United Nations Development Programme

PROJECT DOCUMENT
[Country name, or Global/Regional Project]

Project Title: Enhancing Crisis Management and Emergency Response capacities at all levels of government authorities of Ukraine.
Project Number: 00147091
Implementing Partner:
Start Date: 01.12.2022   **End Date:** 31.12.2023   **PAC Meeting date:**

Brief Description

Briefly describe the overall development challenge and the expected results of the project.

The full-scale invasion of Ukraine by the Russian Federation started on 24 February 2022, following the territorially limited armed conflict in eastern Ukraine as of 2014, has caused significant civilian casualties[1], damage to infrastructure and has taken a severe human, social, and economic toll. While immediate support was rendered to the Government immediately after the outbreak of the war, it lacks sufficient capacity for the response in addressing the consequences of the war. The project will provide necessary support the Government to ensure sustainability, effectiveness and transparency in the continued crisis and emergency coordination, response planning between the central government, the oblasts/rayons and other stakeholders (international community, CSOs, private sector), while ensuring delivery of services and building stronger resilience of the receiving/host communities and of the IDPs.

The Project comprises two outputs:

- **Output 1**: Capacities at the national, regional and local level of government are strengthened for more effective and adaptive crisis/emergency response and livelihood creation
- **Output 2**: Crisis management structures are strengthened with data/ information analysis systems enabling efficient response at all levels of government authorities

Contributing Outcome (UNSDCF, CPD, RPD):			
CPD Outcome (s): Outcome 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services	**Total resources required:**		USD 1,500,000
	Total resources allocated:		
		UNDP:	1,500,000
Expected CPD Output(s):		**Donor:**	
Output 1.2. National institutions, systems, laws and policies advance the equitable realization of human rights, especially among vulnerable groups		**Government:**	
		In-Kind:	
Output 2.1. National and subnational institutions are better able to develop and implement policies and measures that generate sustainable jobs and livelihoods **Output 4.2.** Crisis-affected women and men have more sustainable livelihoods opportunities, including jobs, created with UNDP support	**Unfunded:**		

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[1] Please see: Ukraine: civilian casualty update 3 October 2022 | OHCHR

Gender marker: GEN 2		

Agreed by (signatures):

Secretariat of the Cabinet of Ministers of Ukraine	UNDP
DocuSigned by: 4513A2E4E4EE47D... Anatolii Kutsevol Deputy State Secretary	DocuSigned by: E882E40AA1B54B4... Jaco Cilliers Resident Representative a.i.
Date: 16–лис–2022	Date: 16–Nov–2022

Development Challenge
  1. *Introduction*

Following the full-scale invasion by Russia of Ukraine in February 2022, UNDP availed immediate support to the Government of Ukraine to enhance its capacity to prepare, respond and recover from the impact of the ongoing war. This included development of relevant Government capacities related to analysis of policy and legislative adaptation to the new crisis situation in line ministries and central governmental bodies, to the crisis management and strengthened coordination between nation and sub-national authorities to ensure sustained core government functions and provision of public services. It also included continued support to the Government's external communication on addressing concerns for those working to build informed and inclusive societies, increase society's resistance to hybrid negative influences, as well as a range of assessments for increased situation analysis for harmonized approach of different key stakeholders to maximize effectiveness for post-agreement planning and recovery.

This project intends to build sustainable, well-coordinated and effective partnerships for continued emergency coordination and response planning within and between all levels of the government, other stakeholders (international community, CSOs, private sector).

  2. *Brief contextual analysis*

Humanitarian situation
The full-scale invasion of Ukraine by the Russian Federation started on 24 February 2022, following the territorially limited armed conflict in the east of Ukraine as of 2014, has caused significant civilian casualties[2], damage to infrastructure and has taken a severe human, social, and economic toll. The war has led to the largest displacement within Europe since the Second World War, with an unprecedented humanitarian and migration crisis within the country and the region. Over the past few months, over 12 million people have been forced to flee their homes, where currently 7,1 million people are internally displaced (IDPs) and 4,2 million people are refugees[3]. The majority of refugees are women and children (around 90%), as most men ages 18 to 60 are unable to leave the country, in accordance with the Decree of the President of Ukraine of "*Introduction of Martial Law*'". Meanwhile, the Western and Central regions are having a toll on capacities of local municipalities in provision of shelters and basic administrative and social services due to the internal displacement.

