

United Nations Development Programme

**PROJECT DOCUMENT – UNDP Ukraine****Project Title: Mykolaiv Strategic Partnership****Project Number:****Start Date:** 1 July 2025**End Date:** 30 June 2028**PAC Meeting date:** 30 June 2025**Brief Description**

The overall objective of the proposed Project is to accelerate the process of reconstruction and recovery in Mykolaiv Oblast, as part of the Mykolaiv-Denmark partnership, with a view to normalising the situation for the current population, facilitating the reintegration of IDPs and refugee returnees, and addressing the specific needs of vulnerable groups to ensure that no-one is left behind. In consultation with Mykolaiv authorities and representatives of Denmark, three broad areas of intervention have been identified as priority:

1. Strengthening the capacities of local authorities to plan and lead the reconstruction and recovery process, fulfil their responsibilities under decentralization reforms, and prepare for the process of EU accession.
2. Improving living conditions through physical reconstruction of critical and social infrastructure and increase provision of, and access to, quality public services, aligned to strategic plans of authorities.
3. Facilitating rapid economic recovery to provide sustainable employment or livelihood opportunities.

Contributing Outcome (UNSDCF, CPD, RPD):

CPD Outcome 1. By 2029 society is more inclusive and cohesive with active civic space and more effective, accountable institutions that enable reform and recovery and safeguard rule of law, human rights, and gender equality

CPD Outcome 2. By 2029, people benefit from a strong economic recovery and decent work, with inclusive labour force participation, increased productivity and reduced regional disparities.

CPD Outcome 3. By 2029, people benefit from inclusive and sustainable management of natural resources, responding to major climate and environmental challenges.

Indicative Output(s) with gender marker: GEN2

Total resources required:

36,285,362.86 USD

Total resources allocated:

UNDP TRAC:

Donor:

Denmark
36,285,362.86
USD
236,000,000
DKK

Government:

In-Kind:

Unfunded:

Agreed by (signatures):

UNDP		DS
Print Name:	Signed by: <i>Auke Lootsma</i>	
Date:	12-Aug-2025	

Initial *al* DS *mg* DS *W* DS *OU*

I. DEVELOPMENT CHALLENGE

In February 2025, Ukraine entered the fourth year of war, with Russia's continuation of its full-scale invasion. The war has taken a severe toll on the country: more than 13,000 civilians have been verified by OHCHR¹ as killed since the start of the invasion, with the true number expected to be much larger; 3.67M people have been internally displaced, more than 6.5 million are refugees abroad, and 14.6M need humanitarian assistance. According to the RDNA4², as of 31 December 2024 the total cost of reconstruction and recovery in Ukraine has been put at \$532 billion over the next decade.

With the inauguration of the new U.S. Presidential Administration in January 2025 the political dynamics have been rapidly developing, even while the country continues to suffer from hostilities, with no concrete end in sight. Russia's drone, missile and artillery attacks destroy residential areas and target energy infrastructure, endangering access to essential services such as heating, electricity, and water supply. An estimated 80 percent of Ukraine's thermal energy supply has already been destroyed, contributing to an increase of people in need of shelter, NFIs and WASH services (7M-9,6M people). Millions of people lack access to social services and require increased social protection. The disruption of educational institutions has affected over 5 million children, with only about 30 per cent attending schools.

Despite the ongoing war, Ukraine's economy has demonstrated resilience. In the first half of 2024, real GDP growth was projected at 4%, surpassing earlier IMF expectations. However, the IMF³ has revised its economic outlook for 2024-2025 downward, reflecting the prolonged war's impact. In a more intense scenario where the war extends beyond the fourth quarter of 2025 and continues until mid-2026, the IMF estimates a total external financing deficit of \$177.2 billion. Under this scenario, real GDP growth would decline by 2.5% in 2025, compared to the baseline projection of 2.5-3.5%. The subsequent recovery would be more subdued due to greater damage to fixed assets, labour force dynamics, and weakened balance sheets, leading to output remaining below pre-war levels for a longer period. In 2025, the planned state budget deficit is expected to reach \$36.5 billion, or 19.4% of GDP.

Against the backdrop of the increasing reconstruction needs and economic challenges, the Government of Ukraine continues its path toward EU accession, having started the accession negotiations in June 2024. The presidential elections, scheduled for 2024, have not been conducted due to martial law, and this decision has been largely supported by public opinion and consensus of the political parties. The organization of parliamentary and local elections remains under discussion, largely being contingent on abolishment of the martial law and cessation of hostilities.

The social fabric of Ukraine remains strong, even though the GoU has faced massive disinformation campaigns, which use distorted data to influence public opinion on issues, such as Ukraine's demographic situation or the situation of Ukrainian refugees abroad. Reintegration of returnees and durable solutions for IDPs remain a priority for the Government, as well as veterans' policy and enhanced support for vulnerable groups.

The RDNA4 estimates that up to 25 percent of Ukraine is contaminated with mines and up to 600 thousand tons of debris and waste have been generated from the destruction of the war. Removing

¹ <https://ukraine.ohchr.org/en/Protection-of-Civilians-in-Armed-Conflict-May-2025>

² <https://openknowledge.worldbank.org/bitstreams/c178c51a-47ea-47c0-a424-e6b38c700dce/download>

³ <https://www.imf.org/en/Countries/UKR>

and safely disposing of this waste, often hazardous, increases the costs of reconstruction. The war has also affected over 20% of Ukraine's natural reserves. Fires sparked by attacks have already damaged over 100,000 hectares of natural ecosystems, at least 900 protected areas together covering 1.2 million hectares or 30% of all protected areas in Ukraine have been affected by shelling, bombing, oil pollution, and military manoeuvres. Some territories of Ukraine's Emerald Network, a European network of protected species and habitat sites are under threat of complete destruction.

Mykolaiv Oblast, as one of the frontline regions, is among the most impacted by the war, as per the RDNA4. Housing, energy generation, education facilities and agriculture are among the most affected sectors. The regional administration is finalizing its Regional Development Strategy and Recovery Plan, and the 52 communities in Mykolaiv Oblast are working on their Community Development Strategies and Recovery Plans. These strategies and plans prioritize key recovery and development areas and interventions, which must guide international investments and partnerships with local authorities. The population of Mykolaiv city has rebounded to pre-invasion levels, from less than 200,000 residents in the 2022-2023 winter to now more than 420,000 residents. The employment rate increased to 58% in 2024, compared to 41% in 2023.

The war has deeply disrupted gender roles and widened inequalities across Mykolaiv Oblast. Women now constitute a disproportionate share of internally displaced persons, single heads of households, and unpaid caregivers. At the same time, they have taken on expanded roles in sustaining community life and informal support networks. However, structural barriers continue to limit their access to formal employment, leadership roles, and essential services. Meanwhile, men, especially those in the military and veterans, face growing psychological distress, social isolation, and shifting economic identities, with limited support systems to help navigate these transitions.

Increasing women's labour force participation is critical for Ukraine's recovery and human capital and despite their significant contributions to humanitarian response and recovery efforts in Ukraine, women remain underrepresented in decision-making positions. No women are represented in the leadership of either the oblast or the city (Governor, Deputy Governors, Mayor, Deputy Mayors) and they are only 15-23% of heads of amalgamated communities in Mykolaiv Oblast, while local authorities rarely include explicit gender criteria or participation benchmarks in their recovery frameworks.

In Mykolaiv oblast, 74.6% of self-employed women work informally, and 70.1% of men. Gender stereotypes continue to limit women's access to technical and vocational education and training (VET), particularly in fast growing sectors like construction, energy, and information technology.

Gender-based violence (GBV) remains severely underreported due to stigma, fear of retaliation, and lack of trust in institutions. In Mykolaiv, over 80% of service providers identified significant gaps in referral pathways and legal aid for GBV survivors, with displaced and rural women most affected. In addition, recent GBV assessment found that girls in Mykolaiv frequently reported harassment in and around schools, compounded by a lack of trusted adults or complaint mechanisms.

Families of veterans commonly report severe mental health issues, increased aggression and isolation from family life.

In addition, recent GBV assessment found that girls in Mykolaiv frequently reported harassment in and around schools, compounded by a lack of trusted adults or complaint mechanisms. Public infrastructure is often reconstructed without ensuring standards of accessibility, leading to social exclusion of persons with disabilities.

Challenges with critical infrastructure – energy, water and heating - make women's caregiving roles even more challenging and lack of lighting due to limited energy leads to personal security concerns.

Denmark's special relationship with Mykolaiv Oblast is described in the Strategic Framework of Denmark's Partnership with Ukraine July 2025 – June 2028 and Denmark's Ukraine Transitional Programme. Mykolaiv region, city and communities are focused on reconstruction, recovery and returns of displaced residents, and with an increasing focus on longer term development reforms. Since the liberation of the territory in Mykolaiv Oblast that was occupied, many short-term needs related to shelter, education, and health were addressed. Now, the focus is increasingly shifting towards longer-term recovery and building back better.

UNDP's support to Mykolaiv Oblast comes within the framework of its Reconstruction, Returns, Resilience and Reforms (R4) Area Based Recovery Framework, which provides a holistic response to complex multisectoral recovery needs and with a focus on capacity strengthening of local authorities to manage the implementation of their strategic plan. At the same time UNDP ensures a whole of society approach to the recovery process by also providing capacity development and support to civil society, private sector, and other relevant stakeholders engagement in recovery processes. The long-term objective of the decentralization and governance reform support is to help Mykolaiv Oblast position itself in the EU accession and the opportunities this process will provide at the local level.

II. STRATEGY

The Programme will focus on Mykolaiv Oblast, as part of the Mykolaiv-Denmark partnership. The programme will expand on results from the two current area-based programmes UNDP is implementing in Mykolaiv Oblast through Denmark's support, as well as leveraging linkages between Mykolaiv Oblast stakeholders and Denmark's national level support to UNDP's programming in areas of democratic governance, civil society, human rights institutions and energy. UNDP commissioned and independent final evaluation of the area-based Recovery and Peacebuilding Programme (2016-2022) and a mid-term review of the Mykolaiv Recovered project. The findings highlighted the success of the area-based approach in furthering recovery in complex contexts and made several key recommendations, including the importance of multi-year funding for early recovery to transition to development, the importance of a strengthened strategic approach on youth; and the importance of continuous capacity development for authorities to have the ability to coordinate and lead their recovery according to their strategic plans. This new three-year strategic partnership with Denmark for recovery and development in Mykolaiv Oblast is built on these lessons.

The overall objective of the proposed Programme is to accelerate the process of reconstruction and recovery in Mykolaiv Oblast, normalising the situation for the current population, facilitating the reintegration of IDPs and refugee returnees, and addressing the specific needs of vulnerable groups to ensure that no-one is left behind. The overall strategy leverages Denmark's holistic approach for Mykolaiv Oblast, addressing issues of participatory governance, economic growth and critical and social infrastructure reconstruction, all in support of the implementation of the Regional Recovery and Development Strategy and Plan, city masterplan, and the community level recovery strategies and plans.

In consultation with Mykolaiv authorities and representatives of Denmark, three broad areas of intervention have been identified as priority:

1. Strengthening the capacities of local authorities to plan and lead the reconstruction and

recovery process, fulfil their responsibilities under decentralization reforms, and prepare for the process of EU accession.

2. Improving living conditions through physical reconstruction of critical and social infrastructure and increase provision of, and access to, quality public services, aligned to strategic plans of authorities.
3. Facilitating rapid economic recovery to provide sustainable employment or livelihood opportunities for all that want them.

The Programme respects the foundational principle of national ownership, and Danish support to the local authorities of Mykolaiv Oblast and the population they serve. It is designed to be conflict-sensitive, with rigorous ongoing monitoring at community level, and with an inclusive, participatory and rights-based methodology that builds the social contract and social relations between people, ensuring that no-one is left behind. It is intended to be environmentally responsive, and to promote circular economy principles, gender equality and women's empowerment, sustainability, decentralised renewable energy generation and commitment to the EU Green Deal and will strengthen the mainstreaming of gender in key recovery strategies of the region and the hromadas. The Programme will take an area-based development (ABD) approach, customised to the specific situation in Mykolaiv Oblast. ABD is defined as an integrated, participatory and inclusive methodology to advance sustainable human development in specific geographically defined target areas that face distinctive complex challenges or vulnerabilities. By implementing multi-sectoral strands of programming in the same place, and at the same time, the Programme aims to achieve synergies between them that allow complex challenges to be addressed and key outcomes to be more easily achieved, e.g., durable solutions for IDPs and refugees⁴, or inclusive economic growth.

Theory of Change

A detailed theory of change and activities proposed are outlined for each Programme Output in Section 3, Results to be Achieved. The overall theory of change can be expressed as:

If... local actors receive sustained capacity development and resources, and

If... infrastructure and services are rebuilt inclusively and sustainably, and

If... economic actors are mobilized and supported through targeted and equitable interventions,

Then...

