2-7. Gender Mainstreaming

While specific interventions focusing on Gender equality and women empowerment (SDG 5) will be implemented under Output 2 and 6, gender aspects will be mainstreamed under each output. The project activities under each output will be designed and implemented in line with the 10-Point Action Agenda for Advancing Gender Equality in Crisis Settings¹³, particularly addressing Point 3: Ensure women's access to justice and security and their full rights as citizens; 4: Promote the participation and leadership of women and women's organizations in crisis and recovery; 5: Value women's unique knowledge and capacities in resilience-building, risk reduction and climate action; 6: Promote transformative and gender-responsive livelihoods and economic recovery; and 7: Transform government to deliver equally for all. The project will also promote Women in Peace and Security as a cross-cutting issue with an emphasis on creating a safe environment for Ukrainian women and girls and fostering participation and leadership of women in building peace and security.

The project will also set strategic interventions addressing the four pillars of the Women, Peace and Security (WPS) framework¹⁴, namely:

- **Prevention:** Prevention of conflict and all forms of violence against women and girls in conflict and post-conflict situations.
- **Participation:** Women's equal participation and gender equality in peace and security decision-making processes at all levels.

¹³ <https://www.undp.org/publications/10-point-action-agenda-advancing-gender-equality-crisis-settings-10paa>

¹⁴ UNDP (2019) Global Handbook: Parliaments as partners Supporting Women Peace and Security Agenda (p.5)

- **Protection:** Women and girls are protected from all forms of sexual and gender-based violence and their rights are protected and promoted in conflict situations.
- **Relief & Recovery:** Specific relief needs of women are met and their capacities to act as agents in relief and recovery are strengthened in conflict and post-conflict situations.

In addition to designing and implementing the activities focusing on WPS, the project will monitor, analyze, and record the results and impacts of the project activities on WPS and contribute to and policy dialogues and awareness-raising publicity on the key issues of WPS.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project will implement the interventions described below, aiming at effectively responding to the critical needs described above, for advancing Human Security through promoting transformational recovery in Ukraine.

Output 1: Critical infrastructures and facilities restored to meet immediate needs of the affected people for providing essential public services and establishing enabling conditions for transformational recovery

- **Estimated number of beneficiaries:** 750,000 (50% women)
- **Key counterparts:** Ministry of Infrastructure, Ministry of Energy, Relevant Line Ministries, State-owned Energy Enterprises, Municipal authorities, CSOs and women's organizations (if applicable)

Under this Output, UNDP will continue to support restoration of infrastructure in the energy sector, focusing on infrastructure support for energy generation and transmission to ensure the functioning of basic utilities in war-affected areas, such as heating, water, and sewage. The support will include immediate repair and provision of equipment particularly for the damages caused by expected attacks on the infrastructure during the winter 2023/2024. Building on past experiences, UNDP will support the Government of Ukraine to enhance energy supply reliability with an approach to build-back better and greener through the establishment of decentralized, flexible and resilient energy system.

Planning and selection of the infrastructure facilities to be restored will be linked with the local recovery planning process supported under Output 5. The project will prioritize infrastructure needs identified through the process. In case imminent needs are identified for the targeted beneficiaries or in the targeted geographical areas, the restoration support under this Output may be extended to cover other critical infrastructures outside of the energy sector to provide basic services to people in need.

The results described above, the project will implement the following activities:

Activity 1.1: Formulate a critical infrastructure restoration plan for the target community, identifying critical needs of people for energy, critical utilities, and other socio-economic infrastructure through a participatory approach, ensuring women's representation in the planning.

Activity 1.2: Rehabilitate or construct key infrastructures for energy or critical utilities (e.g., water, heating, sewage) and facilities essential for socio-economic recovery (e.g., industrial facilities, housing, public buildings)

Activity 1.3: Provide emergency equipment and materials to the local authorities and the war-affected population in the areas sustaining large-scale damages caused by military actions

Activity 1.4: Provide technical and quality assurance support to the construction and maintenance of infrastructure facilities and installation of the equipment

Output 2: Capacities of mine action authorities and emergency service responders expanded to protect the civilian population from mine/explosive ordnances and secure a safe environment for people's living and socio-economic activities

- **Estimated number of beneficiaries:** 50,000 (50% women)
- **Key counterparts:** State Emergency Service of Ukraine (SESU), Ministry of Internal Affairs, Ministry of Health (MOH), Ministry of Social Policy and local authorities, CSOs

This output is complementary to UNDPs broader efforts in support to early recovery in war-affected areas in Ukraine through assessment of building damage, human impact and environmental impact, facilitation of EO survey and clearance to enable debris removal and demolition activities, and establishment of early access for humanitarian actors.

Numerous damages throughout the war-affected regions compel scaling of EO survey and clearance that requires vast human and operational capacities, including the appropriate procurement of and training in survey and clearance equipment, to ensure national operators have a full toolbox of clearance equipment to safely, efficiently and effectively undertake their tasks. The Project MA Component will be supporting the local mine action implementors through equipment, training and technical advice to ensure sustainable, long-term national capacity in the sector, working to IMAS and enhancing national standards in line with them. In addition, at the request of national authorities, the project component will be working with international mine action operators for required land release activities and to support capacity development of national operators.

Along with EO survey and clearance the EO risk education will be provided for local population raising the awareness of women, girls, boys and men residing within the area of demolition works in accordance with their different vulnerabilities, roles and needs, and promoting behavioural change. Over and above, the staff of demolition sub-contracting companies will be receiving specialized trainings around EO paying attention to the specific of the work activities of each specialist.

Because the cost and time required for releasing land from EO is astronomical, it is necessary to explore new approaches and methods for more effective land release tasks. There are already several announced initiatives from Ukrainian companies or institutions in the development of different mechanical tools that have the potential to contribute to faster humanitarian demining operations reducing the survey and clearance cost, speeding up the process itself and without harming the soil ecosystem. In this regard, UNDP plans to organize technical workshops for giving those actors an opportunity to present their developments to a wide range of the expert audience consisting of the specialists from mine action sector, agricultural business and relevant ecological fields in order to define relevance and effectiveness of their usage in land release. Also, in case that the experts consider the particular ideas and technologies are worth further developing for actual use, the developers will receive recommendations for technical improvements as well as a guidance on further registration, standardization and accreditation for each development. Such technical advice and exchange knowledge should serve as a complementary impulse for further developments, motivating developers not stopping at a conceptual stage and getting maximum benefits of innovative technology for effective and efficient mine action response. In addition, the project will support to review the current regulatory mechanisms regarding the use of these technologies, and offer recommendations for government, civil society, the private sector and the international community to develop effective technological approaches.

Victim assistance as integral part of mine action output will be focused on enhancement of capacities of the national and local authorities in the provision of victim assistance in the mine- and war-affected communities, and strengthening the capacity of local professionals to ensure medical, psychological, social and livelihood supports in accordance with the International Mine Action Standards (IMAS).

The results described above, the project will implement the following activities:

Activity 2.1: Conduct mine-action related assessments (e.g., drone imagery, Non-Technical Survey) to identify mine risks in the target communities and the critical areas for socio-economic activities (e.g., households, infrastructure, social facilities, state administrative buildings)

Activity 2.2: Conduct EO survey and site clearance of the households and the objects of critical infrastructure.

Activity 2.3: Conduct Explosive Ordnance Risk Education (EORE) with local population and specialized risk education trainings related EO with the staff of demolition sub-contracting companies.

Activity 2.4: Provide equipment and training for the mine action authorities (e.g., SESU).