The ability of local authorities and service providers to sustain a minimum level of services has also been severely hampered in war-affected areas, as employees have fled or can no longer access their workplaces. The forced displacement has placed an additional burden on local service providers in host and transit communities, including administrative services, healthcare, mental health, and social services, and those concerned with ensuring access to justice.

The economy
Ukraine's economy has been severely impacted by the Russian invasion. With a Gross Domestic Product (GDP) set to contract 33% in 2022, a significant part of the economy is damaged or impeded by the war. The recently launched Word Bank-European-GoU Ukraine Rapid Damage and Needs Assessment estimates the reconstruction and recovery needs are minimum at USD 349 bn

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[2] Please see: Ukraine: civilian casualty update, 3 October 2022 | OHCHR
[3] Please see: Migration Data and Resources | IOM Ukraine, UN Migration | IOM Ukraine

(equals to 160% of Ukraine GDP in 2021), including USD 105 bn of immediate short-term most urgent needs in social infrastructure, winterization, energy, social protection[4.] Meanwhile, Ukraine faces sharp increase of the defense budget, significant downfall of tax and export revenue, making the country dependent on external financing. According to the ILO, over 4.8 million jobs have been lost since the start of the war, equal to 30 percent of pre-conflict employment in Ukraine, which may further increase to 7 million jobs as a result of the escalation of hostilities.[5] The exact magnitude of the contraction will depend on the duration and intensity of the war, the levels of destruction of productive capacity, as well as damage to arable land and labour supply.[6] Infrastructure damage has been widespread across the country with conflict-affected areas in the north, east and south worst affected. According to a study from Kyiv School of Economics, the war caused over 108 billion dollars of damage to public infrastructure with 140,000 residential buildings damaged and 3.5 million people estimated to be homeless.[7]

Human Rights
The armed conflict has led to a wide range of human rights violations against both civilians and combatants, including the rights to life, liberty, and security of persons. Women and girls are increasingly facing gender-based violence, including conflict-related sexual violence, human trafficking, loss of livelihoods and violations of their rights. In parallel with other ongoing humanitarian challenges and urgent requests for social service assistance, there is a huge and increasing permanent need for access to justice and legal services. At the moment, this predominantly relates to the emerging needs of people with insufficient legal awareness of procedures and regulations concerning obtaining internally displaced status.

The Government
Despite turbulent situation, the Government of Ukraine has demonstrated extraordinary capacity in leading and coordinating all crisis response efforts, ensuring sustained public service provision while organising the efforts to restore the country. Since the start of the full-scale war, the Government of Ukraine both at central and oblast levels has demonstrated effectiveness in crisis and emergency coordination and ensured early a decentralized presence of line ministries and key government institutions in the country to sustain key government functions and deliver services for population on the move. Meanwhile, Military – Civil administrations were early established in each oblast under the coordination of the Ministry of Defence of Ukraine. The Ministry of Social Policy, National Social Services and Pension Fund have established a coordination unit for ensuring sustainability of social protection work.

Certain government decisions were made to ensure sustainability of the armed forces operations, stable work of hospitals and critical infrastructure, and budget funds were reallocated to ensure strengthened national security and defence issues. The Government of Ukraine has also set up a Coordination Centre for Humanitarian and Social Affairs to coordinate the emergency response of non-governmental organizations (NGOs) and international humanitarian organizations. It should be noted that while the main focus in political and economic life has been on the war, the implementation of most of the national plans and strategies have slowed down or halted.