Mykolaiv Oblast will transition from crisis to recovery and development, with empowered institutions, improved quality of life and equality, and inclusive economic growth, contributing to Ukraine's broader recovery and EU integration.

Because...

⁴ ABD is also particularly well-suited to a nexus working: in Ukraine, UNDP-UNHCR have established "joined-up" programming in favour of durable solutions and the swiftest possible transition from humanitarian assistance.

A resilient and inclusive recovery process that addresses structural inequalities has ensured no one is left behind and has resulted in the return of the displaced population, strengthened democratic governance and accelerated economic revitalization.

Assumptions

1. The areas of active fighting remain largely stalled along the current axes of hostilities, and the security situation allows the project full access across Mykolaiv Oblast.
2. The Government of Ukraine remains stable and committed to the undertaken obligations under international law, including treaties and conventions as well as political commitments.
3. There is a strong political commitment at the highest levels of the government for recovery efforts in the war-affected areas and Mykolaiv Oblast remains a priority region.
4. There is space to deepen recovery and resilience efforts at the local level through engagement with key actors via inclusive mechanisms, ensuring that citizen engagement takes place and is sustained throughout time and with a focus on equality.

Risks

1. Escalation of hostilities disrupts implementation.
2. Limited absorption capacity of sub-national institutions.
3. Delays in procurement or infrastructure works due to security or market constraints.

1. Strengthening Government Capacities

The Government of Ukraine has demonstrated remarkable capacity for effective crisis coordination and management and sustained provision of public services across the country. Capacities are weakest in war-affected areas, however, where challenges are the greatest, largely due to destruction of infrastructure and the displacement of key personnel. In Mykolaiv Oblast, further capacity development is required to support local authorities not just to manage the continued impact of ongoing war, but to implement recovery and reconstruction plans in tandem, and to position for the potential demands that may follow any political settlement. These are likely to include, *inter alia*, the need to establish conducive conditions for the return and reintegration of IDPs and refugees; to ramp-up physical reconstruction and economic recovery efforts; to mitigate the impact of declining levels of external humanitarian assistance, and to promote social cohesion and the social contract in the process. Ensuring that recovery leaves no one behind at the local level requires a rights-based approach that leverages investments by Denmark in national level human rights and democratic governance work.

Building on the successful model of Recovery and Development Offices (RDOs) already established in preceding phases of Denmark's support to Mykolaiv Oblast, the Programme will further capacitate and extend the RDO network for the mobilization and coordination of central Government funds, external grants, loans and FDI, and for monitoring, reporting and partnership management. Mykolaiv Oblast RDOs will benefit from sharing experience with other RDOs across the country and from improving the integration of systems and processes with the Ministry for Communities and Territories Development at national level. Sustainable systems and tools will be required to capture, process and report suitably disaggregated data to support inclusive recovery

processes and ensure environmental monitoring for the public good, in line with new legislation. These systems should also monitor progress on gender equality and women's empowerment outcomes, including women's access to services, participation in recovery processes, and leadership in local governance.

Local authorities will need significant technical assistance to become "*reconstruction ready*", with capacities for project management to international standards of accountability and transparency. All infrastructure interventions should be implemented in partnership with local authorities, with the aim of transferring knowledge on financial accountability and oversight, and the proposed goal of passing funds to a local authority PIU (Project Implementation Unit) in the third year of the Programme for direct implementation. The approach links closely to the importance of local authorities planning and delivering public services in line with decentralisation reforms, the adopted regional and community strategic planning documents and recovery plans and the EU accession process.

The regional administration plays a pivotal role in coordinating implementation of state policies at the community level, supporting effective cooperation among communities, regional economic planning, and public service delivery. The capacity of relevant departments for strategic planning, project implementation, oversight and monitoring will also be strengthened as needed. This includes enhancing the capacity of gender focal points or designated staff within regional and community administrations to ensure that gender equality commitments are integrated into strategic planning, implementation, and monitoring frameworks.

With adequate capacity development initiatives and additional resources, civil society can play a significant role in supporting public service provision, ensuring all interests are represented, and – with mainstream and alternative media – in holding local authorities to account for the efficacy and integrity of the early recovery effort. Regular consultations with both civil society and the private sector on all aspects of reconstruction, returns, resilience, and reforms will be essential to ensuring that local authority actions are fit-for-purpose and that no one is left behind⁵. Particular attention will be given to the engagement and resourcing of civil society organizations focused on issues of gender equality and women's empowerment, youth engagement, rights of people with disabilities, integration of IDPs, and reintegration of veterans. Engaging civil society is also understood as a key element in strengthening social cohesion at a time when the social fabric remains under great strain.

2. Improving Living Conditions

Physical reconstruction remains key to normalising the situation for populations in war-affected areas, improving living conditions and facilitating delivery of public services. While new large-scale infrastructure projects are likely to be postponed until a cessation of hostilities, reconstruction of existing social infrastructure such as schools, health centres, municipal buildings, and waste management services, and public spaces etc., with reconstruction guided by universal design, accessibility for people with disabilities and gender-responsive principles, are all minimum requirements to make places liveable again and to support acceleration of economic activity. Public consultations, including with women, caregivers, and marginalized groups, should inform

⁵ Aligned with the EU's code of conduct on partnership principles, which describes and mandates how local authorities and government should engage stakeholders in the preparation, implementation and monitoring of public investment and regional cohesion programmes.

infrastructure planning to ensure reconstructed spaces meet diverse needs and do not reinforce pre-existing exclusions. This approach should align with Denmark's ongoing support to energy infrastructure in Mykolaiv Oblast through UNDP and other partners, and to water infrastructure through EIB.

Alongside this, maintaining and extending the provision of public services is central to the social contract between citizens and the state, and to lived experience of early recovery. First priority must be transition from provision of humanitarian assistance by external actors to Government responsibility for the most vulnerable in each community. This will require strengthening administrative services - including free legal aid and human rights protection to meet requirements of the resident population and of returning IDP and refugees with a particular focus on reducing structural barriers faced by women-headed households, caregivers, and survivors of gender-based violence - as well as reinforcing social services, to support veterans, people with disabilities, IDPs, SGBV survivors, rural households, and the elderly.

Specific attention should be paid to two further public services. First, significant investment must be channelled into physical and mental health services addressing basic human needs as well as the traumatic impacts of war including conflict-related sexual violence, loss of partners, caregiving burnout, and social isolation experienced disproportionately by women and older persons. While international organisations and local civil society have played a key role in meeting immediate needs on a humanitarian basis, it is now priority to extend and equip state institutions according to Government strategy and legislation, to ensure national standards, accountability, and long-term sustainability of such services. Second, it is necessary to address the major challenge of improving waste management, for reasons of public health, environmental sustainability and compliance with new Government requirements for regional and community-level waste management plans. Capacity development should be made available to support preparation of the plans, improve local waste management systems, and address the issue of unauthorised waste dump sites.

Across all interventions, the Programme will ensure that the reconstruction of living conditions does not reproduce gendered or social inequalities, but instead offers an opportunity to promote inclusion, dignity, and empowerment for all residents, especially those historically excluded from public life and infrastructure planning.

3. Accelerating Economic Recovery

Stimulating economic recovery in directly war-affected areas is essential to ensure jobs and incomes both for the local population and for prospective IDP and refugee returnees. This will become even more urgent in the event of a cessation of hostilities, which will likely result in the return of increasing numbers of veterans to their communities. At the same time, women, many of whom have become primary breadwinners during the war, will require targeted support to sustain their economic participation. Gender-responsive economic recovery must recognize and address unequal access to resources, networks, and employment, and the disproportionate burden of unpaid care work that limits women's opportunities.

Private sector dialogue processes and events will be needed to support economic recovery planning by local authorities and the establishment of a conducive environment for MSME development with special attention to barriers faced by women-led enterprises, social enterprises, and entrepreneurs from underrepresented groups, including analysis of local skills gaps, and proposed VET curricula reform to close them, and the identification and presentation of opportunities for foreign direct

investment (FDI). Local authorities should be encouraged and supported to respond to international private sector interest to engage in the reconstruction of Ukraine, invest in its businesses, and access its markets.

VET in Ukraine has failed to meet its clients' demands for decades and requires substantial modernization. Vocational education remains largely unattractive to young people due to outdated curricula and inadequate facilities. Graduates of vocational schools often face difficulties integrating into the modern labour market. VET programmes are also highly gendered, with women underrepresented in higher-paying technical fields such as construction, energy, and IT. To address this, VET reform must proactively engage girls and women in non-traditional sectors and ensure facilities are inclusive, safe, and accessible for all learners. Moreover, vocational schools are rarely the first choice for individuals seeking to acquire new skills to re-enter the labour market, such as veterans. Consequently, the number of students continues to decline each year, despite a growing shortage of skilled workers. Significant investment is needed to ensure adult education that is fit-for-purpose, supported by public-private partnerships, financial autonomy for institutions, and with a clear vision for helping vulnerable and unemployed groups back into decent and productive work.

Special efforts should also be made to integrate flexible learning options, childcare support, and accessible transportation, which are often necessary to enable women and caregivers to attend training.

Encouraging self-employment and entrepreneurship as alternative income-generating opportunities is a key component in the broader strategy to enhance the livelihoods of individuals in the targeted war-affected regions. Building upon the previously mentioned activities aimed at strengthening and modernizing the VET system, fostering entrepreneurship can create additional pathways for economic participation for diverse population groups. Tailored entrepreneurship support will be provided to women, IDPs, veterans (including female veterans), youth, and people with disabilities, acknowledging that access to capital, land, equipment, and mentorship is often unequal.

III. RESULTS AND PARTNERSHIPS

Expected Results

Outcome 1: Local government institutions are empowered to lead the recovery and development processes in the context of decentralization and preparation for EU accession.

Output 1.1 The network of local authority Recovery & Development Offices is strengthened by enhancing data-driven planning, coordination, and service delivery.



The Programme will ensure continued operations and capacity development of the network of four Recovery and Development Offices (RDOs) already established in Mykolaiv Oblast: Pervomaisk, Voznesensk, Kobleve, and Mykolaiv. A further two RDOs will be established in Bashtanka city (Bashtanka rayon), and Yujnoukrainsk city (Voznesensk rayon). It is envisaged to support individual planning sessions for RDOs, collective training programmes and exchange visits with other RDOs in Ukraine and with the Ministry for Development of Communities. RDOs will be further empowered and capacitated to act as focal points for local authority

planning and delivery of the early recovery effort.

This will require significant work to ensure it is fully data-informed and evidence-based. Both humanitarian and recovery planning currently rely on data generated, managed and owned by external partners and do not sufficiently draw on the scope of government data collected through national digital portals such as Diia and local authorities' administrative data.

Accurate and suitably disaggregated demographic data is particularly important to right-sizing reconstruction of social and critical infrastructure and the capacities and resources that will be needed to sustain service delivery and avoid malinvestment, while addressing as many competing priorities as possible. Work will focus upon i) gender-sensitive war damage assessment; ii) numbers and profiles, including gender, disability and age factors of prospective IDP and refugee returnees, in partnership with UNHCR; ii) overall demographic data with integrated gender analysis necessary to plan provision of education, health and social services; iii) ongoing monitoring of social cohesion and any emerging social tensions at community level. Gender-responsive data analysis will be integrated into planning processes to ensure equitable reconstruction of services and infrastructure, and to track whether recovery efforts reduce, maintain, or exacerbate existing gender disparities.

Implementation of the recovery effort will require significant capacity development work to ensure that relevant authorities at oblast and community level have the necessary systems, skillsets, and resources. In addition to the ability to manage central Government resources, to be increasingly devolved under decentralization reform, local authorities need to be sufficiently capacitated to undertake the mobilization, coordination and implementation of external grants, loans and FDI for reconstruction, as well as monitoring and reporting on received assistance, all in full alignment to their community recovery plans and regional recovery plan. An Aid Information Management

System (AIMS) will be a vital tool to facilitate this, and an especially useful one if built upon a common software platform that can ensure consistency between oblasts, coherence with national requirements, and compliance with OECD standards.

A nexus approach can promote greater collaboration between humanitarian and development actors, while accepting that each has their own separate strategies and planning processes. While humanitarian coordination mechanisms are well established, those for recovery and development support do not exist. Given that they often involve the same sectoral actors as for humanitarian assistance, there is clear scope to establish and integrate coordination mechanisms under leadership of sub-national authorities. Coordination mechanisms should include civil society representatives, particularly women-led organizations and groups representing vulnerable populations, as active participants in recovery dialogue, service design, and oversight. This will strengthen accountability, ensure inclusive recovery priorities, and enhance social trust. Action plans are required to establish capacity development pathways to facilitate transfer of assessments, planning, services and support from external actors to regional and local authorities; identify the costed priority interventions and required financing streams to achieve targeted reductions in humanitarian needs; and the timelines for doing so.