Activity 2.5: Technical workshops about national developments of mechanical assets to support humanitarian demining operations

Activity 2.6: Provide mine-victim assistance to local authorities and mine- and war-affected communities through providing grants and equipment and strengthening the capacity of local professionals to ensure medical, psychological, social and livelihood supports in accordance with the International Mine Action Standards (IMAS).

Output 3: Debris, waste and environmentally hazardous materials cleared and dangerous damaged structures safely demolished for swift reconstruction of housing and public socio-economic facilities

- **Estimated number of beneficiaries:** 300,000 (50% women)
- **Key counterparts:** Ministry of Infrastructure, Ministry of Ecology and Natural Resources, Oblast Military Administrations, Environmental Recycling Association of Ukraine, Territorial Community Administrations and City authorities, CSOs and women's organizations (if applicable)

Under this output, UNDP continues to support enhancement of the capacities of local authorities to clear debris and dangerous, damaged structures, enabling the rehabilitation and reconstruction of housing and public socio-economic facilities. It also aims to support the early recovery of debris/waste collection, transport, recycling, and safe disposal by providing equipment, review of the regulatory framework, and development of a business model.

As of September 2023, the Kyiv School of Economics reported that the Russian invasion had damaged or destroyed more than 3,500 educational facilities, including over 1,700 secondary schools, over 1,000 preschools, and 586 higher education institutions. It has also destroyed or damaged 384 hospitals, 352 clinics and more than 167,000 residential buildings, figures that continue to climb. Damage to infrastructure and total losses to gross domestic product have already reached \$151.2 billion. The widespread presence of debris and damaged buildings/ infrastructure is severely impeding the return of residents as well as posing a risk to human health from asbestos, hazardous waste and unstable buildings. Chemicals and hazardous substances are also leaking from some of the damaged infrastructures into the natural environment, impacting on land, water, and air resources.

Given the issues described above, the project will implement the following activities:

Activity 3.1: Conduct assessments and identify suitable debris waste removal and recycling methodologies in the target areas

Activity 3.2: Undertake debris removal and demolition work in accordance with the safety and environmental standards and proper disposal procedures

Activity 3.3: Strengthen capacity of local/municipal authorities to treat debris/waste and recycle the debris waste by providing equipment, reviewing the regulatory framework, and developing a business model

Activity 3.4: Provide technical support to ensure compliance of safety and environmental procedures for the treatment of debris and hazardous substances (e.g., asbestos)

Output 4: Local economy revitalized by strengthening and expanding the private sector in targeted sectors through immediate response solutions in developing capabilities, improving employability, and enhancing business-enabling conditions

- **Estimated number of beneficiaries:** 30,000 (60% women)
- **Key counterparts:** Ministry of Economy, Ministry of Digital Transformation, Ministry of Education and Science, Ministry of Restoration, State Employment Service, State Regulatory Service, Entrepreneurship and Export Promotion Office, business support and membership organizations, including women Business Membership Organizations (BMOs).

Local economic revitalization and robust private sector enable individuals and families to secure livelihoods, thereby reducing vulnerabilities and enhancing overall human security. Furthermore, private sector involvement could lead to innovative grass-roots solutions on community level strengthening social fabric and creating more robust foundation to withstand and recover from crisis – including through the piloting of such sustainable business models as social entrepreneurship, circular and sharing economy solutions.

Immediate economic recovery needs of the key private and public sector actors will be addressed by enhancing their capabilities with training and consulting support, including gender-responsiveness and inclusivity; enabling access to capital through grants, asset replacement, development finance and impact investment solutions, with a special focus on female entrepreneurship and vulnerable groups; fostering connections by soft business support infrastructure, networks, partnerships, market access and internationalization as well as improving conditions including hard and digital infrastructure, policy, legislative and regulatory frameworks, narratives, and norms¹⁵.

Area-based approach will be applied to offer the most relevant solutions for the regions with the different crisis settings and recovery conditions. Under this output specific sectors will be targeted with the highest potential for livelihoods generation, human capital development, job creation, contribution to the reconstruction, internalization, inclusivity and women economic empowerment.

The results described above, the project will implement the following activities:

- **Activity 4.1:** Provide capacity building, advisory support with a grant mechanism established to promote entrepreneurship and job creation, prioritizing war-affected groups including women and youth, IDPs, veterans, returnees among others.
- **Activity 4.2:** Improve employability of the war-affected population, in particular IDPs/returnees and veterans as well as people with disabilities and provide immediate relief at the regional labour market through enhancing capacities and strengthening of governmental authorities, professional and vocational education institutions.
- **Activity 4.3:** Enhance business-enabling conditions with special attention to women and war-affected population by rehabilitating/constructing co-working and co-production facilities, providing shared assets, strengthening soft and digital business support infrastructure, improving access to finance and market opportunities as well as legislation and regulations on business environment and human capital.

Output 5. Integrity and transparency of government mechanisms and processes for crisis management and recovery process strengthened at both national and local levels

- **Estimated number of beneficiaries:** 500.000 (60% women)
- **Key counterparts:** Office of the President of Ukraine, Secretariat of the Cabinet of Ministers of Ukraine, Ministry for Communities, Territories and Infrastructure Development of Ukraine , Ministry of Digital Transformation, Ministry of Foreign Affairs, Ministry of Culture and Information Policy, Ministry of Social Policy, Ministry of Economy, Ministry of Youth and Sports, State agency for reconstruction and development of infrastructure of Ukraine, local communities, civil society organizations

¹⁵ Implementation of this activity may require involvement of the following responsible parties: NGO “Internews -Ukraine” and Charitable Foundation “Fund of Free and Caring”. The budget amount for each of the responsible parties should not exceed USD 150,000.

The government along with at least twenty communities across Ukraine will contribute to integrity, inclusivity and transparency of government mechanisms and processes for crisis management and recovery process strengthened at both national and local levels through a holistic set of interventions based on an evidence based, people-centred, community-driven, coherent, and holistic policy and reinforced capacities. This process involves coordination between various levels of government, including local, national authorities, and encompasses planning, implementing, and monitoring recovery actions to effectively address the crisis and support affected communities. UNDP will support consultative and participatory processes, focused on engaging with women in all their diversity, men, and youth, to identify needs and priorities for national recovery plans and strategies, ensure civic oversight of the recovery processes with due attention to strengthening of the social fabric. It will leverage on the previous support provided to the government on human capital rebuilding and development, with additional focus on reforms required to address the needs and interests of certain war-affected population groups (women, youth, veterans, persons with disabilities, etc.).

This includes activities on providing support to the Government and local communities on enhancing technical capacities to manage challenges at the community level, crisis response and recovery coordination with effective and equal delivery of aid for all. UNDP will provide technical support to local communities to establish a swift, effective, inclusive and accountable process for recovery and reconstruction of critical infrastructure for effective service delivery to citizens, particularly supporting the local recovery planning of 10 local communities to implement recovery plans prepared in the previous JSB project, and additional 20 communities to initial planning under this project. The project will upscale the work on youth engagement in the recovery process through VidNova programme and other national and local mechanisms.

The project will also aim at reducing the corruption risks in recovery processes in Ukraine through (a) at the national level, the development of evidence based, coherent and holistic policy papers, recommendations and guidelines to enhance transparency and accountability of the recovery and reconstruction process in Ukraine; and (b) at national and local levels, enhancing capacities of the anti-corruption commissioners and other stakeholders (civil servants, business representatives, journalists, women, young people etc.); and (c) strengthen the capacities of the Government on enhancing integrity and transparency, through embedding new IT solutions and support with digitalization process at all levels. The project will also expand its support to respond the needs to continue to fight against disinformation and enhance integrity in public communications.