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[4] Please see: https://www.worldbank.org/en/news/press-release/2022/09/09/ukraine-recovery-and-reconstruction-needs-estimated-349-billion
[5] Please see: The impact of the Ukraine crisis on the world of work: Initial assessments, ILO (11 May 2022), https://bit.ly/3y9yGqn
[6] Please see: Europe and Central Asia Economic Update, World Bank, https://bit.ly/38hGko0
[7] Please see: DFS Ukraine Situation Analysis September 2022: https://reliefweb.int/report/ukraine/ukrainian-crisis-situational-analysis-23-sep-2022

Since the first day of the invasion, the government has succeeded in ensuring high resilience of digital infrastructure - no major internet connectivity degradation was observed, rapid and effective efforts were invested into ensuring the availability of government registers and information systems, which resulted in minimizing the effect of the cyber-attacks. However, still **the existing data sharing systems require enhancement to meet the exceptional nature of the crisis/situation** and to be able to provide the Government with more accurate data for the delivery of humanitarian aid, thus optimizing the aid received and ensuring highest levels of coverage and transparency of the aid

The National Recovery Council was established in April 2022 as an advisory body under the President of Ukraine, with the task to addressing the consequences of the war and develop the Ukraine Recovery Plan - the cross-sectorial action plan for the recovery and development of the country. Since April 2022, the Recovery Plan has been under development, gathering various contributions from international partners and national civil society organizations for the recovery of Ukraine. The Plan consists of 24 areas, including human rights, social protection, access to justice and European integration, only to mention a few. The overall objective of the Recovery Plan goes beyond the restoration of destroyed infrastructure, and focuses on profound transformations into a green, just and prosperous state. Currently, the Recovery Plan is being finalised by the Government of Ukraine following the participatory process of review and comments by the external stakeholders and development partners.

The context analysis suggest that a **likely scenario** is that military hostilities will continue during the project implementation period. The Ukrainian Government will continue to demonstrate its capacity to lead the country in the crisis response efforts, where the martial law will continue to have significant impact, imposing additional military service obligations and temporary restrictions on freedoms, within the limits and to the extent necessary. Despite the fragile situation, international partners and the civil society are expected to support efforts of the GoU regarding the implementation of the Ukrainian Recovery Plan, consolidation of the broad democratic reform agenda and the fostering of the EU integration. Nevertheless, periods of no reform progress or outright setbacks are expected due to the fragile security situation, weak economy and other war related challenges.

Eight months into the full-scale war, there is a need to ensure a **sustainable support for continued emergency coordination and response planning within and between all levels of the government**, other stakeholders (international community, CSOs, private sector) to ensure stronger resilience and delivery of services to those affected by the war.

I.   STRATEGY

Background for the initiative and lessons learned from previous interventions
Since early 2020, UNDP has supported the efforts of the Government of Ukraine on crisis coordination and communication, countering disinformation and enhancing capacities for strategic communications, aligning Government's priorities with those of the EU Association Agreement and the 2030 Agenda for Sustainable Development.

Following the outbreak of the full-scale war in February 2022, **UNDP availed immediate support to the Government of Ukraine to prepare, respond and recover from the impact of the ongoing war**. This included enhancement of relevant Government capacities related to analyze policy, legislative adaptation to the new crisis situation in 9 ministries and central governmental

bodies, to the crisis management and strengthened coordination between nation and sub-national authorities to ensure sustained core government functions and provision of public services. It also included continued support to the Government's external communication on addressing concerns for those working to build informed and inclusive societies, increase society's resistance to hybrid negative influences, as well as a range of assessments for increased situation analysis for harmonized approach of different key stakeholders to maximize effectiveness for post-agreement planning and recovery.

In this line, UNDP supported the Government of Ukraine in developing its **Recovery and Development Plan** and presenting it to international development partners at the Ukraine Recovery Conference in Lugano, Switzerland, July 2022. UNDP also supported review of the 23 Chapters of the Recovery Plan to ensure alignment with the goals of Agenda 2030, and the principles of results-based management that will improve its implementation and monitoring.

At the request of the Office of the President and Cabinet of Ministers, UNDP also supported the launch of the comprehensive **Human Impact Assessment (HIA),** aiming to evaluate the impact of the war on people, their living conditions, health, access to education, livelihoods, food security, social status, as well as on overall levels of poverty and human development. The main goal being to assess the full extent of the war's impact, define the needs for recovery, and, in so doing, serve as the basis for designing a needs-driven recovery strategy and guide our future interventions. In addition to the significant effects that the war has on the economy, it has and will continue to severely impact the Ukrainian people's well-being. It will establish the evidence base for recovery and development priorities. The results of the survey are expected in March 2023. UNDP has also supported the Government to conduct in-depth research on ways to improve trade conditions between Ukraine and the EU, opportunities to enhance Ukraine's participation in the EU value-chains and possibilities to contribute to the EU's strategic autonomy.