- Activity 1.1.1 Development of RDO network in Mykolaiv Oblast and strengthening linkages to network of RDOs around country and to Ministry of Development.
- Activity 1.1.2 Support to RDOs and local authorities for definition of data needs, including sex-, disability- and age-disaggregated data, data collection and management to support transition from humanitarian assistance to government-led early recovery processes.
- Activity 1.1.3 Provision of technical assistance for RDOs to respond to departmental requests for support in planning public service provision in line with domestic reform processes and the EU accession agenda.
- Activity 1.1.4 Development and roll-out (software provision and training) of common Aid Information Management System (AIMS), compatible with national reporting requirements and compliant with OECD standards.
- Activity 1.1.5 Support to government-led coordination mechanisms to map the pathways, partnerships and resources necessary to manage transition from provision of short-term recovery assistance to renewed focus on longer-term reform and development processes.

Output 1.2 Communities are “*reconstruction ready*”, with human resources and other capacities in place to ensure effective early recovery processes to international standards of transparency, accountability and accessibility.

Local authorities have direct responsibility for the reconstruction effort on their territory, while many – especially those in more remote areas – have neither the experience nor the qualified staff to rise to the challenge. The Programme will provide comprehensive training in project cycle management methodology, financial systems, SOPs and monitoring including participatory planning and budgeting, inclusive procurement practices, and ensuring services and infrastructure respond to the distinct needs of women, men, youth, veterans, caregivers, and people with disabilities. Customized trainings will target personnel in key departments at regional, city, and

community levels, including procurement and finance units, to ensure implementation of recovery and reconstruction funds in line with international standards of accountability and transparency. This will strengthen the absorption and de-risking of investments and is an essential support to the critical anti-corruption agenda imperative to the EU accession process. The concept of accessible cities will be used under reconstruction processes to ensure accessibility and inclusion for all including through universal design, gender-sensitive infrastructure standards, and participatory needs assessments.

The early recovery process must be conducted in a way that builds the social contract between citizens and the State as rights-holders and duty-bearer respectively. While perceptions of the extent to which authorities are responsive to needs of the population experienced a surge in the 2023 SCORE survey,⁶ likely due to the immediate impact of the war and the resulting unity and solidarity among Ukrainians, in 2024 it registered a decline back to pre-war levels. This disconnect between citizens' expectations and the perceived responsiveness of state institutions could undermine recovery efforts and social cohesion if left unaddressed in future. Responsive and capable local institutions committed to inclusive and participatory processes are essential to enhancing trust, as well as the targeting and sustainability of government services and the reconstruction effort. Inclusive digital tools are a key element of promoting inclusion, participation, dialogue, and transparency.

- Activity 1.2.1 Provision of training in all aspects of the project cycle management for relevant local authority departments (identification, formulation, resource mobilization, implementation, procurement, monitoring, financial and results reporting, participatory recovery planning and budgeting. etc).
- Activity 1.2.2 Provision of digital databases, project management and accounting systems to local authority planning, direct works, finance and procurement departments.
- Activity 1.2.3 Revised standard operating procedures and training in corruption awareness and mitigation measures for local authority personnel of construction departments, procurement and finance units.
- Activity 1.2.4 Support for transparency and inclusion initiatives, including public websites and other communications, dialogue forums, consultation processes and accessibility of reconstruction projects.
- Activity 1.2.5 Support implementation of the regional administration digital transformation strategy.
- Activity 1.2.6 Support to local authorities in creating/updating and monitoring of implementation of their strategic development documents, including gender equality targets and indicators, with monitoring mechanisms that involve women's rights organizations and diverse civil society actors.

Output 1.3 Civil society is strengthened and actively engaged in inclusive service delivery and advocacy work to support recovery efforts, promote human rights and gender equality.

Civil society actors continue to contribute significantly as a channel for distribution of humanitarian assistance and in supporting the capacity of government service providers in frontline areas. In the

⁶ <https://app.scoreforpeace.org/en/ukraine/datasets>

recovery process, civil society aspires to actively participate in decision-making and implementation; mobilize membership⁷ and community as rights-holders; promote social cohesion, gender equality and advocate for reforms required by the EU accession process. Civil society organizations that promote gender equality and women's empowerment, youth engagement, IDP integration and veterans' reintegration are a particularly critical part of recovery and strengthening such organizations, including through the UNDP/Denmark supported VidNOVA:UA platform, will be important.

As a specific subset of civil society, mainstream and alternative media also has a key role to play in ensuring integrity and dissemination of news and information, holding local authorities to account, and reflecting the needs and actions of civil society. This will be particularly important in advance of any future end of hostilities, and subsequent election processes. With increasing societal pressure on Government to end the national TV media marathon monopoly, the capacity, positioning and trust of local media will be more important than ever.

To contribute effectively, however, CSOs need capacity development and additional resources to organize, act, represent, advocate and monitor and support to network at the national level. A Call for Proposals modality is an effective way to engage civil society in the early recovery effort, articulating local knowledge, energy and community goodwill to the achievement of targeted results. Using the Call for Proposals modality managed by UNDP, grants will be provided on a competitive basis to support CSOs and the media to engage in i) representation, participatory governance, advocacy and watchdog activities; ii) mobilizing communities for recovery and addressing war-related trauma and mental health; iii) reintegration of veterans; iv) youth participation; v) gender equality and women's empowerment; vi) information integrity and countering disinformation; vii) social entrepreneurship and support to small business' capacity to access loans and grants. These efforts will align to the support to civil society at the national level to network and support community-based organizations in the regions.

Activity 1.3.1 Direct trainings, mentoring partnerships and networking to strengthen CSOs to engage in service delivery, representation and advocacy work, engagement of the recovery effort, promotion of human rights and gender equality.

Activity 1.3.2 Support for CSOs in Mykolaiv Oblast through small grant awards to promote inclusive governance, advocacy, community mobilization, mental health, veterans' reintegration, youth participation, gender equality, information integrity, and social entrepreneurship.

Output 1.4 The Regional System of Environmental Monitoring is in place to protect public health and improve livelihoods.

Improved environmental monitoring is required to manage and minimize the impact that the war and ongoing industrial activities are having on the environment, both to ensure compliance with Ukrainian and EU laws and regulations and to protect public health. Given the implications for public health and economic recovery, the Programme will respond to a priority request from the Mykolaiv Administration to monitor the deteriorating water management situation across the

⁷ This is deemed particularly important to support a fully inclusive approach to early recovery involving CSOs that represent women, youth, veterans and vulnerable groups, ensuring no-one is left behind.

region resulting from the [Kryvbas mine water discharges](#)⁸ and given the loss of the Kakhovka reservoir as a source of water supply and accidental pollution as a result of military operations, and provide expert and technical support to local authorities and the population to develop local environmental monitoring plans as required by the new Law on Environmental monitoring.

Activity 1.4.1 Development of a system of automated water quality monitoring posts. Procurement of automated quality posts on the Southern Bug, Ingul, Synyukha and Ingulets rivers to ensure constant continuous water quality monitoring.

Activity 1.4.2 Modernization of the water monitoring laboratory of the Regional Water Resources Office in Mykolaiv Oblast. The laboratory in Mykolaiv Oblast ensures monitoring of the state of surface waters, including water intake for the needs of the local population. This activity envisages repair work, updating of laboratory equipment that will result in improved technical capacity to handle pollution cases, including those one from military actions.

Activity 1.4.3 Environmental screening to assess the water pollution from military actions. UNDP will support a screening of water samples from bottom sediments and biota for the impact of pollution as a result from military actions. Screening would be included to file the losses as a result of military damages. It is also proposed to investigate and assess the impact of agriculture pollutants (fertilizers, pesticides) on water quality by analyzing groundwater around agricultural fields.

Activity 1.4.4 Design of Regional System of Environmental Monitoring. This activity will include the design and establishment of the Regional System of Environmental Monitoring for Mykolaiv Oblast in line with the Law of Ukraine dated March 20, 2023, No. 2973-IX “On Amendments to Certain Legislative Acts of Ukraine Regarding the State Environmental Monitoring System, Information on the State of the Environment and Information Support for Environmental Management.” The Center that will ensure the functioning of the State environmental monitoring system in the oblast, which covers priority areas and tasks of environmental monitoring within the territory of a specified region, coordination and participation in ensuring the implementation of measures of State and Regional programs, measures and other actions related to environmental monitoring and ensuring the interaction of regional structures of the State environmental monitoring system with the Unified Environmental Platform “EcoSystem.”

Activity 1.4.5 Support to communities in the development and roll-out of environmental monitoring plans. Aligned to the new law on environment monitoring, communities will need to adopt and implement environmental monitoring plans.

⁸ Long-term irrigation with Ingulets water has led to the salinization of some of the region's agricultural land and the deterioration of the region's groundwater quality. About 112,000 hectares of agricultural land in Mykolaiv, approximately 60% of the total irrigated land in the region, is completely dependent on the water quality of the Ingulets River Irrigation System, one of the largest and most powerful irrigation systems in the country.

Outcome 2: Women and men, boys and girls benefit from improved living conditions and access to quality public services through prioritized reconstruction of critical and social infrastructure.

The Regional Recovery Plan and Community Recovery Plans include comprehensive lists of infrastructure reconstruction priorities. As the cumulative cost of the infrastructure to be reconstructed, repaired or refurbished far exceeds the available budget of 120m DK, further discussions will be needed in order to prioritize.

It is proposed that priorities are identified based on local authorities' planning priorities, UNDP feasibility studies and approval of the Project Board which includes Mykolaiv Administration, Embassy of Denmark and UNDP. At the inception of the programme this process will inform the decisions on the social infrastructure to be included, ensure alignment to existing strategic plans, and finalise fund allocation between Outputs accordingly. Supported by the capacity development provided under Outputs 1.1 and 1.2, infrastructure reconstruction, refurbishment and repair will be conducted in line with accessibility standards, barrier-free and universal design principles to guarantee accessibility of vital services to all citizens, including people with disabilities.

Output 2.1 Social infrastructure is restored to facilitate effective provision and accessibility of public services.

Social infrastructure will be improved to enhance public service accessibility through the reconstruction, refurbishment, and equipping of key facilities. This includes healthcare centers, social service spaces, vocational training institutions, and educational establishments. These efforts aim to strengthen community services and support vulnerable groups.

Activity 2.1.1 Reconstruction and/or refurbishment and equipping of cluster and sub-cluster major healthcare facilities.

Activity 2.1.2 Construction or refurbishment of premises for social services provision, including veterans' spaces, youth centers, assisted living accommodation, etc).

Activity 2.1.3 Repair and equipping of VET centres.

Activity 2.1.4 Repair and equipping of other educational institutions (kindergartens, lyceums, gymnasias etc).

Output 2.2 Public service provision is strengthened to ensure equal access for war-affected people, displaced persons, and other vulnerable groups.

Building on current work in Mykolaiv, the Programme will extend work to build capacities of Administrative Service Centres to cover more communities and to support integration and/or durable solutions for returning IDPs and refugees. An existing fleet of mobile service units will be enlarged to extend coverage to more communities, offering a range of priority administrative services (primarily focused on social protection, pension, identity documents, registration of personal and official transport), as well as legal, medical, personal care and information services. All services provided will integrate gender-responsive protocols, ensuring safety, confidentiality, and accessibility for women, girls, and other groups who face heightened barriers to accessing public services, such as survivors of gender-based violence (GBV), people with disabilities, and older

adults. Service design will consider the realities of caregiving burdens, stigma, or lack of documentation that disproportionately affect women and displaced populations.

In parallel, the Programme will engage the Free Legal Aid System (FLAS) and civil society organizations to enhance access to effective and qualified primary legal aid. This will encompass developing the capacities of paralegals to provide consultations and, as appropriate, referrals to the FLAS, advocacy and awareness raising initiatives to familiarize returnees with their entitlements and the avenues and tools to receive legal consultations. Deliberate efforts will be made to train paralegals identifying with special attention groups (i.e. the veteran community, people with disabilities, survivors of domestic or gender-based violence and women advocates, etc.) who are likely to be more aware of and competent to assist on, the distinct legal challenges faced by these groups. Along with this, capacity development support will be provided to the FLAS local offices, as needed.

The Programme will partner with the sub-national Ombudsperson's office (aligned with support to the national level human rights institution), local women's organizations and organizations of people with disabilities and legal aid providers to offer additional support for vulnerable groups navigating the legal process, including understanding their rights, benefits and access to services. Social services will receive support to establish mobile service teams to ensure service provision to remote and rural populations communities, in particular elderly rural women, who are among the most vulnerable. The Programme will also build capacities for primary health care in communities and emergency medical treatment, including upgrading of the regional blood donation service.

- Activity 2.2.1 Support to physical Administrative Service Centres (ASCs, aka TSNAPs) and provision of specialized vehicles, equipment to extend services to remote communities, in particular elderly rural women.
- Activity 2.2.2 Provision of equipment and training to Free Legal Aid Service to extend further support to IDP/refugee returnees and marginalized/vulnerable groups in a gender-sensitive manner.
- Activity 2.2.3 Provision of technical and material support to the sub-national Ombudsperson's office, including on women's human rights.
- Activity 2.2.4 Establishment of an assisted living model and provision of vehicles and training to expand mobile social services teams for Mykolaiv, plus transportation services for people with disabilities.
- Activity 2.2.5 Support to creation of barrier-free environment and accessible services to people with disabilities by provision of assistive technologies, reasonable accommodation, equipment and training of personnel of social, health, and administrative services' providers.
- Activity 2.2.6 Increasing capacity of community primary health care institutions, including as a safe entry point for GBV survivor care and referrals, in line with national protocols.
- Activity 2.2.7 Training of paramedics and provision of mobile capacity plus blood donation service upgraded through training and equipment.