While the Government is accelerating its recovery work, there is an emerging need to develop policies and regulatory frameworks for reconstruction work (e.g., standard procures, regulation standards and codes, special war-time/temporal measures) in the key recovery areas. Additionally, this support extends to conducting training and communication campaigns. These initiatives aim to promote adherence to building regulations and foster inclusiveness during the recovery and reconstruction processes in Ukraine in a green, just and inclusive manner.

To achieve the results described above, the project will implement the following activities:

- Activity 5.1:** Enhance the capacities of the government both at national and local levels, strengthening policies and mechanisms to effectively coordinate the government's gender-responsive recovery and reform processes, including establishing a recovery unit/platform in the priority region to plan, implement and monitor recovery actions.
- Activity 5.2:** Enhance integrity and transparency in the government's recovery processes through digitalization, government-civic engagement and strengthening of the capacity of countering disinformation at the international, national and local levels.
- Activity 5.3:** Establish policies and regulatory frameworks for reconstruction work (e.g., standard procedures, regulation standards and codes, special war-time/temporal measures) in the key recovery areas with solid enforcement mechanisms

Output 6: Capacities of national and local state and non-state actors enhanced to promote human rights and ensure access to justice for all people, with a focus on IDPs, returnees and vulnerable groups

- **Estimated number of beneficiaries:** 500,000 (60% women)
- **Key counterparts:** General Prosecutor Office, Ombudsperson's Office, Ministry of Justice (Free Legal Aid Coordination Center), Ministry of Internal Affairs, National Police, State Judicial Administration, CSOs, including women's organizations

This Output will be implemented under the overall UNDPs work to enhance human rights and access to justice. With UNDP's comparative advantages with the expertise and established multistakeholder partnerships in these areas, the activities under this Output will aim at responding to the need to uphold justice, rule of the law and human rights in the war time.

The activities are designed to ensure the provision of legal and judicial support to all, including the vulnerable population and respond to the additional legal and judicial needs caused by the war, such as the war crime and human rights violation in the war actions. At the same time, the project will support the broader and long-term reform and development trajectories, including integration of Heightened Human Rights Due Diligence principles, promotion of transparency and accountability of justice institutions. Such approach is aimed to restore and then build back better the institutions, legal framework, and human resources and to develop the new ones that are fit for the Ukrainian context and the country's long-term determinations.

The support under this Output will also enhance access to justice and human rights protection that will be enabling and people-centred both in time of the current conflict and in its aftermath, and to support development and operationalization of transitional justice mechanisms of prosecution for war crimes and reparations, in line with international standards.

To achieve the results described above, the project will implement the following activities:

Activity 6.1: Strengthen capacities of state and non-state actors at the national and local levels to promote and protect human rights, access to justice and legal empowerment through building capacity of legal service providers with digitization, establishing alternative dispute resolution mechanisms, expanding victim and witness support and sensitizing the media actors

Activity 6.2: Enhance capacities of national police and judicial actors to carry out evidence-based investigation and processing of human rights violations, war crime cases, CRSV crimes, and armed conflict-related property loss and claims

Resources Required to Achieve the Expected Results

To achieve the expected results outlined in the project, A total of US\$71,600,000 is required, which is funded solely by the Government of Japan. In addition, the project necessitates the involvement of UNDP staff members at country, regional, and headquarters levels. Organizational expertise of UNDP that previously implemented similar projects as well as a robust network with national stakeholders will be utilized to smoothly coordinate and implement the project.

Partnerships

Partnerships with Japanese Actors and Visibility

UNDP will further expand the existing partnerships between UNDP and Japan, demonstrating Japan's strategic priorities for crisis response, recovery and peace, such as human security, including women in peace and security. Leveraging strong relationships and networks with the Ukrainian governments, civil societies, communities and businesses, UNDP will act as an intermediary to connect the respective actors in Ukraine, Japan and the world and bring the knowledge, technologies, and experiences from Japan and the world to Ukraine. In particular, Japan's experiences in the natural disasters, such as large earthquakes, and innovative

technologies for mine-actions, recycling, and green technologies may be conducive to reconstruction and rehabilitation in Ukraine.

UNDP will further expand its partnership with Japanese organizations. UNDP Ukraine will explore every opportunity to collaborate Japanese government, JICA, Japanese NGOs, and Japanese private sector. In particular, JICA reopened their office in Ukraine in November 2023, UNDP expects to further expand its partnership with JICA at the local level. Furthermore, UNDP plans to strengthen partnership with the Japanese businesses and the private sector to promote economic revitalization in Ukraine particularly under Output 4. UNDP will also expand collaborative partnership with Keidanren and Japan External Trade Organization (JETRO) to jointly promote public-private partnerships (PPP) with the Japanese and Ukrainian businesses.

To maintain and further expand the partnership with the Japanese actors, UNDP will give attention to involve Japanese-national staff in project implementation within the rules and regulations of UNDP, while UNDP Tokyo Representative Office will provide liaison support with the Ministry of Foreign Affairs of Japan and JICA Headquarters in Tokyo as well as Japanese NGOs and private sector.

During the implementation of the JSB FY2022 Project, new partnerships were formed with other Japanese Ministries and Agencies, such as the Ministry of Justice (MoJ), Ministry of Economy, Trade and Industry (METI), Reconstruction Agency, and National Police Agency of Japan. UNDP will pursue to further develop these partnerships to jointly implement G7 follow-up initiatives.

UNDP may also look for new partnership opportunities in engaging with Japanese local governments which have the sister-city relationships (e.g., Kyiv-Kyoto, Odesa-Yokohama) to deepen citizen friendship between two countries. Utilizing its strong field presence, UNDP can provide advisory support on the local situations and needs in Ukraine for Japanese NGOs and the private companies. Furthermore, UNDP will explore a possibility to engage with Japanese companies within the rules and regulations of UNDP. UNDP will inform the Japanese Embassy when a Japanese company is selected as a vender/service provider for project activities. Furthermore, the project will explore opportunities to engage with Japanese media to not only disseminate information and stories on support from the Japanese government but also jointly advocate the importance of continuous support from Japan to the Japanese public.

In accordance with the guidelines of Japan-UNDP Partnership Fund, UNDP will make their utmost effort to publicize the partnership between Japan and UNDP for this project. In the past years, UNDP have established solid relationships with local and Japanese media and secure wide coverage. Building on these, UNDP will undertake comprehensive measures to ensure Japan's visibility, which include:

- Ensuring posting Japan's logo on the reports, publications and other publicity materials, such as signboards and T-shirts that the beneficiaries wear during activity implementation.
- Issuing press releases which highlight the Japanese contribution and produce Public Information materials and brochures on Japan's contribution.
- Producing and posting web-articles on UNDP web-page on the activities supported by Japan's contribution. Key web-articles and press releases are to be translated into Japanese and they will be posted on the UNDP Tokyo website.
- Producing and obtaining photos or videos of the activities funded by Japan's contribution, showing Japan's logo or signs.
- Utilizing the social media Facebook, Twitter of UNDP in Ukraine, disseminating information on the activities supported by Japan. UNDP will ensure to mention that the activities are funded by Japan.
- Conducting publicity events with the Japanese Government, benchmarking the key accomplishment of activities, such as agreement signing ceremonies, launch/completion ceremonies of the particular activities, and major conferences related to the project activities. UNDP will inform the Japanese Government of these occasions in advance and facilitate their participation in the event.
- Making sure to mention Japan's contribution when UNDP is delivering speeches in the ceremonial/public events.
- Making arrangements to maximise media coverage on the events related to Japan's assistance.