To support keeping public services up and running, UNDP has since the start of the war supported the design and the delivery of a **digital infrastructure** and a system of e-solutions to bring public services closer to people, enabling for more than **1,400,000 Ukrainians** to apply for registration as internally displaced persons (IDPs) and receive social protection benefits, housing subsidies and pension IDs via an innovative government online platform.

Building on previous and ongoing lessons and efforts from UN agencies and others, UNDP now seeks to prepare and deliver a 13 months project, responding to the continued and arising needs in terms of crisis coordination and local recovery, partnering with the President's Office, Government of Ukraine, and relevant local structures, underpinning the Governments long-term agenda for service provision. Supporting ongoing crisis response and coordination efforts, UNDP will further strengthen the Government capacity to coordinate the crisis response and communicate strategically and effectively.

The project will be aligned with **UNDP's Resilience Building and Recovery Programme for Ukraine (RBP),** which is the organization's results-based umbrella response to the war and its impact, launched in April 2022, delivering towards its overarching objective to preserve development gains in Ukraine as fully as possible, mitigating risks of descent into protracted crisis, embedding activities for recovery from the onset of the humanitarian effort, and facilitating a swift return to development pathways and processes for national attainment of the SDGs.[8] Through the

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[8] https://www.ua.undp.org/content/dam/ukraine/docs/Resilience%20building%20and%20recovery/Ukraine-offer_EN.pdf

RBP, UNDP is pivoting its programming in support of maintaining and building the resilience of Ukrainian society:

> **Outcome 1** - *Government at all levels continues to function effectively, with reinforced capacities to lead crisis response, sustain public service provision, and coordinate the delivery of assistance and recovery efforts that leave no-one behind.*

Theory of change

Based on the contextual situation, strategic consideration, rationale and approach outlined above, the project's *theory of change* may be summarized as follows:

*"**IF** Ukraine's government at national, sub-national and local levels is equipped with necessary capacities to ensure sustainable recovery planning, implementation and communicate strategically and **IF** there is available and accessible evidence based information about the impact of the war, including on the economy, infrastructure and people and **IF** women and men in Ukraine have access to relevant and credible information about the emergency response and are able to contribute to the inclusive recovery process, **THEN** the government institutions at all levels will more effectively lead crisis response, sustain public service provision, and coordinate the delivery of assistance and recovery efforts that leave no-one behind **BECAUSE** the enhanced capacities of government which possesses quality evidence-based analysis and operates in favourable information environment are important prerequisites for designing, implementing and adopting policies, strategies, regulations and routines that are well adapted to respond to the ongoing crisis caused by the war".*

The project's theory of change is based on a number of external assumptions:

- The Government at all levels remains resilient, willing and able to fulfil its lead role in all humanitarian and crisis response efforts.

- The war remains contained within its existing boundaries and does not impact in any major life-threatening manner the safety and security of project human and financial resources.

- There is sustained political willingness to seek solutions and approach the conflict-affected areas in an inclusive, sustainable manner in line with the country's commitment to the SDGs

- Ukraine's political leadership perpetuates its commitment to national reforms, conducive for economic and social recovery and laying the foundations for sustained regional development.

- Local governance structures created as part of the government decentralization process are seen as legitimate, and thus accepted, by communities

- Sustained financial resources and endorsement by international community and government are available in a timely and consistent manner.

- Despite introduction of the Martial law and somewhat limited citizen and civil society influence on the decision making, the country does not evolve into autocratic rule

- Existing UNDP rules, procedures and SOPs are effective in delivering relevant, transparent aid that brings positive results to the beneficiaries

II.   RESULTS AND PARTNERSHIPS

Expected Results

UNDP will structure its work through one Outcome with a cross-cutting communications element that underlies all other interventions.