Output 2.3 The network of mental health centers is established to improve the provision of psycho-social and rehabilitation services for war-affected and vulnerable populations.

The Programme will invest significant resources in establishing state-run mental health and psychosocial support within health cluster and sub-cluster facilities, in line with Government strategy, to meet the high-levels of need within directly war-affected areas. Veterans, youth, people with disabilities, SGBV survivors and frontline first responders are expected to benefit disproportionately from the intervention. This will also include reconstruction of mental health infrastructure. In parallel, the Programme will support community awareness efforts to reduce stigma around mental health, particularly among men, veterans, and rural populations, and will promote inclusive, gender-sensitive messaging to encourage uptake of services by those who may be reluctant or face social stigma. Additionally, the programme will enhance the capacity of communities to provide rehabilitation services at the local level for people with war-related traumas and disabilities.

Activity 2.3.1 Development of a network of mental health centres in medical institutions (6 Mykolaiv), including facilities (re-)construction, equipping, technical assistance and gender-sensitive and trauma-informed staff training, and vehicles for mobile outreach and networking and training with national level stakeholders.

Activity 2.3.2 Refurbishment of rehabilitation facilities, support to rehabilitation mono services, rehabilitation mobile services, social rehabilitation models and provision of specialized equipment and training of professional staff.

Output 2.4 Sustainable waste management is ensured through the establishment of regional waste management systems.

Activity 2.4.1 Improvements to regional waste management system. According to the Cabinet of Ministers of Ukraine decree #663 each oblast should design the Regional Waste Management Plan which will ensure sustainable waste management cycle and accounting of different types of waste. UNDP will support design of such plan for the Mykolaiv Oblast.

Activity 2.4.2 Support local communities to improve local waste management systems. Subsequent to the creation of the Regional Waste Management Plan, each community of the oblast should introduce the Community Waste Management Plan. UNDP will support design of the Community Waste Management Plan blueprint and will conduct the capacity building of the communities in Mykolaiv oblast to support them in this endeavour.

Activity 2.4.3 Support the Mykolaiv Oblast authorities to address the issue of unauthorized waste dump sites. UNDP will provide support to the Mykolaiv Oblast in regards of listing of unauthorized waste dump sites, assessments of the compositions and addressing the issue with the disposal of identified waste.

Outcome 3: War-affected and vulnerable populations benefit from sustainable employment and improved livelihoods through rapid economic recovery.**Output 3.1 Conducive environment for rapid economic recovery strengthened through local and international private sector engagement.**

Local authorities have a key role to play in the development and implementation of regional economic strategies and the establishment of a conducive environment for the private sector to engage with and reinforce the early recovery effort. Private sector dialogue processes and events are needed to support economic recovery planning by local authorities and, *inter alia*, the establishment of fertile conditions for MSME development; identification of local skills gaps, and VET curricula reform to close them; as well as the identification and presentation of opportunities for foreign direct investment (FDI).

Special attention will be paid to ensuring gender-balanced participation in private sector dialogue events and FDI promotion efforts, encouraging local and international investors to support women-led enterprises, inclusive business models, and employment schemes that actively address the care burden and reintegration of veterans and people with disabilities. UNDP will also promote gender-sensitive business incentives and ensure that public procurement and investment opportunities are accessible to women entrepreneurs and youth-led MSMEs.

Activity 3.1.1 Inclusive local authority-led consultation processes and dialogue events at community level to establish priorities for VET reform and to identify and present as the opportunities that foster inclusive and equitable economic recovery for foreign direct investment (FDI).

Activity 3.1.2 Collation, translation and dissemination of public tender offers and opportunities for FDI in the target Oblasts, organisation of trade fairs and expos, on-demand logistical and networking support to inbound investment and trade delegations.

Output 3.2 VET system is strengthened through public-private partnership to expand employment opportunities and accessible working environment.

Building on Activity 2.1.3 for the renewal of VET institutions in Mykolaiv, capacity building for VET managers and training staff is essential to support the integration of best modern practices, both from within Ukraine and abroad, and to ensure the high-quality delivery of training services. Short-term retraining courses for the war-affected population in the target regions is considered an effective tool for fostering employment and aligning the skills of the workforce with the evolving demands of the labour market. By offering targeted training to vulnerable groups, specialised programs can help individuals quickly acquire the necessary skills to re-enter the workforce, boosting their independence and improving the labour force participation rate. Recognizing gendered barriers to access, training programs will integrate non-traditional skills development for women, promote male participation in caregiving-related professions, and include flexible scheduling and childcare options where feasible. Stereotypes around vocational roles will be addressed in collaboration with education institutions and employers. Special attention will also be given to encouraging men's uptake of reskilling support, especially among those affected by job displacement or combat-related trauma.

Training will be accompanied by a public-private partnership initiative focused on creating or enhancing employment opportunities for graduates of the target VET institutions. The initiative will generate job creation in several ways, including through the introduction of innovative practices in the educational process and the establishment of new structures or partnerships. Additionally, the initiative will work to improve the image of vocational education as a credible pathway to decent work. By engaging both public and private sector stakeholders, this approach aims to bridge the gap between education and employment, ensure relevance and proper ownership of educational outcomes, and to provide graduates with valuable opportunities to enter the workforce and contribute to the regions' economic recovery.

- Activity 3.2.1 Provision of equipment and skills training for VET managers and teaching staff including gender equality and unconscious bias training, development of gender-sensitive career guidance, and modules to promote diverse occupational pathways for women and men.
- Activity 3.2.2 Design and delivery of trainings tailored to the needs of the private sector, including specialized programs for women, veterans, internally displaced persons (IDPs) and returnees with ensuring its accessibility to people with disabilities, with participation subsidies on assessed basis.
- Activity 3.2.3 Fostering public-private partnership in VET at regional and national level for creation of job employment opportunities, including creation of accessible working environment for employees with disabilities and support of inclusive hiring policies and non-discriminative work environments.

Output 3.3 Entrepreneurship and SMEs are supported to enhance the livelihoods of war-affected and vulnerable population.

Encouraging self-employment and entrepreneurship as alternative income-generating opportunities is a key component in the broader strategy to enhance the livelihoods of individuals in the targeted war-affected regions. Building upon the previously mentioned activities aimed at strengthening and modernizing the VET system, fostering entrepreneurship creates additional pathways for economic participation for diverse population groups. By equipping individuals with the necessary skills and resources, including those gained through VET training programs, this initiative supports the creation of sustainable, independent livelihoods.

In parallel with improving VET institutions and aligning them with labour market needs, the focus on self-employment will empower graduates and other individuals, particularly women, veterans, people with disabilities, and internally displaced persons (IDPs), to start their own businesses by addressing key barriers such as limited access to finance, care obligations, mobility constraints, and gender stereotypes around entrepreneurship and business ownership. Support will be tailored to diverse needs, including female-headed households, youth-led initiatives, and home-based or care-integrated business models. These initiatives will provide practical solutions for income generation and reduce reliance on traditional employment opportunities. This will be achieved through investments in entrepreneurial skills development, advisory services, and the provision of professional equipment necessary for entrepreneurial activities, including for VET program

graduates. By linking vocational skills development with entrepreneurial opportunities, the Programme aims to create a comprehensive support ecosystem that fosters both employment and economic independence, with a focus on the most vulnerable.

Activity 3.3.1 Trainings for entrepreneurial skills development.

Activity 3.3.2 Provision of inclusive business advisory services, including support to especially underrepresented groups in where and how to access finance.

Activity 3.3.3 Provision of start-up packages for qualifying entrepreneurs from Mykolaiv region graduating from VET and business development courses.

Resources Required to Achieve the Expected Results

The budget of the Programme appears as Section VII of this document, Multi-Year Workplan, and includes descriptions of the inputs required for each budget line.

In addition to the substantive inputs, other necessary resources required include direct Programme management costs (including staff and operational expenses, security surcharge, evaluation and audit allocations), UNDP Country Office Delivery Enabling Services (DES – 2%), General Management Support (GMS – 8%) and contribution to the Office of the UN Resident Coordinator (RC Levy – 1%).

Partnerships

The key partners to the action are:

- 3) The Ministry for Development of Communities and Territories of Ukraine, Mykolaiv Oblast and City Administrations as senior beneficiaries of the Programme.
- 3) The Danish Embassy office in Mykolaiv city, as partner and representative of Denmark as co-chair of the Project Board.
- 3) The Mykolaiv Steering Committee comprised of representatives of authorities and Denmark, and which maintains the overview of all Denmark's investments in Mykolaiv region under the Ukraine Transitional Programme of the Danish MFA.
- 3) Local civil society organizations in Mykolaiv region, including women's rights CSOs, selected to implement Programme activities or successful applicants of the Call for Proposals for small grants (Activity 1.3.2).

UNDP is overall responsible for the implementation of the project in line with UNDP guidelines and procedures, aligned to the extent possible to Ukrainian and EU standards, guidelines and procedures. Interventions will be launched in response to the requests from the local authorities, who will be included in different elements of project planning, implementation and monitoring with a view to transferring UNDP's knowledge on project management and oversight. The local authorities may also be invited to participate in the evaluation committee of procurement processes as observers, in accordance with UNDP POPP guidelines.

The approval process of the large infrastructure investments under the project will be based on a procedure that ensures local ownership as well as coordination with other partners:

- 1) The city and regional authorities identify needs based on recovery plans and assessments and provide list of priorities to UNDP for review, assessment and verification.
- 2) UNDP, in partnership with the local authorities, carries out a detailed feasibility study for selected sites to assess available options/identify requirements, establish scope and to determine the cost.
- 3) Local authorities are encouraged to share information on the suggested investments with civil society and the broader public to promote transparency and collect feedback.
- 4) Local authorities and UNDP will present the proposed list of infrastructure investments to the Mykolaiv Steering Committee, which maintains a holistic overview of all Denmark's infrastructure investments in Mykolaiv region, and then MFA Denmark will provide approval.

Risks & Assumptions

The Programme will be implemented in the midst of an ongoing war, in areas close to current frontlines of the conflict. A high degree of flexibility from all stakeholders will be required to meet possible changes in the security context over the three-year implementation period envisaged. Deterioration in the security situation may require activities to be re-formulated to meet emergency needs, or re-targeted to operate in safer areas; cessation of hostilities may require programming to re-balance toward addressing immediate post-war challenges such as the socio-economic implications of a sudden influx of veterans, IDPs and refugees.

Changes to the operating environment will be considered on an ongoing basis by the Project Board to be established (see Section VIII below), and consequent adjustments to programming agreed on a tripartite basis by the Government of Ukraine, Embassy of Denmark, and UNDP Country Office.

Stakeholder Engagement

The project will engage with all key stakeholders in Mykolaiv region, city and communities with a whole of society approach:

- Ministry for Development of Communities and Territories of Ukraine, other line ministries in Kyiv as relevant, including Social Policy, Education, Health, Veterans Affairs and others
- Mykolaiv Regional administration, city administration and community authorities
- Community based organizations
- Civil society organizations
- Private sector partners
- Veterans' associations
- Youth associations
- Women's organizations
- IDP councils
- Embassy of Denmark and Denmark's Office in Mykolaiv

Knowledge

The Programme will support local authorities with definition of data needs, data collection and management to support the recovery and reconstruction effort, including war damage assessment, numbers and profiles of prospective IDP and refugee returnees, overall demographic data necessary to plan provision of education, health and social services, and measures of social cohesion at local level. It will also establish an Aid Information Management System (AIMS), coherent with national reporting requirements and compliant with OECD standards, develop SOPs and training curricula to support local authorities to become “reconstruction ready”, and promote environmental monitoring in line with Ukrainian and EU laws and regulations.

Sustainability & Scaling Up

Enhancing national ownership is both a foundational principle of the intervention and an overarching approach that will be applied to the design and implementation of all activities, as a key stratagem for ensuring their sustainability.

The first result area, Local Government Capacities Strengthened, specifically aims to promote transition from provision of humanitarian assistance by external parties to government control and direction of recovery and reconstruction processes, with the input and support of local civil society. Similarly, the second result area, for normalization of living conditions, focuses upon building sustainable capacities to improve the quality and reach of key public services, in line with relevant sector strategies and legislation.

The final result area, for accelerating economic recovery, aims to promote Ukrainian private sector development primarily by establishing a conducive environment for business, including supply side reform of the vocational training system, interventions which – owned and delivered by local authorities – are designed to be both sustainable and replicable.