Risks and Assumptions

Risk analysis was conducted through a detailed assessment of potential risks, their causes, impacts, and the likelihood of occurrence, thereby determining their overall significance as per UNDP corporate risk register methodology as well as Social and Environmental Screening Procedure (SESP) which specifically focus on risks under Social and Environmental category.

Through these approaches, 9 risks were identified and registered in the risk log and SESP (two risks under Safety and Security category, one risk under Operational category, five risks under Social and Environmental category, and 1 risk under Reputational category). For example, a risk was identified for the potential for injuries and casualties to project staff and local populations due to remaining explosive ordnance (EO) at liberated territories during travel on verification visits and project implementation. This risk underscores the importance of safety measures and awareness for those involved in the project. Another risk involved the reconstruction activities initiated by the project, which could result in restricted access to public services, social tensions at municipalities, and potential inconveniences. The impact and likelihood of this risk were evaluated, leading to a categorization of low risk, with stakeholder outreach activities and best practices for social responsibility planned as mitigation measures. Further, a risk related to gender equality and women's empowerment was identified, especially on gender responsive project design and implementation. To prevent this risk, three treatment measures were set: setting gender sensitive targets; undertaking gender analysis and setting gender mainstreaming strategies; and ensuring partners and staff to uphold the highest standard of Prevention of Sexual Exploitation and Abuse (PSEA).

Each risk is accompanied by risk validity period, risk owner, and risk treatment measures that describe how to prevent certain risk from being materialized, and how to minimize the impact if materialized. Please see Annex for detail risk log and SESP. Key assumptions include war situation does not deteriorate to the extent that disable UNDP to implement activities as planned, and the line ministries and subnational governments remain cooperative and supports UNDP in implementing the planned activities.

Stakeholder Engagement

UNDP will build on its presence and broad partnerships it has nationally, regionally and internationally and will enhance them. At the country level, leveraging its strong and extensive relations with the government and other stakeholders, UNDP will work in close collaboration with line ministries, to ensure that government authorities own and lead the entire implementation process, so as to ensure the sustainability of the project. Close collaboration on the local level with public authorities, state/municipality enterprises, civil society organizations, especially those and community representatives will support the effective implementation of the project, allowing to identify the context-specific priorities for the needs and detect potentially problematic implementation concerns at an early stage.

Further to the partnership approach described, the implementation of the project will be highly participatory and will be overseen by a project board. The direct beneficiaries will be engaged based on their willingness and commitment to contribute to the project results on a non-monetary basis. Project activities will be presented to and consulted with existing community, municipality, or oblast-level advisory and advocacy bodies wherever these are present and active. UNDP will leverage existing advocacy and advisory bodies being supported by other UNDP projects at community and oblast level, wherever possible, for ensuring local buy-in and inclusive dialogue around project action and encouraging the project beneficiaries will be actively engaged in the design, implementation, and monitoring of the activities. Training courses, workshops and seminars and other activities of the project will pay attention to ensuring access and involvement in project activities by both women and men and considering gender in studies and recommendations prepared by the project. From its onset, the project will promote ownership by the targeted local authorities and communities.

UNDP will also look for collaboration opportunities with other UN humanitarian agencies to advance Human Security through Humanitarian-Development nexus, building on existing strong partnerships and coordination mechanisms being active at subnational and national levels.

South-South and Triangular Cooperation (SSC/TrC)

The project will make efforts to ensure that the support to address the multidimensional crisis in Ukraine under the human security dimensions are leveraged by the best-practiced UNDP programmes in the regional and global context. For instance, Membership of the Ukrainian Parliament Commissioner for Human Rights in the Global Alliance of National Human Rights Institutions (GANHRI) as well as in the European equivalent, ENNHRI, opens the door to wide cooperation with other NHRIs in the region and all over the world. This cooperation became even more important and valuable in war realm opening door to exchange of experience and common advocacy. These fora were already used by the Ombudsperson to present and elaborate upon the Kyiv Declaration on the role of NHRIs in conflict and post-conflict environments as well as on combating trafficking in humans. Such cooperation enables the UNDP to exchange experience and best practices with other NHRIs from the countries which experienced conflict and post-conflict situations (Moldova, Armenia, Georgia, Western Balkans, etc.). The project will also support documentation and sharing of experiences from other countries in the region and globally on developing digital databases and tools, including direct exchanges through key project capacity building activities.

Digital Solutions

The project leverages digital technologies and solutions in several ways to enhance the experiences of target beneficiaries and partners, as well as to address the identified challenges effectively. For example, the project aims to improve access to justice and legal empowerment by building the capacity of legal service providers through digitization. This involves developing digital databases and tools that facilitate the sharing of experiences and best practices from other countries in the region and globally. Such digital platforms enable direct exchanges and knowledge transfer, which are crucial for capacity building activities within the project. In addition, the project focuses on enhancing the business-enabling conditions with special attention to women and the war-affected population. This is achieved by rehabilitating and constructing co-working and co-production facilities, providing shared assets, and strengthening soft and digital business support infrastructure. Improving access to finance and market opportunities, as well as updating legislation and regulations on the business environment and human capital, are also part of the digital solutions offered by the project.

Digital solutions will be applied in line with relevant UNDP Digital Standards: a) Start with the need; b) Bridge the digital divide; c) Test early and often; d) (Perhaps) Don't build it; e) Do no harm; f) Form the Right Team; g) Measure What Matters; h) Follow The UNDP Data Principles; i) Default to Open; and j) Plan for the Long Term, as well as eight UNDP Digital Principles: a) Safeguard personal data; b) Uphold the highest ethical standards; c) Manage Data Responsibly; d) Make data open by default; e) Plan for reusability and interoperability; f) Empower people to work with data; g) Expand frontiers of data; and h) Be aware of data limitations.

Knowledge

Various trainings and other forms of knowledge transfer conducted under this project, which include producing training curricula and training toolkits, promoting continuous educational use by relevant professional development and education institutions (such as Prosecutors Training Center and others). Analyses and thematic professional guidance produced by experts, recommendations (related to policies, institutional development, legislation, etc.) will be made available to direct beneficiaries, depending on topics and as agreed with relevant institutions and beneficiaries, to limited or broader expert public, or to the public at large. A variety of information materials (such as leaflets, info kits, online content) produced for the purpose of awareness raising and facilitation of access to justice will be disseminated to large categories of indirect beneficiaries or specific groups (e.g. victims of specific crimes and human rights violations). The project will pay attention to extending access to the products for the beneficiaries living with

disabilities. Lessons learned and best practices will be digested in thematic reports or compiled and shared otherwise. A repository of knowledge products will be maintained by the project staff.