Through this project, UNDP Ukraine will seek to achieve the following **Outcome**:

- *Government of Ukraine at all levels more effectively leads crisis response, sustains public service provision, and coordinates the delivery of assistance and recovery efforts that leave no-one behind.*

This goal will be achieved through two outputs:

Output 1: Capacities at the national, regional and local level of Government are strengthened for more effective and adaptive crisis/emergency response and livelihood creation
UNDP will build on its ongoing support to the Government of Ukraine following outbreak of the full-fledged war in February 2022. During this period, UNDP has offered immediate support to the Government to prepare, respond and recover, as well as enhance Government capacities on crisis coordination and management and support local governance support to strengthen local government capacity for relief and recovery planning, coordination and implementation.

UNDP will continue the vital support to Secretariat of the Cabinet of Ministers, President's Office, key ministries and other relevant structures at the local level in provision of analysis, support to redesigning of institutional frameworks, development of new policies and procedures and other efforts aiming to underpin the emergency response, the early recovery efforts and the continued service provision for the citizens of Ukraine. The activities under this output are developed based on requests and expressed needs from Governmental counterparts and will hence be of adaptive nature due to the fluid situation. UNDP will also continue its support to the Government's Communications on addressing concerns for those working to build informed and inclusive societies, increase society's resistance to hybrid negative influences.

Activities will include support the operationalization of the results of ongoing key assessments about the impact of the war, such as the UNDP commissioned Human Impact Assessment (HIA), ensuring development of corresponding institutional frameworks. Underpinning ongoing efforts at the local level UNDP together with NGO "Centre for Economic Recovery" will also support continued policy analysis and legislative adaptation to the crisis and quantifiable calculations of human impact of war. This includes for instance support to the Ministry of Social Policy in the analysis of rehabilitation and retraining procedures, which will not only underpin ongoing technical support to the Ministry, but also efforts for increased service provision to people with disabilities, and other vulnerable groups, at the local level.

UNDP will furthermore continue to provide support to the Government in their efforts related to the finalization and implementation of the Ukraine Recovery Plan, with the view of enhancing transparency and ensure an inclusive recovery process. This may include advisory and technical support, development of guidance, technical specification and financial estimations of loss social infrastructure.

UNDP will offer immediate support to the Government of Ukraine to communicate strategically and effectively about their response and recovery efforts, by enhancing technical capacities of the Ministries – responsible for coordination of strategic communication efforts in the Government

within Ukraine and abroad. UNDP will build on lessons learned and previous experience in supporting the Government on enhancing its capacities on crisis communications.

The action will underpin support to the Government for service delivery and will be aligned to ongoing UNDP support, such as to the Ministry of Digital Transformation for information campaigns focused on meeting the humanitarian and information needs of vulnerable populations, especially civilians whose condition is deteriorating and reaching a critical level. The enhanced communication efforts will address the urgent needs of citizens and enable them to receive available assistance. A series of rapid assessments will be undertaken to identify public needs, trusted channels and public perception of the Governments humanitarian response, with the ultimate goal to effectively feed into the design of targeted communications campaigns and strategies.

The project will also support the Government of Ukraine in piloting activities with regards to early recovery planning-implementation-monitoring activities at the local level.

Indicative activities (not exhaustive)

Activity 1.1.   Embed Crisis Management and Early Recovery expertise within the Government structure and expand the technical capacities at both national and local levels to manage the response and ensure effective delivery of social services.

Activity 1.2.   Strengthen the capacity of the Government to conduct sustainable recovery planning-implementation-monitoring activities at the national and local level that will allow to ensure accountability and transparency of the recovery process in Ukraine

Activity 1.3.   Enhance Government capacities on strategic communication and countering disinformation to minimize influences of fake news on citizens.

Output 2: Crisis management structures are strengthened with data/ information analysis systems enabling efficient response at all levels of the Government

Building on ongoing efforts and lessons learned, UNDP will continue its support for the development and maintenance of necessary information and data management systems, to ensure that the Government has the necessary data to reinforce the humanitarian assistance, early recovery efforts and service provision at all levels. This includes provision of technical support and development of new technical solutions for key Ministries.