IV. PROJECT MANAGEMENT

Being fully integrated into the overall UNDP area-based programming framework, the Project will be implemented in a cost efficient and effective manner by the area-based subnational team, in close collaboration and policy guidance from the three Portfolios of UNDP at the national level.

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

- The Project will leverage UNDP personnel already present in Mykolaiv and other UNDP sub-national personnel who are thematic experts in relevant output areas and already implementing the activities of the ongoing Denmark-funded projects in Mykolaiv.
- All procurement procedures will be conducted, as required by UNDP procurement regulations, on the basis of international standards and best value for money.

From an effectiveness point of view:

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

umbrella including those already financed by Denmark during the course of 2025 (Enhanced Citizen Engagement; Mykolaiv Recovered; and the UCRF-Funded project addressing mine action and displacement in Mykolaiv region).

Project Management

The Project will be managed as one of a ‘family’ of nexus interventions funded by Denmark. All Denmark-funded projects will be led jointly by an international Project Coordinator, responsible for coordination of multi-dimensional nexus programming under the Area-based recovery Framework, reporting to the existing UNDP Head of Area-Based Recovery in Ukraine.

The role of the Project Coordinator will include liaison with local authorities, ensuring “joined-up” implementation of UNDP’s national and area-based development (ABD) programming through UNDP thematic teams (see below), and the coordination work necessary with Government, UN Agencies and other implementing actors.

The Project will be delivered by a number of thematic teams organized within the three portfolios by which UNDP Programme work in Ukraine is structured: Democratic Governance and Social Inclusion; Inclusive Economic Growth and Sustainable Development; and Energy and Environment. Each team is responsible for delivery of relevant components of this multi-sectoral project. The Project herein will contribute to the costs of the Project Coordinator, Head of Area-Based Recovery, dedicated thematic experts and team support staff, on a pro-rata, timesheet basis.

All UNDP area-based staff, and outposted personnel of relevant thematic teams, share offices in five sub-national hubs that form the backbone of the UNDP Ukraine field presence, and which provide platforms for the coordination and delivery of donor initiatives. The rationale and mandate of the hubs is to ensure a consistent and coherent territorial approach that supports evidence-based planning, extracts synergies between UNDP intervention to maximize impact - coordinating with, and complementing where possible, the activities of others – and which brings together sectoral reporting to capture results and outstanding needs on a location-specific basis.

The Programme will contribute proportionally to hub costs, including rent, heat, power and other utilities, security and transportation services.

UNDP civilian armoured and soft-skin vehicles required for the transportation support of the project will be assigned as the project assets in the UNDP ERP, with the depreciation to be reported as the project expenses. The procurement of one new armoured and one new soft-skin vehicle will be initiated from the project resources. However, only the depreciation charge for the duration of the project will be reported as the project expenses (not the full purchase value of vehicles).

Communications and Visibility

A strategic communications element is central to the implementation and will serve as a vehicle to raise the visibility of Programme stakeholders, recovery response, and related achievements in the targeted areas, as well as to promote an integrated community recovery approach. The Programme will formulate a gender-responsive communications plan ensuring that Programme messaging reflects the diverse experiences and contributions of women, men, youth, veterans, elderly individuals, people with disabilities, and other groups in compliance with UNDPs principles of gender-responsive communications. Communications will also seek to shift harmful gender norms, combat stigma (e.g., around mental health, male vulnerability, or caregiving), and promote positive, non-stereotypical portrayals of recovery actors. The Programme communications strategy will be

integrated within the Area-Based Recovery Communications Strategy and the UNDP Country Office Communications Strategy.

Effective communications and visibility, including visibility of Denmark, will be ensured by developing and disseminating high-quality audio-visual materials that highlight the role of women, veterans, older people, youth, and other communities in recovery efforts through traditional press and social media platforms (Facebook, YouTube, Twitter etc.), press-releases and articles on progress and achievements with related stories of human impact and community transformation. Reports and communication materials will be gender-balanced, inclusive, and free of stereotypes, showcasing both male and female leadership in resilience-building and community reconstruction. They will be shared with partners and key public stakeholders to support and underpin the planning and implementation of recovery activities by a range of national and international partners.

UNDP will promote the support received from Denmark through all Programme publications and visibility materials in accordance with available visibility guidelines. New mechanisms for knowledge collection, storage and sharing, as underpinned by the UNDP “Future Forward” Digital Strategy will be deployed to make sure that experiences and results achieved are meaningfully disseminated. UNDP will organize and/or facilitate high-level missions and handover ceremonies with the Embassy of Denmark in Kyiv and the Danish Office in Mykolaiv to communicate and promote visibility of Programme activities.

Monitoring and Reporting

The Programme’s detailed Results & Resources Framework (RRF) establishes suitably gender and vulnerability-disaggregated baselines and targets against which progress toward achievement of Outputs can be measured. All indicators will be fully aligned with those of the UNDP Ukraine Country Programme Document (2025-2029) and the R4 Framework for Area-Based Recovery programming. To ensure a gender-sensitive and intersectional monitoring approach, the Programme will collect, whenever possible, sex-, age-, and disability-disaggregated data for all key performance indicators.

Implementation of the Programme will be accompanied by ongoing monitoring regime at community level to inform formulation and implementation of all interventions, and comprising prospective perception studies, incident reporting, social media monitoring, focus group discussions with key demographics and regular liaison meetings with authorities. The project will maintain flexibility and draw on the monitoring and learning processes to adapt activities as needed based on changing circumstances. To uphold quality assurance, Programme monitoring visits will be conducted by Monitoring and Evaluation Specialists on a quarterly basis.

Monthly coordination meetings will be convened with the Embassy Office in Mykolaiv and quarterly informal briefings with Denmark MFA. An annual meeting of the project steering committee will be convened to discuss results and lessons.

Narrative Progress Reports will integrate any findings providing insights into how interventions address gender-specific barriers and opportunities. These reports will be prepared and submitted to the Embassy of Denmark in Kyiv, and to the Danish MFA in Copenhagen on an annual basis. The final narrative report to be submitted upon Programme closure will be accompanied by a full financial report.

Additionally, in accordance with UNDPs programming policies and procedures, the Programme will be monitored and evaluated according to the outline provided in Annex II.

V. RESULTS FRAMEWORK⁹

Intended Outcome Areas as stated in the UNSDCF/UNDP Country Programme Document:

1. CPD Outcome 1. By 2029 society is more inclusive and cohesive with active civic space and more effective, accountable institutions that enable reform and recovery and safeguard rule of law, human rights, and gender equality
2. CPD Outcome 2. By 2029, people benefit from a strong economic recovery and decent work, with inclusive labour force participation, increased productivity and reduced regional disparities.
3. CPD Outcome 3. By 2029, people benefit from inclusive and sustainable management of natural resources, responding to major climate and environmental challenges.

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

- 1.1. Level of public satisfaction with accountability of authorities disaggregated by age, sex (CPD Outcome indicator).
- 1.2. Community cooperation disaggregated by age, sex.
- 2.1 Number of people benefiting from improved infrastructure for recovery in crisis or post-crisis settings.
- 2.2 Level of public satisfaction with: Provision of administrative services disaggregated by age, sex (CPD Outcome indicator).
- 2.3. Number of people supported with legal aid services and legal aid information.
- 3.1. Number of VET students who benefited from improved equipment and/or rehabilitation (disaggregated by sex).
- 3.2. Number of people employed or those started or expanded their business with the Project's support (disaggregated by sex, returnee, IDP and veteran status).

Applicable Output(s) from the UNDP Strategic Plan: 1.2. Social protection services and systems strengthened across sectors with increased investment; 2.1 Open, agile, accountable and future-ready governance systems in place to co-create and deliver solutions to accelerate SDG achievement; 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding; 3.2 Capacities for conflict prevention and peacebuilding strengthened at regional, national and sub-national levels and across borders; 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods.

Project title and Quantum Project Number:

⁹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Outcome Indicators Result 1: Local Government Capacities Strengthened.	1.1. Level of public satisfaction with accountability of authorities disaggregated by age, sex (CPD Outcome indicator).	SCORE	4.1	2024	At least the same level	At least the same level	At least 0.5 improvement	Non-cumulative indicator. Risk: As of now, there is no commitment that the SCORE survey will be conducted during all years of the project's implementation.
	1.2. Community cooperation disaggregated by age, sex.	SCORE	7.5	2024	At least the same level	At least the same level	At least 0.5 improvement	Non-cumulative indicator. Risk: As of now, there is no commitment that the SCORE survey will be conducted during all years of the project's implementation.
Outcome Indicators Result 2: Living Conditions Normalised.	2.1. Number of people benefiting from improved inclusive and gender-responsive infrastructure (disaggregated by sex, age, disability, IDP status).	Project records	0	2025	2,915	11,660	20,005	
	2.2. Level of public satisfaction with: Provision of administrative services disaggregated by age, sex (CPD Outcome indicator).	SCORE	7.2	2024	At least the same level	At least the same level	At least 0.5 improvement	Non-cumulative indicator. Risk: As of now, there is no commitment that the SCORE survey will be conducted during all years of the project's implementation.
	2.3. Number of people (disaggregated by age, sex and disability status) supported with legal aid services and legal aid information.	Project records	0	2025	500	1,000	1,500	Risk: Intensification of hostilities.
Outcome Indicators	3.1. Number of VET students who benefited from improved equipment and/or rehabilitation (disaggregated by sex).	Project records	0	2025	480	700	700	

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Result 3: Economic Recovery Accelerated.	3.2. Number of people employed or those started or expanded their business with the Project's support (disaggregated by sex, returnee, IDP and veteran status) with at least 50% of women.	Project records	0	2025	25	200	250	
Output 1.1 <i>Existing network of local authority Recovery & Development Offices further expanded and strengthened.</i>	1.1.1. Number of established and supported RDOs which actively participate in national-level gender-responsive planning and coordination (disaggregated by community).	Project records	4	2025	6	6	6	
	1.1.2. Number of experts who support RDO in providing technical assistance to respond to departmental requests and gender-responsive planning public service provision (disaggregated by sex).	Project records	0	2025	6	6	6	
	1.1.3. Aid Information Management System (AIMS) at oblast level is established for reporting and coordination of external aid and investments.	Project records	Yes/No	2025	No	Yes	Yes	Non-cumulative indicator.
Output 1.2 <i>Communities are "reconstruction ready", with human resources and other capacities in place to ensure effective early recovery processes to international standards of transparency and accountability.</i>	1.2.1. Number of representatives of local authorities with improved skills in project gender-transformative cycle management, including resource mobilization, procurement, monitoring, financial and results reporting (disaggregated by sex).	Project records	0	2025	50	100	150	
	1.2.2. Number of local development strategies created or updated with UNDP support that incorporate gender equality objectives and inclusive recovery priorities.	Project records	0	2025	4	4	4	
Output 1.3	1.3.1. Number of Civil Society representatives receiving direct training,	Project records, events' reports	0	2025	125	250	375	

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
<i>Civil Society mobilized to the Early Recovery effort.</i>	mentoring, or networking support (disaggregated by sex, age, community).							
	1.3.2. Share of civil society representatives reported satisfaction with training and mentorship programmes.	Post-training survey	0%	2025	85%	85%	85%	Non-cumulative indicator.
	1.3.3. Number of funded CSO projects successfully implemented.	Project records	0	2025	12	24	24	
	1.3.4. Number of beneficiaries of the implemented CSO projects supported by Project (disaggregated by sex).	Project records	0	2025	2400	4800	4800	
Output 1.4 <i>Improved environmental monitoring safeguards public health and promotes livelihoods.</i>	1.4.1. Number of water monitoring posts established and functioning (disaggregated by community).	Project records	0	2025	2	2	2	Risk: Insufficient engagement of local authorities in establishing monitoring posts.
	1.4.2. The water monitoring laboratory of the Regional Water Resources Office is fully equipped.	Project records	Yes/No	2025	Yes		Yes	Non-cumulative indicator. Risk: Insufficient engagement of local authorities in operating the equipment provided.
	1.4.3. The number of polluting substances that authorities have capacity to monitor.	Project records	0	2025		At least 10 primary pollutants	At least 10 primary pollutants	Risk: Equipment is not effectively used or maintained by local authorities.
	1.4.4. Regional system of environmental monitoring is established and functioning.	Project records	No	2025	Yes	At least 10 primary pollutants	Yes	Non-cumulative indicator. Risk: Insufficient engagement of authorities in establishing the system.
	1.4.5. Number of environmental monitoring plans developed to properly monitor the	Project records	0	2025			4	

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	environment (disaggregated by community).							
Output 2.1 <i>Critical and social infrastructure repaired to facilitate provision of public services.</i>	2.1.1. Number of health care facilities supported (disaggregated by community).	Project records	0	2025	1	4	At least 7	Risk: Shortage of qualified contractors due to proximity to the frontline, changing security conditions, potential shelling, and risk of damage to rehabilitated buildings.
	2.1.2. Number of social service facilities supported (disaggregated by community and type of facility).	Project records	0	2025	1	4	At least 6	
	2.1.3. Number of VET centres repaired and equipped (disaggregated by community).	Project records	0	2025	0	2	At least 4	Risk: Shortage of qualified contractors due to proximity to the front line, changing security conditions, potential shelling, and risk of damage to rehabilitated buildings.
	2.1.4. Number of educational facilities repaired and equipped (disaggregated by community).	Project records	0	2025	1	4	At least 6	
Output 2.2 <i>Strengthened provision of basic services.</i>	2.2.1. Number of specialized vehicles deployed for provision of administrative services (disaggregated by community).	Project records	0	2025	0	3	6	
	2.2.2. Number of free legal aid providers and paralegals trained to extend further support to IDP/refugee returnees, GBV survivors and marginalized/vulnerable groups	Project records	0	2025	30	60	90	Risk: Intensification of hostilities.