Sustainability and Scaling Up

The Project's sustainability and exit strategy shall be built into the Project's approaches and activities. However, before the end of the Project, UNDP will undertake a review of its overall strategy, with a view to developing a detailed plan for transition and exist. The exit strategy will also be informed by the findings of the Project evaluation. The key elements of sustainability and exit strategy include the following:

1. The Project invests in strengthening institutional capacities across the different components of the project that would take the areas of work forward in each Output. The strengthened institutional capacity and mechanisms will remain in place after the project's end. Furthermore, these achievements will build resilience at individual, community, and national levels as well as create a pool of knowledge within institutions that could be further disseminated through peer-to-peer knowledge transfer and applied in future. The project approach to foster inclusivity and solidarity will ensure long-lasting impacts for recovery and peace, including non-discriminative and efficient access to justice, assistance, and remedies for human rights violations for the citizens. Hence, the main elements of the project are centred around strengthening the institutions' knowledge and technical capacities to fulfil the mandate of the government authorities and ensure access to basic services and justice. In that sense, the training and capacity building of relevant government institutions and development of methodologies to provide their services and support to the people of Ukraine with enhanced efficiency and accountability under their designated mandate to sustain the results of the project beyond its end.
2. The project will facilitate partnerships to support sustainability of relevant activities. For example, cooperation between line Ministries, private sector, academia, CSOs to enhance the energy security, food security, quality standards, community security and peaceful coexistence.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

Cost efficiency and effectiveness in the programme management will be achieved through adherence to the UNDP Programme and Operations Policies and Procedures (POPP) and reviewed regularly through the governance mechanism of the UNDP Country Programme for Ukraine. In addition, there are specific measures for ensuring cost-efficient use of resources through using a portfolio management approach. This approach by UNDP Ukraine deployed by its three portfolios – Democratic Governance, Inclusive Development, Recovery and Peacebuilding, and Environment and Energy - ensures synergies and leverages activities and partnerships among several initiatives and projects that are implemented through the Portfolios by UNDP Ukraine. The strategy of this project is to deliver maximum results with the available resources through ensuring the design is based on good practices and lessons learned, that activities are specific and clearly linked to the expected outputs, and that there is a sound results management and monitoring framework in place with SMART indicators. The project aims to balance cost efficient implementation and best value for money with quality delivery and effectiveness of activities.

As proven in the past programme delivery performance, UNDP Ukraine has established arrangements and measures not only to ensure smooth implementation of the activities but also to flexibly adjust the planned activities to meet unexpected needs under highly uncertain and volatile situations by adopting special measures granted to the country office, undertaking close monitoring and follow-up actions and networking with the relevant stakeholders to coin a solution. UNDP Ukraine will utilize its local presence and networks through the five sub-national offices to implement the project activities in a localized manner. Leveraging these experiences and established mechanisms, UNDP Ukraine will continue its effort to improve efficiency and effectiveness of the project activities.

On the financial side, UNDP Ukraine will prepare a financial report at the end of the project, which will constitute the official report of project expenditures for a given period. For any balance at the end of the project, the UNDP Ukraine shall consult with the local Embassy of Japan on its use. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income

derived from Japan-UNDP Partnership Fund. UNDP Ukraine will inform and seek approval from the Japanese Government in case the actual budget expenses go beyond the 20% variance of the planned budget at the Output level.

Project Management

This project will be implemented under the framework of UNDP Country Program Document for Ukraine, applying the Direct Implementation (DIM) modality, where UNDP Ukraine will act as the Implementing Partner. To ensure immediate initiation of the project implementation, UNDP Ukraine may establish an initiation plan (PIP) as a simplified delivery instrument that enables initial activities to be implemented before the project document is complete and ready to be signed. Implementation of the project complies with policies, procedures and practices of the United Nations Development Programme in accordance with UNDP's Programme and Operations Policies and Procedures (POPP) as well as social and environmental sustainability through application of the UNDP Social and Environmental Standards.

The programme implementation team will consist of the experts and specialists for the respective technical areas as well as project and office operations, including M&E and communications, led by senior-level Programme Manager, who is a Japanese national. To ensure effective liaison and close communications with the Government of Japan and UNDP Headquarters, the project deploys two Japanese national specialists in UNDP Tokyo Representative Office (TRO) and UNDP Crisis Bureau (CB).

The programme implementation team will also benefit from wider support services of the Operations Team of UNDP Ukraine, including Procurement, Human Resources and other operational aspects. With guidance from the senior management of the CO, the project team will collaborate with the Strategic Planning, Partnership and RBM Team as well as thematic advisors in CO, Regional Hub and the HQ to obtain their support to ensure policy coherence with overall CO and HQ overall strategies, including HDP Nexus and Early Recovery. Through such collaborations, the good practice and lessons learned from this project will be compiled and shared with relevant humanitarian and development agencies for accelerating future partnerships to realize area-based approach in the country and strengthen programme operations for "stay-and-deliver" in the crisis settings. Furthermore, the implementation programme team will have the technical support of the UNDP GPN. This support will focus on providing technical assistance to the project through GPN ExRoster by deploying Immediate capacity needed for the implementation of the project activities in areas of analysis, capacity development, monitoring and evaluation. The GPN capacity will also be leveraged to support complex studies ensuring timely and efficient delivery of these activities. The programme implementation team will also coordinate with the UNDP's Istanbul Regional Hub (IRH), contributing to and benefitting from exchanges and sharing of experience and expertise within UNDP's regional support.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the United Nations in Ukraine Transitional Framework September 2022-December 2024</p> <p>Strategic Priority 1: Saving Lives (i.e. Mine Action) Strategic Priority 2: Strengthening Systems (i.e. Data generation to inform recovery planning and implementation, Institutional capacity development for national partners) Strategic Priority 2: Building Resilience (i.e. Infrastructure Reconstruction, Energy and Environment)</p>
<p>Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:</p> <p>1.1. Share of population satisfied with recent use of public services, by sex and age (SDG), Baseline (2017): N/A, Target (2020): 40% 1.2. Availability of legal frameworks that promote, enforce and monitor equality and non-discrimination (SDG), Baseline (2016): 3, Target (2020): 4 1.3. Public confidence in the courts (SDG), Baseline (2015): 5%, Target (2020): 35% 3.2. Share of energy produced from renewable sources in the total final energy consumption (SDG) Baseline (2015): 4.9% Target (2020): 11% 3.3. Share of population benefiting from improved coverage by cost-efficient and sustainable energy in the public sector, by sex [IRRF 1.4.], Baseline (2016): 0, Target (2022): 15% (women), 15% (men) 4.2. Proportion of women and girls subjected to physical, sexual or psychological violence in the last 12 months, by form of violence (SDG, IRRF 4.3), Baseline (2014): 17% (any form), 8.8% (physical), 2% (sexual), 14% (psychological), Target (2020): 15% (any form), 6% (physical), 1% (sexual), 10% (psychological)</p>
<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity 3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels And full alignment with UNDP Resilience and Recovery Programme/Framework¹⁶</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL	
Output 1 Critical infrastructures and facilities restored to meet immediate needs of the affected people for providing essential public services and establishing enabling conditions for transformational recovery	1.1 Number of community/Municipal critical infrastructure needs assessments conducted	UNDP Report/Survey	0	Dec 2023	4 assessments	Data collection based on project records Minimal risks
	1.2 The number of the energy/critical infrastructures rehabilitated	UNDP Report/Survey	2	Dec 2023	8 infrastructures/facilities	Data collection based on project records Minimal risks
	1.3 The number of people benefited by the rehabilitated energy/critical infrastructure (at least 3 facilities addressing women's needs)	UNDP Report/Survey	500,000	Dec 2023	750,000 people	Data collection based on project records Minimal risks
Output 2	2.1 EO risk assessment conducted in the critical areas at least in 2 oblasts.	UNDP Report/	2	Dec 2023	2 assessments	Data collection based on project records Minimal risks