In line with above, UNDP will support the development of a comprehensive Geographic Information System (GIS) based system, which will enable government authorities monitor and update the damage assessments from local to central level as stipulated in CMU Decree #726, which is mandating Ministry for Communities and Territories Development to develop a comprehensive system of monitoring the damage caused to the regions of Ukraine as a result of the military aggression of the Russian Federation, based on the geoinformation system.

UNDP will also support development of necessary Government registries, which will underpin provision of services to the citizens of Ukraine, at all levels. This will potentially include a register of medical devices that will allow to enhance transparency and accountability in the sector of issuance certificates to provide medical devices. This provision of capacity development at central and local levels will support the Government in evidence-based decision making.

Indicative activities (not exhaustive):

Activity 1.   Develop IT tools supporting the Governments Services delivery at all levels

Activity 2.   Strengthen the capacities of line ministries on crisis coordination and communication, through embedding new IT solutions

Activity 3.   Support digitalization of the reconstruction, development and monitoring process of the regional development is digitalized

UNDP's Competitive Advantage

With the onset of the full-scale war in Ukraine, UNDP immediately reacted to the new challenges providing rapid support to the government of Ukraine, civil society and local communities and addressing the most pressing issues. UNDP demonstrated sustainability and resilience by continuing operating in the war setting, assessing the most urgent needs and developing specific solutions to address them.

UNDP enjoys strong relations of trust with government authorities at all levels and supports their efforts to lead the crisis coordination and emergency response to the war. Based on its longstanding presence in the country, UNDP benefits from ongoing cooperation with the Government of Ukraine, *inter alia* with the Presidency and Cabinet of Ministers, key line ministries, and 34 local government units encompassing 332 municipalities, and has established partnership with 15 networks of civil society organizations (CSO Hubs) that can provide UNDP and development partners with well-established entry points and platforms to channel and scale up social services provision on behalf of the Government and people of Ukraine.

Resources Required to Achieve the Expected Results

The project will rely on several types of resources required to achieve the desired results. **Human resources** will be provided both as a dedicated project implementation team and external experts, as well as through dedicated time of specialists from government counterparts who will contribute to the project implementation process. While hardly quantifiable or measurable, **political will** and resulting **administrative resources** are required to make sure that the SDG-related policies and strategic documents pass through all required filters and are adopted for implementation and not shifted to the back burner stifled by middle-management within state bodies. As a subset of this, the project will rely on the resources embodied by **cooperation and information exchange** between development partners working on priorities embodied in the Agenda 2030 and, specifically, the individual SDGs. The project will also operate on extensive use of **knowledge resources,** and good practices/lessons learned that could be adapted to the Ukrainian environment. **Financial resources** required for successful project implementation will come from the project budget. The project will also mobilize **in-kind resources** contributed by UNDP. Thus, for instance, UNDP will provide its premises for the project's coordination and management team, allocate required furniture, use computer workstations, cover utilities, cleaning, ICT support, reception, and connectivity charges (internet, phone calls), and minor office supplies. The meeting rooms at the UN House will also be provided on a pro bono basis. SCMU and relevant ministries will grant its premises and furniture to any hired expert, and UNDP will negotiate the allocation of relevant office equipment for the expert team.

Partnerships

Based on its longstanding presence in the country, UNDP benefits from on-going cooperation with the Government of Ukraine at all levels, as well as long-standing partnership with numerous networks of civil society organizations that can provide UNDP and development partners with well-

established entry points and platforms to channel and scale up service provision on behalf of the Government and people of Ukraine.

The core partners for the project are SCMU as the de-facto back office of the Prime Minister and the Office of the President of Ukraine, which both will serve the roles of setting the strategic course, based on evidence based information and ongoing priorities. In parallel, UNDP will closely work with the Government of Ukraine, which will receive dedicated assistance as per their specific needs related to the objectives of the project.

Cooperation with these partners is the "make or break" point for the project, as their full participation, buy-in, and good faith information sharing are essential for the initiative to strike firm root. The Office of the President of Ukraine is also likely to play an important role.