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	(disaggregated by sex and age) in gender-sensitive and inclusive manner.							
	2.2.3. The sub-national ombudsperson's office is fully furnished and equipped for effective functioning.	Project records	No	2025	No	Yes	Yes	Non-cumulative indicator. Risk: Intensification of hostilities.
	2.2.4. Number of mobile social service teams established and operational (disaggregated by community).	Project records	0	2025	0	5	10	
	2.2.5. Number of infrastructure or service improvement initiatives implemented enhancing accessibility and safety for people with disabilities, women and older people.	Project records	0	2025	5	10	10	Risks: Shortage of qualified contractors due to proximity to the front line, changing security conditions, potential shelling, risk of damage to rehabilitated buildings and insufficient stakeholder participation in the process.
	2.2.6 Number of representatives from social, health, and administrative service providers trained in barrier-free and survivor-centered approaches.	Project records	0	2025	50	100	100	Risk: Insufficient stakeholder participation in training sessions.
	2.2.7. Number of community primary health care institutions with increased capacities.	Project records	0	2025	5	15	20	
	2.2.8. Number of paramedics trained (disaggregated by sex).	Project records	0	2025	100	210	420	Risk: Intensification of hostilities.
Output 2.3 Strengthened provision of mental health, and psycho-	2.3.1 Number of mental health centers and rehabilitation facilities supported with increased capacity and equipped (disaggregated by community).	Project records	0	2025	2	8	12	Risk: Intensification of hostilities. Lack of a sufficient number of psychiatrists and

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
social services and rehabilitation								psychotherapists in communities. Shortage of qualified contractors due to proximity to the front line, changing security conditions, potential shelling, and risk of damage to rehabilitated buildings
	2.3.2 Number of health care professionals trained in mental health and psychosocial support (disaggregated by sex) in gender-sensitive manner.	Project records	0	2025	100	250	500	
	2.3.3 Number of people who received services from improved mental health centers and rehabilitation facilities (disaggregated by sex).	Project records	0	2025	[TBD]	[TBD]	[TBD]	
Output 2.4 Enhanced waste management systems and services in place.	2.4.1. The regional waste management system is operational.	Project records	Yes/No	2025	No	Yes	Yes	Non-cumulative indicator. Risk: Insufficient commitment from authorities to adopt the proposed plan.
	2.4.2. Number of representatives of local authorities (+ academia, business, expert NGOs and public) trained to implement the local waste management systems (disaggregated by sex).	Project records	0	2025	0	200	200	Risk: Insufficient stakeholder participation in training sessions.
	2.4.3. Number of Unauthorized waste dump sites identified with the Project's support.	Project records	0	2025	10	20	20	Risk: Grievances from the local population using these illegal dump sites.

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
Output 3.1 <i>Conducive environment for rapid economic recovery strengthened through local and international private sector engagement.</i>	3.1.1. Number of stakeholders engaged in establishing priorities for VET reform and attracting foreign direct investment (FDI) through consultations, promotional activities, and public dialogue events.	Project records	0	2025	25	150	150	Risk: Insufficient stakeholder participation in the process.
Output 3.2 <i>VET system strengthened.</i>	3.2.1. Number of VET institutions supported (disaggregated by community).	Project records	0	2025	0	2	At least 4	Risk: Intensification of hostilities.
	3.2.2. Number of VET managers and teaching staff trained through specialized programs supported by the project (disaggregated by sex).	Project records	0	2025	15	60	100	Risk: Insufficient stakeholder participation in training sessions.
	3.2.3. Number of people who completed re-skilling programs (disaggregated by sex, IDP status, veteran status, and employment status after completing the courses).	Project records	0	2025	15	120	200	Risk: Intensification of hostilities.
	3.2.4. Number of women who graduated from courses in sectors with traditionally low female labour force participation.	Project records	0	2025	[TBD]	[TBD]	[TBD]	
	3.2.5. Number of documented partnerships between VET schools and local employers.	Project records	0	2025	0	At least 5	At least 5	Risk: Insufficient stakeholder participation in the process.
Output 3.3 <i>Entrepreneurship & SMEs supported.</i>	3.3.1. Number of people who improved their knowledge and skills through entrepreneurship development training (disaggregated by sex, IDP status and veteran status) including 30 % of women and	Project records	0	2025	20	350	350	Risk: Intensification of hostilities.

EXPECTED RESULTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS <i>All targets are cumulative unless stated otherwise.</i>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	FINAL	
	marginalized groups applying acquired skills to start or expand a business in non-traditional or male-dominated sectors.							
	3.3.2. Number of people received business advisory services through tailored capacity-building programmes from local service providers (disaggregated by sex).	Project records	0		0	20	40	Risk: Intensification of hostilities.
	3.3.3. Number of people who benefited from start-up packages, including graduates of VET and/or business development courses (disaggregated by sex) with 30 % of women and marginalized groups reporting increased income or business sustainability.	Project records	0		0	20	40	Risk: Intensification of hostilities.

VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the Results and Resource Framework (RRF) will be collected, entered in UNDP Ukraine Integrated Monitoring and Reporting Platform (IMRP), and analysed to assess the progress of the project in achieving the agreed outputs	Regularly on a monthly basis.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project at the design, after two years of implementation and at closure stage.	Design, implementation and closure stages	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,	Annually, and three months after conclusion of the end of the project (final report)	Performance of final data, risks, challenges, lessons learned and quality will be discussed with the donor.		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and any evaluation or review reports prepared over the period.				
Project Review Project Board	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed 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
Mid-Term Review	Denmark			December 2026	authorities	
Final Evaluation	Mykolaiv authorities and Denmark			Last quarter of project implementation	authorities	

VII. MULTI-YEAR WORK PLAN ¹⁰¹¹

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
OUTCOME 1. LOCAL GOVERNMENT CAPACITIES STRENGTHENED										
Output 1.1: Existing network of local authority Recovery & Development Offices further expanded and strengthened.	Activity 1.1.1 Development of RDO network in Mykolaiv Oblast and strengthening linkages to network of RDOs around country and to Ministry of Development.	162,600.00	975,600.00	487,800.00	325,200.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,951,200.00	300,000.00
<i>Gender marker: GEN 2</i>	Activity 1.1.2 Support to RDOs and local authorities for definition of data needs, data collection and management to support transition from humanitarian assistance to government-led early recovery processes.	325,200.00	1,235,760.00	1,236,702.88	325,200.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	3,122,862.88	480,144.97