¹⁶ <https://www.undp.org/ukraine/undp-resilience-building-and-recovery-programme>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL	
Capacities of mine action authorities and emergency service responders expanded to protect the civilian population from mine/explosive ordnances and secure a safe environment for people's living and socio-economic activities		Survey				
	2.2 Number of the locations which are NTS/EO surveyed and if necessary, cleared from EO	UNDP Report/ Survey	440	July 2023	1,000 residence location and 10 infra./public facilities	Data collection based on project records Minimal risks
	2.3 Number of people who have benefited from EO risk education	UNDP Report/ Survey	4500	July 2023	20,000 people	Data collection based on project records Minimal risks
	2.4 Number of pyrotechnic teams equipped and trained for humanitarian demining	UNDP Report/ Survey	202	Dec 2023	30 units	Data collection based on project records Minimal risks
	2.5 Number of technological developments for demining explored and promoted	UNDP Report/ Survey	0	Dec 2023	1 type of technology	Data collection based on project records Minimal risks
	2.6.1 Number of men and women who improved their knowledge and skills on mine victim assistance and rehabilitation	UNDP Report/ Survey	0	Dec 2023	300 individuals (at least 50% women)	Data collection based on project records Minimal risks
	2.6.2 Number of facilities (e.g. social, medical, educational etc.) equipped to enhance/provide mine victim assistance and rehabilitation	UNDP Report/ Survey	0	Dec 2023	20 facilities	Data collection based on project records Minimal risks
Output 3 Debris, waste and environmentally hazardous materials cleared and dangerous damaged structures safely demolished for swift reconstruction of housing and public socio-economic facilities	3.1 Total cubic meters (m ³)/tons of debris surveyed and facilitated the removal of debris	UNDP Report/ Survey	114,000 tons 79,000m ³	July 2023	100,000 m ³ or 150,000 tons	Data collection based on project records Minimal risks
	3.2 Number of sites demolished and removed	UNDP Report/ Survey	381	July 2023	Up to 1,000 sites (multi-storey, private houses, structures, and sites)	Data collection based on project records Minimal risks
	3.3 Number of communities benefited by debris removal/waste management activities (including provision of equipment for debris recycling/waste management activities, etc.)	UNDP Report/ Survey	0	Dec 2023	At least 6 communities	Data collection based on project records Minimal risks

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS	DATA COLLECTION METHODS & RISKS
			Value	Year	FINAL	
Output 4 Local economy revitalized by strengthening and expanding the private sector in targeted sectors through immediate response solutions in developing capabilities, improving employability, and enhancing business-enabling conditions	4.1 Number of war-affected women and men capacitated for livelihoods generation	UNDP Report/ Survey	0	Dec 2023	5,000 people (at least 60% women)	Data collection based on project records Minimal risks
	4.2 Number of jobs (including for the war-affected groups of the population) created/retained	UNDP Report/ Survey	0	Dec 2023	5,000 people (at least 60% women)	Data collection based on project records Minimal risks
	4.3 Number of male and female entrepreneurs and their employees (including women and representatives of the war-affected groups of population) benefited from improved business-enabling conditions in the targeted oblasts	UNDP Report/ Survey	0	Dec 2023	20,000 people (at least 60% women)	Data collection based on project records Minimal risks
Output 5 Integrity and transparency of government mechanisms and processes for crisis management and recovery process strengthened at both national and local levels	5.1 Number of communities supported by a recovery unit and local recovery plan established	UNDP Report/ Survey	10	Dec 2023	20 communities	Data collection based on project records Minimal risks
	5.2 Number of Public campaigns organized on recovery and reconstruction at community level	UNDP Report/ Survey	0	Dec 2023	20 events	Data collection based on project records Minimal risks
	5.3 Number of analytical papers and policy documents developed	UNDP Report/ Survey	0	Dec 2023	5 papers	Data collection based on project records Minimal risks
Output 6 Capacities of national and local state and non-state actors enhanced to promote human rights and ensure access to justice for all people, with a focus on IDPs and vulnerable groups	6.1 Number of men and women, including vulnerable groups reached by legal service awareness campaigns	UNDP Report/ Survey	0	Dec 2023	100,000 people	Data collection based on FLAS's NHRI's and CSOs' records Minimal risks
	6.2 Number of men and women, including vulnerable groups benefited from enhanced capacities of state and non-state legal service providers	UNDP Report/ Survey	0	Dec 2023	At least 50,000 people (at least 50% women)	Data collection based on project records Minimal risks
	6.3 Number of security/legal/judicial actors (male and female professionals and legal entities with a human rights focus) with improved knowledge and skills to conduct investigations of war crimes, document cases and process human rights violations	UNDP Report/ Survey	25	Dec 2023	200 police officers, investigators, prosecutors and judicial actors (at least 30%women)	Data collection based on project records Minimal risks

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Project Quality Assurance (QA)	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Design and Appraisal QA (at the project kick-off) Closure QA (at operational closure of the project)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	The donor partner and the key stakeholders will be informed about the progress of the project activities, challenge, and lessons learnt.
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 Annual Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Mid-term and End of Project Duration	Any quality concerns or slower than expected progress should be discussed either through the stakeholder meetings or by the project board and management actions agreed to address the issues identified.

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Terminal Evaluation	n/a, but UNDP will share evaluation report with relevant stakeholders for their review and input.	As per "V. Result Framework"	As per "V. Result Framework"	Within three months after project completion	<p>Overall: Ministry of Restoration</p> <p>Output 1: Ministry of Communities, Territories and Infrastructure Development of Ukraine; Ministry of Energy</p> <p>Output 2: State Emergency Service of Ukraine (SESU), Ministry of Internal Affairs;</p> <p>Output 3: Ministry of Restoration</p> <p>Output 4: Ministry of Economy</p> <p>Output 5: Ministry of Digital Transformation of Ukraine; Ministry of Foreign Affairs of Ukraine</p> <p>Output 6: National Police of Ukraine, Ministry of Internal Affairs</p> <p>*To be reviewed in due course when planning the evaluation</p>	USD 60,000

VII. MULTI-YEAR WORK PLAN & BUDGET

NB: Funding source: Government of Japan (code 00141). Implementation party: UNDP (code: 001981)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Activity Timeframe ¹⁷					PLANNED BUDGET
		2024				2025	US\$ Amount
		Q1 (Mar 2025)	Q2 (April-Jun)	Q3 (Jul-Sept)	Q4 (Oct-Dec)	Q5 (Jan-March)	
Output 1: Essential infrastructure restored and equipment and materials provided to secure life-line basic services and winterization supports <i>Gender Marker: 2</i>	1.1 Formulate a critical infrastructure restoration plan for the target community, identifying critical needs for energy, critical utilities, and other socio-economic infrastructures		X	X			1,240,000
	1.2 Rehabilitate or construct key infrastructures for energy, critical utilities (e.g., water, heating, swage), and socio-economic recovery (e.g., industrial facilities, housing, public facilities)			X	X	X	20,000,000
	1.3 Provide emergency equipment and materials to the local authorities and the war-affected population in the areas sustaining faces large-scale damages caused by military actions			X	X	X	4,000,000
	1.4 Provide technical and quality assurance support construction and maintenance of infrastructures and installation of the equipment		X	X	X	X	260,000
	Sub-Total for Output 1						25,500,000
Output 2: Enhanced capacities of mine action authorities and emergency service responders to protect the civilian population from explosive ordnance and environmental hazards <i>Gender Marker: 2</i>	2.1. Conduct mine-action related assessments (e.g., drone imaginary, Non-Technical Survey) to identify mine risks in the target communities and the critical areas for socio-economic activities (e.g., households, infrastructure, social facilities, state administrative buildings)		X				71,000
	2.2 Conduct EO survey and clearance of the households and the objects of critical infrastructure.			X	X	X	908,000
	2.3 Conduct EORE with local population and specialized risk education trainings on EO with the staff of demolition sub-contracting companies.			X	X	X	541,000
	2.4: Provide equipment and training for the mine action authorities (e.g., SESU).			X	X	X	1,430,000
	2.5: Technical workshops about national developments of mechanical assets to support humanitarian demining operations			X	X		50,000