At the national level, the Project will maintain partnerships with and provide information on key results and achievements to relevant representatives of:
- Office of the President of Ukraine
- Secretariat of the Cabinet of Ministers of Ukraine
- Ministry for Communities and Territories Development
- Ministry of Social Policy
- Ministry of Health
- Ministry of Foreign Affairs
- Other Ministries

At the local/territorial level, UNDP will work in partnership with:
- Local Government Units

Throughout implementation, the project team will proactively coordinate with UNDPs broader team working on democratic governance and human rights, as well as the teams working on inclusive economic recovery and green transition. In addition, the project team will coordinate with other multiple actors, including other development partners.

The project will strive to build a strong partnerships approach between government/civil society and the private sector. In addition to the partners and stakeholders mentioned above and below, the project is embedded into the overall UNDP-Government of Ukraine Partnership.

Digital Solutions
In line with the UNDP Digital Strategy 2022-2025[9], the project will use digital technologies and solutions to address the identified development challenges of access to services, public safety and IDP integration. Digitalization will further improve the experiences of project beneficiaries and partners, contributing to their resilience and recovery.

Digital solutions, aligned with the general course towards digitalization undertaken by the Government of Ukraine, will ensure the provision of health, administrative and social services in target regions. Digital solutions will also be instrumental in securing access to justice and to legal services for war-affected population. The Project will also expand the use of available digital tools to reach out to a wider population and ensure that all citizens of Ukraine, regardless of their current location have access to all services needed.

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[9] https://digitalstrategy.undp.org/

For the awareness raising and communication campaigns, various digital solutions and tools will be in use, including blogging and new media platforms, social media campaigns, video advertisements, etc. Through the facilitated civic engagement and improved advocacy journeys, these tools will further contribute to solving the development challenges identified.

Stakeholder Engagement

All national counterparts listed in the Partnerships sub-section above will be invited to the Project Board (Steering Committee) to ensure their continued strategic engagement and guidance to the project implementation strategy especially in light of the fluid operational context, uncertainties linked to the evolution of the military operations, and likelihood of new emerging needs being identified during the course of the implementation.

UNDP will work through the conventional government channels for information-sharing. These channels include but are not limited to dedicated thematic meetings and consultation sessions done by SCMU, official or unofficial working groups, official and unofficial correspondence, internal round-table discussions, pitches and presentations, as well as deliberations in the Government Committees.

Coherence, Complementarity and Coordination

The project is intended to be coherent and coordinated with the work of other actors. UNDP's response is based on its integrator role for the UN Development System, working with the UN Country Team and supporting the Government in formulation of national strategies and development initiatives that are geared to respond to complex challenges, utilizing a range of global assets, tools and services. This approach fosters cohesive and cross-portfolio synergies, while strengthening partnerships with other UN agencies working on the delivery of the same outcomes, based on the needs of the Government. UNDP Ukraine is fully integrated within the humanitarian architecture, including the Humanitarian Flash Appeal. UNDP's Bureau of Europe and the CIS (RBEC) is also participating in the Regional Refugee Response Plan.

The project implementation will be fully aligned with the methodology and strategic direction of the Government's Recovery and Development Plan for Ukraine, currently under development with UNDP technical assistance. The Project has been designed to be coherent with the specific objectives of the new EU Programme for Ukraine, contributing to meeting the immediate needs of the Ukrainian population directly or indirectly affected by the armed conflict, and increasing the country's resilience. Furthermore, the project comprises key pillars of the UNDP area-based development in support of its overarching Resilience Building and Recovery Programme for Ukraine.

Communications and Visibility Strategy

The Project will have a communications and visibility plan, setting out objectives, activities and resources. The overall communication objective is to provide appropriate visibility to the project, focusing on adequately and broadly communicating the objectives, activities, and accomplishments of the project, the role of the partner organizations in the implementation of the project and the impact of their cooperation among project partners and beneficiaries including relevant government ministries, departments and agencies, local authorities, civil society, opinion leaders, representatives of relevant donors, members of the international and diplomatic community engaged in support to recovery efforts in Ukraine.