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	Activity 1.1.3 Provision of expert consultancy budget (TA) for RDOs to respond to departmental requests for support in planning public service provision in line with domestic reform processes and the EU accession agenda.	-	325,200.00	162,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	487,800.00	75,000.00
	Activity 1.1.4 Development and roll-out (software provision and training) of common Aid Information Management System (AIMS), compatible with national reporting requirements and compliant with OECD standards.	-	1,951,200.00	1,951,200.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	3,902,400.00	600,000.00
	Activity 1.1.5 Support to government-led coordination mechanisms to map the pathways, partnerships and resources necessary to manage transition from provision of short-term recovery assistance to renewed focus on longer-term reform and development processes.	162,600.00	487,800.00	487,800.00	162,600.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,300,800.00	200,000.00
	Sub-Total for Output 1.1	650,400.00	4,975,560.00	4,326,102.88	813,000.00				10,765,062.88	1,655,144.97
Output 1.2: Communities are “reconstruction ready”, with human resources and other capacities in place to ensure effective early recovery processes to	Activity 1.2.1 Trainings in all aspects of the project cycle management for relevant local authority departments (identification, formulation, resource mobilisation, implementation, procurement,	162,600.00	650,400.00	650,400.00	162,600.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	1,626,000.00	250,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
international standards of transparency, accountability and accessibility.	monitoring, financial and results reporting etc).							cost; individual consultants		
<i>Gender marker: GEN 2</i>	Activity 1.2.2 Provision of digital databases, project management and accounting systems to local authority planning, direct works, finance and procurement departments.	97,560.00	552,840.00	552,840.00	292,680.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,495,920.00	230,000.00
	Activity 1.2.3 Revised standard operating procedures and training in corruption awareness and mitigation measures for local authority personnel of construction departments, procurement and finance units.	97,560.00	162,600.00	162,600.00	97,560.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	520,320.00	80,000.00
	Activity 1.2.4 Support to transparency and inclusion initiatives, including public websites and other communications, dialogue forums, consultation processes and accessibility of reconstruction projects.	-	260,160.00	455,280.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	715,440.00	110,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	Activity 1.2.5 Support implementation of the regional administration digital transformation strategy.	-	520,320.00	780,480.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,300,800.00	200,000.00
	Activity 1.2.6 Support to local authorities in creating/updating and monitoring of implementation of their strategic development documents.	-	162,600.00	325,200.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	487,800.00	75,000.00
	Sub-Total for Output 1.2	357,720.00	2,308,920.00	2,926,800.00	552,840.00				6,146,280.00	945,000.00
Output 1.3: Civil Society mobilized to the Early Recovery effort	Activity 1.3.1 Direct trainings and/or mentoring partnerships and networking to strengthen CSOs to engage in service delivery, representation and advocacy work, engagement of the recovery effort, promotion of human rights and gender equality.	130,080.00	813,000.00	1,333,320.00	520,320.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	2,796,720.00	430,000.00
<i>Gender marker: GEN 2</i>	Activity 1.3.2 Support for CSOs in Mykolaiv oblast through small grant awards to promote inclusive governance, advocacy, community mobilization, mental health, veterans' reintegration, youth participation, gender equality,	-	3,414,600.00	3,804,840.00	650,400.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	7,869,840.00	1,210,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	information integrity, and social entrepreneurship.							cost; individual consultants		
	Sub-Total for Output 1.3	130,080.00	4,227,600.00	5,138,160.00	1,170,720.00				10,666,560.00	1,640,000.00
Output 1.4: Improved environmental monitoring safeguards public health and promotes livelihoods.	Activity 1.4.1 Development of a system of automated water quality monitoring posts. Procurement of automated quality posts on the Southern Bug, Ingul, Synyukha and Ingulets rivers to ensure constant continuous water quality monitoring.	325,200.00	2,601,600.00	975,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	3,902,400.00	600,000.00
<i>Gender marker: GEN 2</i>	Activity 1.4.2 Modernization of the water monitoring laboratory of the Regional Water Resources Office in Mykolaiv Oblast. The laboratory in Mykolaiv oblast ensures monitoring of the state of surface waters, including water intake for the needs of the local population. This activity envisages repair work, updating of laboratory equipment that will result in improved technical capacity to handle pollution cases, including those one from military actions.	162,600.00	1,300,800.00	813,000.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	2,276,400.00	350,000.00
	Activity 1.4.3 Environmental screening to assess the water pollution from military actions. UNDP will support a screening of water samples from bottom sediments and biota for the impact of pollution as a result from military actions.	-	487,800.00	487,800.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	975,600.00	150,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	Screening would be included to file the losses as a result of military damages. It is also proposed to investigate and assess the impact of agriculture pollutants (fertilizers, pesticides) on water quality by analyzing groundwater around agricultural fields.							cost; individual consultants		
	Activity 1.4.4 Design of Regional System of Environmental Monitoring. This activity will include the design and establishment of the Regional System of Environmental Monitoring for Mykolaiv oblast in line with the Law of Ukraine dated March 20, 2023, No. 2973-IX "On Amendments to Certain Legislative Acts of Ukraine Regarding the State Environmental Monitoring System, Information on the State of the Environment and Information Support for Environmental Management." The Center that will ensure the functioning of the State environmental monitoring system in the oblast, which covers priority areas and tasks of environmental monitoring within the territory of a specified region, coordination and participation in ensuring the implementation of measures of State and Regional programs, measures and other actions related to	325,200.00	975,600.00	975,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	2,276,400.00	350,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	environmental monitoring and ensuring the interaction of regional structures of the State environmental monitoring system with the Unified Environmental Platform "EcoSystem."									
	Activity 1.4.5 Support to hromadas in the development and roll-out of environmental monitoring plans. Aligned to the new law on environment monitoring, hromadas will need to adopt and implement environmental monitoring plans.	195,120.00	975,600.00	780,480.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,951,200.00	300,000.00
	Sub-Total for Output 1.4	1,008,120.00	6,341,400.00	4,032,480.00	-				11,382,000.00	1,750,000.00
	Subtotal for Outcome 1	2,146,320.00	17,853,480.00	16,423,542.88	2,536,560.00				38,959,902.88	5,990,144.97
	OUTCOME 2. LIVING CONDITIONS NORMALISED									
Output 2.1: Social infrastructure repaired to facilitate effective provision and accessibility of public services.	Activity 2.1.1 Reconstruction and/or refurbishment and equipping of cluster and sub-cluster major healthcare facilities.	2,926,800.00	5,853,600.00	6,829,200.00	6,178,800.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	21,788,400.00	3,350,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
								cost; individual consultants		
<i>Gender marker: GEN 1</i>	Activity 2.1.2 Construction or refurbishment of premises for social services provision, including veterans' spaces, youth centers, assisted living accommodation, etc).	1,951,200.00	4,878,000.00	3,902,400.00	4,552,800.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	15,284,400.00	2,350,000.00
	Activity 2.1.3 Repair and equipping of TVET centres.	32,520.00	7,642,200.00	4,032,480.00	1,300,800.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals; travel cost; individual consultants	13,008,000.00	2,000,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	Activity 2.1.4 Repair and equipping of other educational institutions (kindergartens, lyceums, gymnasias etc).	1,951,200.00	4,227,600.00	3,902,400.00	4,878,000.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	14,959,200.00	2,300,000.00
	Sub-Total for Output 2.1	6,861,720.00	22,601,400.00	18,666,480.00	16,910,400.00				65,040,000.00	10,000,000.00
Output 2.2: Strengthened provision of basic services	Activity 2.2.1 Support to physical Administrative Service Centres (ASCs, aka TSNAps) and provision of specialized vehicles, equipment to extend services to remote communities.	-	6,016,200.00	3,414,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	9,430,800.00	1,450,000.00
<i>Gender marker: GEN 2</i>	Activity 2.2.2 Provision of equipment and training to Free Legal Aid Service to extend further support to IDP/refugee returnees and marginalized/vulnerable groups.	-	487,800.00	1,110,054.72	325,200.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,923,054.72	295,672.62
	Activity 2.2.3 Provision of technical and material support to the sub-national Ombudsperson's office.	260,160.00	520,320.00	650,400.00	260,160.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	1,691,040.00	260,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
								cost; individual consultants		
	Activity 2.2.4 Establishment of an assisted living model and provision of vehicles and training to expand mobile social services teams for Mykolaiv, plus transportation services for people with disabilities.	195,120.00	3,739,800.00	3,544,680.00	650,400.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	8,130,000.00	1,250,000.00
<i>Gender marker: GEN 2 – the output is designed to contribute significantly to gender equality.</i>	Activity 2.2.5 Support to creation of barrier-free environment and accessible services to people with disabilities by provision of assistive technologies, reasonable accommodation, equipment and training of personnel of social, health, and administrative services' providers.	650,400.00	3,252,000.00	3,642,240.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	7,544,640.00	1,160,000.00
	Activity 2.2.6 Increasing capacity of community primary health care institutions.	195,120.00	3,252,000.00	3,707,280.00	650,400.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	7,804,800.00	1,200,000.00
	Activity 2.2.7 Training of paramedics and provision of mobile capacity, plus blood donation service upgraded	-	1,951,200.00	1,951,200.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops;	3,902,400.00	600,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	through training and equipment.							procurement of equipment, furniture, goods, services; travel cost; individual consultants		
	Sub-Total for Output 2.2	1,300,800.00	19,219,320.00	18,020,454.72	1,886,160.00				40,426,734.72	6,215,672.62
Output 2.3: Strengthened provision of mental health, psycho-social services and rehabilitation	Activity 2.3.1 Development of a network of mental health centres in medical institutions (6 Mykolaiv), including facilities (re-)construction, equipping, technical assistance and staff training, and vehicles for mobile outreach and networking and training with national level stakeholders.	-	3,252,000.00	7,804,800.00	1,951,200.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	13,008,000.00	2,000,000.00
<i>Gender marker: GEN 2</i>	Activity 2.3.2 Refurbishment of rehabilitation facilities, support to rehabilitation mono services, rehabilitation mobile services, social rehabilitation models and provision of specialized equipment and training of professional staff.	-	1,951,200.00	4,552,800.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	6,504,000.00	1,000,000.00
	Sub-Total for Output 2.3	-	5,203,200.00	12,357,600.00	1,951,200.00				19,512,000.00	3,000,000.00
Output 2.4: Enhanced waste management systems and services in place	Activity 2.4.1 Improvements to regional waste management system. According to the Cabinet of Ministers of Ukraine decree #663 each oblast should design the Regional Waste Management Plan which will ensure sustainable waste management cycle and accounting of different types of waste. UNDP will support	65,040.00	650,400.00	585,360.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,300,800.00	200,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
	design of such plan for the Mykolaiv Oblast.									
<i>Gender marker: GEN 2</i>	Activity 2.4.2 Support local communities to improve local waste management systems. Subsequent to the creation of the Regional Waste Management Plan, each community of the oblast should introduce the Community Waste Management Plan. UNDP will support design of the Community Waste Management Plan blueprint and will conduct the capacity building of the communities in Mykolaiv oblast to support them in this endeavour.	-	325,200.00	975,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,300,800.00	200,000.00
	Activity 2.4.3 Support the Oblast authorities to address the issue of unauthorized waste dump sites. UNDP will provide support to the Mykolaiv Oblast in regards of listing of unauthorized waste dump sites, assessments of the compositions and addressing the issue with the disposal of identified waste.	97,560.00	487,800.00	1,626,000.00	390,240.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	2,601,600.00	400,000.00
	Sub-Total for Output 2.4	162,600.00	1,463,400.00	3,186,960.00	390,240.00				5,203,200.00	800,000.00
Subtotal for Outcome 2		8,325,120.00	48,487,320.00	52,231,494.72	21,138,000.00				130,181,934.72	20,015,672.62
OUTCOME 3. ECONOMIC RECOVERY ACCELERATED										

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
Output 3.1: Conducive environment for rapid economic recovery strengthened through local and international private sector engagement.	Activity 3.1.1 Inclusive local authority-led consultation processes and dialogue events at municipal/ hromada level to establish priorities for VET reform and to identify and present as the opportunities for foreign direct investment (FDI).	162,600.00	989,908.80	162,600.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals; travel cost; individual consultants	1,315,108.80	202,200.00
Gender marker: GEN 2	Activity 3.1.2 Collation, translation and dissemination of public tender offers and opportunities for FDI in the target Oblasts, organisation of trade fairs and expos, on-demand logistical and networking support to inbound investment and trade delegations.	9,756.00	1,728,112.80	227,640.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost	1,965,508.80	302,200.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
								and communication equipment, telephone charges and postals; travel cost; individual consultants		
	Sub-Total for Output 3.1	172,356.00	2,718,021.60	390,240.00	-				3,280,617.60	504,400.00
Output 3.2: TVET system strengthened.	Activity 3.2.1 Provision of equipment and skills training for TVET managers and teaching staff.	130,080.00	2,211,360.00	780,480.00	130,080.00	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	3,252,000.00	500,000.00
<i>Gender marker: GEN 2</i>	Activity 3.2.2 Design and delivery of trainings tailored to the needs of the private sector, including specialized programs for women, veterans, internally displaced persons (IDPs) and returnees with ensuring its accessibility to people with disabilities, with participation subsidies on assessed basis.	97,560.00	943,080.00	910,560.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel cost; individual consultants	1,951,200.00	300,000.00
	Activity 3.2.3 Fostering public-private partnership in TVET at regional and national level for creation of job employment opportunities, including creation of accessible working environment for employees with disabilities.	9,756.00	965,844.00	-	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; travel	975,600.00	150,000.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
								cost; individual consultants		
	Sub-Total for Output 3.2	237,396.00	4,120,284.00	1,691,040.00	130,080.00				6,178,800.00	950,000.00
Output 3.3: Entrepreneurship & SMEs supported	Activity 3.3.1 Trainings for entrepreneurial skills development	97,560.00	2,075,751.60	-	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals; travel cost; individual consultants	2,173,311.60	334,150.00
<i>Gender marker: GEN 2</i>	Activity 3.3.2 Provision of business advisory services, including support in where and how to access finance.	-	540,482.40	227,640.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture,	768,122.40	118,100.00

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
								goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals; travel cost; individual consultants		
	Activity 3.3.3 Provision of start-up packages for qualifying entrepreneurs from Mykolaiv region graduating from VET and business development courses.	-	1,355,108.40	813,000.00	-	UNDP	DMFA	contractual services-companies or individuals; payroll; grants; fuel for vehicles; maintenance of vehicles; rental of premises incl. utilities, maintenance and small repairs; trainings, seminars, workshops; procurement of equipment, furniture, goods, services; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals; travel cost; individual consultants	2,168,108.40	333,350.00
	Sub-Total for Output 3.3	97,560.00	3,971,342.40	1,040,640.00	-				5,109,542.40	785,600.00
Subtotal for Outcome 3		507,312.00	10,809,648.00	3,121,920.00	130,080.00				14,568,960.00	2,240,000.00
TOTAL for OUTCOMES 1 - 3		10,978,752.00	77,150,448.00	71,776,957.61	23,804,640.00				183,710,797.61	28,245,817.59

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year, DKK				Responsible Party	PLANNED BUDGET			
		2025	2026	2027	2028		Funding Source	Budget Description	Amount, DKK	Amount, USD
Management costs to directly support the implementation of activities	4.1. Payroll to the management and support team, operational expenditures to support implementation of activities, project security budget, cost of audit and evaluation	4,435,946.72	9,147,858.16	9,719,513.31	5,098,598.76	UNDP	DMFA	contractual services-companies or individuals;fuel for vehicles;maintenance of vehicles;rental of premises incl. utilities, maintenance and small repairs; trainings, seminars,workshops;procurement of equipment,furniture,goods, services; office supplies; audio visual & print production posts, design, translations, promotional materials; communication cost and communication equipment, telephone charges and postals;travel cost; individual consultants	28,401,916.95	4,366,838.40
Delivery Enabling Services	4.2. Delivery Enabling Services (DES) (2%)	308,293.97	1,725,966.12	1,629,929.42	578,064.78	UNDP	DMFA	Delivery Enabling Services	4,242,254.29	652,253.12
General Management Support (GMS) fee 8%	General Management Support (GMS) fee 8%	1,257,839.42	7,041,941.78	6,650,112.03	2,358,504.28	UNDP	DMFA	General Management Support (GMS) fee 8%	17,308,397.51	2,661,192.73
TOTAL for Project budget net of levy		16,980,832.11	95,066,214.07	89,776,512.36	31,839,807.80				233,663,366.34	35,926,101.84
	RC Levy (1%)	2,336,633.66	-	-	-			RC Levy (1%)	2,336,633.66	359,261.02
TOTAL for Project budget		19,317,465.78	95,066,214.07	89,776,512.36	31,839,807.80			TOTAL for Project budget	236,000,000.00	36,285,362.86

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

VIII.1 Implementation modality

This project will be implemented under the umbrella of the R4 Framework for area-based programming using Direct Implementation Modality (DIM). Details of the Project implementation modality are provided below (VIII.2 and VIII.3).

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

VIII.2 Governance and management set-up

The Project Board

The Project Board is the governing body of the project and with the Project management team reports directly to the board on delivery. A designated Project Coordinator, overseeing dedicated thematic experts, will be responsible for the components financed under this agreement. Major procurements, grants and financing arrangements are launched and implemented by the Project management team directly.

The Project Board consists of representatives of UNDP in Ukraine, Denmark and representatives of the beneficiaries/implementing partners. To ensure inclusive and gender-responsive decision-making, the Board will strive for gender-balanced representation among its members and integrate gender expertise into its deliberations.

The Board's membership includes the following components:

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

Amendments to the budget, including use of contingencies if allocated in future, will be subject to the approval of the Project Board. In addition to Project Board meetings, UNDP will organize periodical meetings and/or field visits with its international partners on the Project to discuss, in a

less formal set-up, results achieved, constraints met, solutions identified, etc. Field visits will be evaluated on a case-by-case basis in relation to the security trends and operational context.

Project Assurance is the responsibility of each Project Board member, but the role can be delegated. The Project Assurance role supports the Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. In line with the UNDP Ukraine Country Office Policy and arrangements on Programmatic Oversight for Cross-Cutting Projects, the Inclusive Economic Growth Portfolio of UNDP in Ukraine will bear the main responsibility for the oversight function, for this project, coordinating the contributions from the other relevant portfolios. The IEG portfolio will i) ensure the establishment of programmatic oversight arrangements, and coordinate oversight responsibilities with other portfolios, as required; ii) it will establish project governance structure (Project Board) and iii) shall be in charge of the project quality assurance, monitoring, evaluation, reporting and stakeholder coordination.