¹⁷ Q1(15 Mar-June 2024); Q2 (July-Sept 2024); Q3 (Oct-Dec 2024); Q4(Jan- 15 Mar 2025)

	2.6 Provide mine-victim assistance to local authorities and mine- and war-affected communities through providing grants and equipment and strengthening the capacity of local professionals to ensure medical, psychological, social and livelihood supports in accordance with the International Mine Action Standards (IMAS).		X	X	X	X	2,000,000
Sub-Total for Output 2							5,000,000
Output 3: Debris, waste and environmentally hazardous materials cleared and dangerous damaged structures safely demolished for swift reconstruction of housing and public socio-economic facilities <i>Gender Marker: 2</i>	3.1 Conduct assessments and identify suitable demolition/debris waste removal and recycling methodologies in the target areas.		X	X			500,000
	3.2. Undertake debris removal and demolition work in accordance with the safety and environmental standards and proper disposal and recycling procedures			X	X	X	7,320,000
	3.3. Strengthen the capacity of local/municipal authorities and key stakeholders to treat debris, municipal solid waste and debris/waste recycling through providing equipment, reviewing the regulatory framework, and developing a business model			X	X	X	3,000,000
	3.4. Provide technical support to ensure compliance of safety and environmental procedures for the treatment of debris, waste and hazardous materials (e.g., asbestos)		X	X	X	X	1,180,000
Sub-Total for Output 3							12,000,000
Output 4: Local economy revitalized by strengthening and expanding the private sector in targeted sectors through immediate response solutions in developing capabilities, improving employability, and enhancing business-enabling conditions <i>Gender Marker: 2</i>	4.1: Provide capacity building, advisory and grant support for self-employment, entrepreneurship and job creation prioritizing war-affected groups including IDPs, veterans, returnees, etc.	X	X	X	X	X	3,808,000
	4.2: Improve employability of the war-affected population, in particular IDPs/returnees and veterans, and provide immediate relief at the regional labour market through restoring capacities and strengthening of professional and vocational education institutions.	X	X	X	X	X	2,079,000
	4.3: Enhance business-enabling conditions by rehabilitating/constructing co-working and co-production facilities, providing shared assets, strengthening soft and digital business support infrastructure, improving access to finance and market opportunities.	X	X	X	X	X	4,113,000
Sub-Total for Output 4							10,000,000
Output 5: Integrity and transparency of government mechanisms and processes for crisis	5.1: Enhance the capacities of the government both at national and local levels, strengthening policies and mechanisms to effectively coordinate the government's recovery and reform processes, including establishing a recovery unit/platform in the priority oblasts to plan, implement and monitor recovery actions		X	X	X	X	2,000,000

management and recovery process strengthened at both national and local levels <i>Gender Marker: 2</i>	5.2: Enhance integrity and transparency in the government's recovery processes through digitalization, government-civic engagement and strengthening		X	X	X	X	1,250,000
	5.3: Establish policies and regulatory frameworks for reconstruction work (e.g., standard procures, regulation standards and codes, special war-time/temporal measures) in the key recovery areas with solid enforcement mechanisms		X	X	X	X	250,000
Sub-Total for Output 5							3,500,000
Output 6: Capacities of national and local state and non-state actors enhanced to promote human rights and ensure access to justice for all people, with a focus on IDPs and vulnerable groups <i>Gender Marker: 2</i>	6.1 Strengthen capacities of state and non-state actors at the national and local levels to promote and protect human rights, access to justice and legal empowerment through building capacity of legal service providers with digitization, establishing alternative dispute resolution mechanisms, expanding victim and witness support and sensitizing the media actors		X	X	X	X	1,177,900
	6.2 Enhance capacities of national police and judicial actors to carry out evidence-based investigation and processing of human rights violations, war crime cases, CRSV crimes, and armed conflict-related property loss and claims.		X	X	X	X	3,322,100
Sub-Total for Output 6							4,500,000
Programme Management/DPC							5,796,296
General Management Support (8%)							5,303,704
TOTAL							71,600,000

*1% RCO Levy will not be applied due to the humanitarian nature of the project.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be governed by the Project Board (PB), which will be responsible for making decisions, in particular when guidance is required by the Project Manager (PM). The Board will play a critical role in project monitoring and evaluations by assuring the quality of these processes and associated products, and by using evaluations for improving performance, accountability and learning. The PB will ensure that required resources are committed. It will also arbitrate on any conflicts within the project and negotiate solutions to any problems with external bodies. The PB meetings are to be organized at least in the mid-term and at the end of the project duration, or to be convened upon necessity. The PB shall be make its decisions in accordance with international standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition. Members of the PB will consist of key national/local government representatives, UNDP senior official, Project Management Team, the donor (i.e., Government of Japan) as well as representative from Civil Society Organization (CSO) and other relevant stakeholders, if necessary. Potential members of the PB will be reviewed and recommended for approval during the Local Project Appraisal Committee (LPAC) meeting. New members or ad-hoc participants can be invited to the PB upon the decision of the Board.

To ensure that the Board will remain sufficiently lean to facilitate its effective operation, the PB will be comprised of members with the roles of the Executive, Senior Supplier, Senior Beneficiary and Quality Assurance.

- **Executive Role:** The role of the Executive will be held by the UNDP and the representative of the government of Ukraine. The Executive is ultimately responsible for the project, assisted by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Project is focused throughout its life cycle on achieving its expected results and delivering outputs that will contribute to longer-term impact. The Executive should ensure that the Project gives value for money, ensuring a cost-conscious approach, and balancing the demands of beneficiary and supplier.
- **Senior Beneficiary Role:** This role requires representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board will be to ensure the realization of project results from the perspective of different stakeholders and beneficiaries.
- **Senior Supplier Role:** Donor or technical partners will hold the role of Senior Supplier. The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the Project (designing, developing, facilitating, procuring, implementing). The Senior Supplier role must have the authority to commit or acquire supplier resources as required.
- **Quality Assurance Role:** The Quality Assurance role supports the Executive role of the PB and is assumed by UNDP Ukraine and by the UNDP HQ, wherever appropriate. The role ensures independent oversight and monitoring functions on behalf of the PB. This role ensures that appropriate programme management milestones are managed and completed.

In the framework of the governance structure of the PB, the Project Implementation Team (PIT) will be established and will comprise of Project Manager, the experts for the respective areas, who will be responsible to carry out the activities with technical soundness, and project implementation support staff, including M&E, Communications, Finance, Human Resources, Procurement and other general administration. Under DIM modality of this project, UNDP Ukraine will serve as an implementing partner and is accountable for design, oversight and quality assurance for implementation of this project. Considering a crisis setting that requires flexibility or innovation in Ukraine, UNDP will be granted within 20% tolerance for the permissible deviation from the initial project annual work plan.

To ensure effective project implementation and quality assurance, Direct Project Costs (Delivery enabling services) are included in the Programme Management budget in accordance with the amount determined by UNDP Ukraine. This covers Project Supervision and Coordination, Programme Coordination, Policy Advice and Quality Assurance, Administrative, Operational, and Other Shared Services and Project Communications, Advocacy and Funding Partner Visibility.