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

Consultation and coordination

Consultations on all issues addressed by the Project and coordination of all activities addressing these issues in the region are carried out as follows:

- Within the UN: under the R4 umbrella, UNDP will seek to work in partnership with other UN Agencies, including UNHCR, FAO, UNFPA and UN Women to implement area-based recovery and development initiatives. Under the leadership of the Head of Area-Based Recovery efforts will be made to maximize the programmatic and operational comparative advantages of the different Agencies.
- With national and regional authorities: activities implemented under this Project will be presented on the coordination platforms that are currently being organized at national and regional levels, including as appropriate humanitarian clusters.
- With local authorities: the Project is designed in line with the principles of decentralized and area-based implementation.
- With women's organizations, civil society groups, and representatives of marginalized communities, including people with disabilities, and veterans (both men and women), to ensure diverse perspectives inform project implementation and oversight.
- With other projects: The Project will be managed as one of a 'family' of nexus interventions funded by Denmark. All interventions will be led jointly by an international Project Coordinator, responsible for coordination of multi-sectoral nexus programming under the R4 Framework, reporting to the existing UNDP Head of Area-Based Recovery for Ukraine.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in the Note Verbale between the Government of Ukraine and UNDP, signed on 18 December 2024.

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 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:

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- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
 - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

- (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
- (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the

head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this 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. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference and TORs of key management positions.**
- 5. Low Value Grant**

ANNEX III: OFFLINE PROJECT RISK REGISTER

Project Title: Mykolaiv Strategic Partnership						Project Number:	Date: 23-Jun-25	
#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	Significant escalation of the active fighting beyond the current axes of hostilities with major advances of the Russian army in other regions of the country.	Ongoing full-scale invasion of Ukraine	Deterioration of the security situation in the Project's target areas may preclude minimal security conditions necessary for programming. Many of these areas remain in close proximity to the border with the Russian Federation and could face renewed fighting and become inaccessible.	8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 1.1: UNDP will implement the Project under the guidance of the UN Department for Safety and Security and the authority of the UN Designated Security Official. Risk Treatment Owner: Programme Manager Risk Treatment 1.2: Tested business continuity and security plans and standard operating procedures will be in place and updated regularly to mitigate the impact of existing and potential threats to the Project staff. Risk Treatment Owner: Programme Manager/Project Manager Risk Treatment 1.3: Regular political economy and security analysis and consultations with key partners and security service providers

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
								Risk Treatment Owner: Project Manager
2	Replacement of local or regional government leaders in Mykolaiv region, or the inability of local governments to function due to the war.	Political instability, ongoing full-scale invasion of Ukraine	Change of partner's priorities and repurposing of Project's activities due to the war. Partners will not be able to engage in Project's implementation.	7. STRATEGIC (7.5. Government commitment) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 2.1: identifying and aligning with key community members who can support and promote ongoing community participation in the implementation of Project activities. Risk Treatment Owner: Project Manager
3	Implementation challenges due to the increased presence of other development organizations in Mykolaiv region	Mykolaiv region has been significantly affected by the shelling and drone attacks, however, there's a sufficient distance from the region to the front lines, which prevent it from being regularly bombed or suddenly attacked by infantry.	Increased presence of other development and aid organizations in the region might negatively affect Project's implementation through intensified competition for qualified local staff and overlapping interventions	7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 3.1: The Project will ensure effective coordination with other development actors through active involvement of local and regional authorities into discussions; explore the activities of other development organizations in the region. Risk Treatment 3.2: UNDP will support Mykolaiv oblast and city administration in ensuring an overview and coordination of this via recently established recovery and development offices with UNDP support. Risk Treatment Owner: Project Manager

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
4	Difficulties identifying contractors and NGOs that would meet qualifications and standards of UNDP	Many NGOs discontinued or scaled back on their activities due to the security situation and outflow of human resources. The project relies heavily on local NGOs and experts to implement the activities or participate in the activities.	Insufficient availability of well-qualified contractors and NGOs, as well as suppliers willing to deliver equipment to the war-affected areas, may delay some of the Project's activities.	3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 4.1: Cooperating with other donors and projects operating in the region to exchange feedback and contacts of reliable partners.... Risk Treatment Owner: Component leaders ... Risk Treatment 4.2: Enhanced UNDP operational capacity supported by the Project resources to match the speed of required procurement and payment mechanisms. Risk Treatment Owner: Project Manager Risk Treatment 4.3: The appropriateness of community engagement modalities will be assured through rapid conflict analysis of the target areas and participatory dialogue with local authorities and community leaders. Risk Treatment Owner: Project Manager
5	There is a risk that staff turnover or potential difficulties in identifying and hiring highly qualified and experienced experts in the project-related areas.	The short-term nature of some of the contracts and limited budgets, job postings may not seem competitive to the most qualified candidates	Which will impact in slowdown or delay in project implementation for 6 month or more	4. ORGANIZATIONAL (4.7. Human Resources) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 3 - Moderately likely Impact: 3 - Intermediate Risk level:	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 5.1: The project will identify the known networks of experts in the respective clusters, effectively disseminate the job advertisement and advertise broadly. -Risk Treatment Owner: Project and CO HR staff

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
					MODERATE (equates to a risk appetite of EXPLORATORY)			Risk Treatment 5.2: The project will make use of flexible human resources arrangements (i.e., the engagement of expert consultants and/or consultancy companies) to minimise this risk, while ensuring that recruitment procedures adhere to UNDP norms and standards Risk Treatment Owner: Project and CO HR staff
6	There is a risk of corruption practices being prevalent in the public sector and not addressed adequately	Corruption and mismanagement of funds at all level of government of Ukraine continues being endemic.	Project activities undermined as a result of corruption	1. SOCIAL AND ENVIRONMENTAL (1.3. Grievances (Accountability to stakeholders)) - UNDP Risk Appetite: CAUTIOUS	Likelihood: 2 - Low likelihood Impact: 2 - Minor Risk level: LOW (equates to a risk appetite of CAUTIOUS)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 6.1: The project will invest in rigorous vetting and monitoring activities Risk Treatment Owner: Project Manager, Programme Manager, Portfolio leader
7	Risk of corruption and lack of transparency in the procurement of equipment and issuance of contracts.	The short-term nature of some of the contracts and limited budgets, job postings may not seem competitive to the most qualified candidates	The risk has the potential to reduce the value for money provided by the project, which could have a negative impact on project efficiency and intended impact	4. ORGANIZATIONAL (4.8. Internal control) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 4 - Extensive Risk level: MODERATE (equates to a risk	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 7.1: To ensure efficient procurement processes, the project should ensure widespread and effective use of UNDP's procurement and open/competitive contracting procedures. -Risk Treatment Owner: Project Manager, Programme

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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
					appetite of EXPLORATORY			Manager, Portfolio leader, Operations manager
								Risk Treatment 7.2: Monitoring irregularities and the risk of fraud following UNDP's policy on fraud prevention and risk mitigation -Risk Treatment Owner: Project Manager, Programme Manager, Portfolio leader, Operations manager.
8	Risk of partners' financial mismanagement and the UNDP's insufficient financial monitoring may lead to the misuse of funds	Endemic corruption and funds mismanagement widespread at all levels of governance in Ukraine. UNDP's procedures do not prescribe following on the use of procured and transferred goods.	Negative impact on the UNDP's reputation and the possibility of impeding the achievement of project goals are consequences that may result from this risk.	3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN	Likelihood: 2 - Low likelihood Impact: 3 - Intermediate Risk level: MODERATE (equates to a risk appetite of EXPLORATORY)	From: 01-Jul-25 To: 01-Jul-27	Ana Lukatela	Risk Treatment 8.1: The project will implement robust financial systems and conduct regular internal audits, with reinforcement through regular financial reporting. Risk Treatment 8.2: Quality assurance will be rigorously applied to ensure that funding is directed towards relevant causes, directly contributing to project's goal. -Risk Treatment Owner: Project Manager Risk Treatment 8.3: The Project will provide capacity development for the Implementing Partner in UNDP POPP. -Risk Treatment Owner: Project Manager

Annex V.

Low-Value Grants (LVG) under the Project

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

Purpose of the LVGs that will be awarded through the project

The LGVs that will be awarded through the project will be issued to promote inclusive governance, advocacy, community mobilization, mental health, veterans' reintegration, youth participation, gender equality, information integrity, and social entrepreneurship.

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

The overall budget for LVGs under the auspices of the Project shall not exceed an equivalent of USD 3 000 000 and will be subdivided between different calls for proposals (CFPs).

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

Grant Selection Committee for the Project

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

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

Grant Selection Committee Composition*:

Chairperson:

Head of Area-Based Recovery, UNDP

Alternate Chairperson:

Project Coordinator, UNDP

Programme Analyst, UNDP

Project Manager, UNDP

Permanent Members of the Panel:

Community Mobilization Specialist, UNDP

Civil Society Engagement and Capacity Development Specialist, UNDP

Rule of Law and Community Security Analyst, UNDP

Youth Engagement & Volunteers Analyst, UNDP

Data Analysis and Research Specialist, UNDP

Alternate Members of the Panel:

Community Mobilization Officer, UNDP

Project Youth Development Analyst, UNDP

Recovery and Development Strategies Analyst, UNDP

Rule of Law and Access to Justice Specialist, UNDP

Communications Specialist, UNDP

Community Security Associate, UNDP

Community Development Associate, UNDP

Communications Associate, UNDP

Youth Engagement Associate, UNDP

Veteran Reintegration Associate, UNDP

M&E Associate, UNDP

Protection Associate, UNHCR

Program/Finance Associate, UNFPA

Secretary:

Small Grants Officer, UNDP

Alternate Secretary:

Small Grants Associate, UNDP

Finance Grants Associate, UNDP

Project Associate, UNDP

Programme Associate, UNDP

* The titles of the positions may slightly differ from those mentioned, without affecting the level of expertise.

The Selection Committee may decide to request independent expert opinion during the LVG proposal appraisal process. Meetings of the Selection Committee will be held subject to the

submission of the grant proposals. The Selection Committee meetings will be organized and facilitated by the Project staff.

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

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

- has a status of a non-governmental public or charitable organization or an association of CSOs officially registered in Ukraine;
- has qualified specialists for project implementation;
- proven track record of cooperation with the international donor community, proper project implementation and reporting will be considering as advantage.

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

#	Criterion	Maximum score
1.	Compliance with the subject and priorities of the competition	20
2.	Consistency of goals, objectives and project implementation methods	10
3.	Specificity, feasibility and effectiveness of the project's planned measures	20
4.	Experience of the applicant organization in the fields covered by the project proposal	20
5.	Relevance of planned costs and required resources relative to the expected results	20
6.	Level of competence (field-specific education, work experience) of the project personnel	10
	Overall index score	100

*The evaluation matrix may be modified, if appropriate. For example, if the call for proposals aims to support CSOs without prior experience, the criterion "Experience of the applicant organization in the fields covered by the project proposal" will be replaced. The final Evaluation matrix will be approved by the Selection Committee.

LVG eligible costs

Eligible costs must:

- be necessary for carrying out the project activities;
- have been incurred by the applicant during the implementation period;
- comply with the principles of sound financial management, in particular, value for money and cost-effectiveness;

- be adequately recorded, identifiable and verifiable, and be backed by original supporting documents.

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

- work performed by the organization's personnel and the involved experts;
- goods and services required for the implementation of project activities;
- communication and information services;
- advisory services required to achieve the project objectives;
- rent of premises (for trainings, group work, etc.), servicing of events, and other services involved under the project activity;
- printing and copying services;
- consumables and stationery;
- transport;
- other costs related to the project activities.

The following costs are ineligible:

- Costs of project proposal preparation;
- Debts reconciliation;
- International travel;
- Reimbursement of expenses related to exchange rate fluctuations;
- Creation and registration of the organization;
- Direct fiscal support to state authorities;
- Political activity or military activity;
- Religious propaganda;
- Activities leading to direct or indirect discrimination of any social strata;
- Projects aimed at gaining profit from activities;
- Purchase of vehicles and / or luxury goods and related services.

Process for soliciting and reviewing LVG proposals

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

- UNDP Ukraine: www.undp.org.ua and its Facebook page
- other relevant social networks and information portals.

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

The application package shall consist of

1. The filled-out Application form (Microsoft Word file);
2. Budget (Excel file);
3. Copy of State registration certificate (PDF);
4. Banking details (PDF);

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

The document package shall be archived as *.zip or *.rar and not be password-protected; it shall not be larger than 25 Mb total. The package shall be sent to the designated e-mail with the letter title containing the name of the competition as stated in the CFP. Applications sent through means different from the one described above will not be considered.

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

- The Project team pre-screens LVG project proposals against the eligibility criteria to be admitted for the Selection Committee review and appraisal;
- The Selection Committee convenes and reviews all eligible LVG project proposals based on evaluation criteria and provides recommendations on approval, approval after revision or rejection;
- Based on the capacity assessment results of the short-listed CSOs, the Project team submits the Selection Committee minutes for approval;
- UNDP concludes grant agreements with the CSOs, recommended by the Selection Committee.