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 June 18, 1993. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

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

X. RISK MANAGEMENT

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]¹⁸ [UNDP funds received pursuant to the Project Document]¹⁹ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.

¹⁸ To be used where UNDP is the Implementing Partner

¹⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- 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. (*Option 3*)

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.

ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Report**
3. **Risk Analysis**
4. **Low-Value Grants (LVG) under the Project**

Risks and Assumptions

Reputational risks include associations (real or perceived) with parties of the conflict, political actors, human-rights violators, which need to be managed through local conflict analyses, wide stakeholder engagement, communication, and coordination with human rights and political arms of the UN system. In addition, regular consultation with counterparts and regular transparent communication of project activities to all stakeholders involved will help mitigate reputational risk. All stakeholders (the donors, other agencies, and communities themselves) should be kept fully informed about the nature and level of risk involved. In addition to communicating intentions and achievements, controlling the narrative is also an essential component in the management of reputational risk. The risk analysis for this programme, identifying the nature of major risks, its probability and likely impact, proposed mitigation measures and responsibility for their implementation is listed below:

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment
1	Escalation of attacks and further deterioration of security situation in Ukraine	As a result of the ongoing war in Ukraine, specifically spread of open hostilities and attacks by Russian/Pro-Russian forces	(1) enhanced security restrictions, that may restrict staff movement, direct consultations with stakeholders/partners and implementation of project activities. (2) potential risk of injury or detention to project staff, contractors, partners, grantees or beneficiaries impacting partners' ability and commitment to execute activities	8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 15-Mar-24 To: 15-Mar-25	Risk Owner: Project Manager Risk Treatment owner: National/Local Authorities, Project Security Specialist/ UNDP Security, UNDSS	Risk Treatment 1.1: UNDP (security and project security specialist) will work in close coordination with UNDSS and the national government while ensuring Regular negotiations with military, formal and informal authorities, and community leaders to secure a safe environment for implementing partners and community members themselves. Project activities will take into account security situation in Ukraine and the necessary revisions will be made to ensure that project activities continue to the extent possible. This may entail scale down of project activities in affected areas until acceptable level of stability is restored. Risk Treatment 1.2: Work with implementing partners with local knowledge and presence for community-based security systems (e.g. for early warning) for each target area. UNDSS/UNDP security coordination and effective information sharing on both current and emerging threats

2	Lack of willingness of stakeholders to cooperate with the project, or changes may occur at the partner government institutions during or after the war, leading to a substantial revision of strategic priorities and a potential lack of commitment to project objectives	Political instability, decrease in public support to government due to inadequate crisis management, growing economic hardships and deteriorating social conditions. High expectation from government partners for the project.	Delays in project activities or inability to achieve project's expected results, especially slowdown of policy and institutional work and weakened sustainability of project interventions	1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 1.3: Added security measures to be considered such as procurement of armored vehicles for required locations, building adequate local security costs into the budget of the programme. Tested business continuity and security plans and standard operating procedures in place and updated regularly to mitigate the impact of existing and potential threats to UNDP staff. Provide security training to UNDP staff and implementing actors.	Risk Treatment 2.1: Project will foster strong relationships and regular communication with partner government institutions to build trust and maintain a shared understanding of project goals and objectives.	Risk Treatment 2.2: If this risk materialised, the project will set up a high level meeting (such as project steering committee) to control the degree of revision to the extent that it does not divert from the project objective.
3	There is a risk that project interventions are not implemented in a gender-sensitive manner and that the full participation of women in the project planning and implementation, and their access to benefits provided by the project may be limited	As a result of low awareness or lack of capacity of project staff and partners of gender equality and women empowerment issues; low interest of women in participation in project activities; pre-existing social and cultural norms in the project target	Which will have implications for project approaches, design, and activities. These implications include the inadequate incorporation and reflection of the views, priorities, and constraints of women and girls, as well as the limited opportunities for their involvement in implementation and access to opportunities and benefits. As a result, equitable opportunities may not be provided,	1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 3.1: The project will uphold the target for women's participation in all project activities to ensure their active involvement and representation; engage and support women's organizations in advocacy efforts, local planning, and budgeting participation, empowering them to voice their perspectives and priorities; allocate a minimum budget specifically dedicated to women's activities, ensuring that sufficient resources are allocated to address their specific needs and promote gender equality within the project.		

areas; lack of regularly updated gender and vulnerability segregated statistical data. hindering the inclusion and empowerment of women and girls in the project.

Risk Treatment 3.2: The project will ensure that its staff and partners uphold the highest standards of conduct for PSEA, which includes familiarizing themselves with UNDP's policies and procedures on PSEA and being informed about the channels available for reporting misconduct.

4	Social media posts made by UNDP, or related to the project activities are blown up with negative and hate comments.	Due to a lack of understanding among certain social media users and their negative sentiments towards some countries involved in procuring items/facilities for the project. There is potential for such sentiments to be exploited for political purposes by certain countries to manipulate the narrative and amplify such negativity.	The proliferation of negative comments against project activities can diminish the reputation of both UNDP and the donor. Such occurrences may negatively influence the donor's internal decisions regarding funding UNDP in the future.	5. REPUTATIONAL (5.1. Public opinion and media) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 2 - Minor Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 4.1: UNDP will carefully select photos and captions to be posted on social media, ensuring clear messaging that highlights how the distributed items will benefit the recipients. Risk Treatment 4.2: In the event that this risk materializes, the UNDP project team will collaborate closely with the communication focal point at the UNDP Country Office to address the situation effectively.
5	Injuries and casualties to project staff and local population	Due to remaining EO at the liberated territories during travel on verification visits and project implementation	Severe physical and mental damages on project staff who need to be provided with medical/psychological care. Severe physical and mental damages to local population. Such occurrence could result in temporary or permanent halt of project activities in the area.	1. SOCIAL AND ENVIRONMENTAL (1.10. Labour and working conditions) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 4 - Extensive Risk level: SUBSTANTIAL (equates to a risk appetite of OPEN)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 5.1: UNDP will work in close coordination with UNDSS, national and local counterparts to secure a safe environment for the implementation of the project's activities. Risk Treatment 5.2: Proper tool, safety equipment and first-aid kits are to be available in the vehicles and on-site. Risk Treatment 5.3: Furthermore, the geographical focus of the project should not be located in a conflict zone, at a distance closer than 20 km from the military operations or on the non-government controlled territory.

6	Unintended negative impact on environment	project activities related to reconstruction and installation	Potential impact on well-being of people, animal and bio-diversity in the affected area. This could result in grievance from local population as well as subnational and central government towards UNDP and donor, which has further financial and reputational implications on UNDP to deal with the impact.	1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 6.1: Project team especially Engineers will ensure the feasibility studies are in line with the environmental requirements. Risk Treatment 6.2: UNDP will consult well with relevant stakeholders before the reconstruction and installation in order to minimize such negative impact.
7	Occurrence of unintended environmental pollution and suspension of project operation	Disruption/absence of basic energy supply in target areas caused by the ongoing war in Ukraine	Potential impact on well-being of people, animal and bio-diversity in the affected area. This could result in grievance from local population as well as subnational and central government towards UNDP and donor, which has further financial implication on UNDP to deal with the impact.	1. SOCIAL AND ENVIRONMENTAL (1.4. Biodiversity conservation and sustainable natural resource management) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 15-Mar-24 To: 15-Mar-25	Project Manager	Risk Treatment 7.1: Project will assess availability of essential services during the selection of target area. Risk Treatment 7.2: The project team and contractors will be equipped adequately to be able to operate during electricity shortages..