All project communications will be delivered in line with <u>UNDP principles</u>[10] of gender-responsive communications and non-discriminative language. The UNDP website will be a key channel, but also Facebook and Twitter.

III.   PROJECT MANAGEMENT

UNDP Ukraine shall be responsible for the overall management of the project, primarily regarding the responsibility for the achievement of the outputs (results), impact and objectives.

The project will be implemented under the UNDP Democratic Governance Portfolio with overall supervision of the Democratic Governance Team Leader, and in close coordination with the Strategic Planning, Partnerships and RBM unit. Quality assurance of the project will be provided by the Programme Analyst, Democratic Governance. Project monitoring and evaluation as well as communications will be provided within the Democratic Governance Team.

A small team will be running the project, consisting of the following team members:
- Project manager (part-time, 38%) will be responsible for achieving the objectives of the project and ensuring the co-operation and support from the project partners, as well as for managing the implementation of the project. This includes personnel, subcontracts, training, administrative support and financial reporting, and keeping UNDP aware of all relevant factors that could have an impact on the project implementation;
- Capacity Development Specialist, (part-time, 61%) will be responsible for assisting the team with quality assessment of the products delivered with project support;
- Project Associate (part-time, 61%) will be responsible for the smooth administrative management and implementation of the project activities in close collaboration with both the project team and the UNDP Country Office.
- Communication Specialist (Part-time, 61%)
- Recovery and Development Analyst (Part-time, 61%)
- Government Liaison Officer (Full time, 100%)

The team will also supervise and work closely with the consultants to be engaged to organize and implement the project activities.

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[10]   https://www.undp.org/ukraine/publications/10-principles-gender-responsive-communications

IV.　RESULTS FRAMEWORK[11]

Intended Outcome, as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:
CPD 2018-2023 Outcome 1. By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services;

Outcome indicators, as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:
1.1. Share of the population satisfied with recent use of public services, by sex and age (SDG). Baseline (2017): N/A. Target (2020): 40%

Applicable Output(s) from the UNDP Strategic Plan:
Strategic Plan 2022-2025 output 3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels

Project title and Atlas Project Number:
Enhancing Crisis Management and Emergency Response capacities at all levels of government authorities of Ukraine.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGET	DATA COLLECTION METHODS & LIMITATIONS
			Value	Year	2023	
Outcome: The Government of Ukraine at all levels more effectively leads crisis response, sustains public service provision, and coordinates the delivery of assistance and recovery efforts that leave no-one behind.	Number of institutions with gender-responsive resilient recovery strategies or plans in crisis and post-crisis settings, including stabilization and mine action, informed by joint assessments at National or Sub-national governments	*Project records, document review*	*0*	*2022*	*5*	*To be count based on the information provided by Project*

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[11] 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.

Output 1. Capacities at the national, regional and local level of Government are strengthened for more effective and adaptive crisis/emergency response **a**nd livelihood creation	*1.1 Number of policy papers, gender-responsive assessments and recommendations provided to the government to support emergency response*	*Project records, document review*	*0*	*2022*	*5*	*To be counted towards the indicator, the relevant policy advice papers, reports or sets of recommendations should be submitted to the relevant host-agency either through an official letter or be presented to the agency leadership at a working meeting, seminar, round table or a different event.*
	1.2 Number of public officials who improved capacities on disinformation (women/men)	*Project records*	*0*	*2022*	*50*	*To measure capacity development of public officials on disinformation the government counterparts will conduct the necessary calculations. Ministry of Foreign Affairs, Center for Strategic Communications and Information Security with the support of the project will deliver training sessions and will provide information about number of public officials who passed the sessions.*
	1.3 Number of people reached through communications / awareness-raising products (women/men)	*Project records, measurements done by the government partners*	*0*	*2022*	*>50,000 (Proportion of women and men TBD based on campaign goals)*	*To measure the reach of communications efforts produced with the help of the project experts, the government counterparts will have to conduct the necessary calculations. In an ideal scenario, sets of indicators for behavioural change communications as recommended by the World Bank are considered for application: https://openknowledge.worldbank.org/handle/10986/20227*
	1.4 Number of produced communication products	*Project records*	*0*	*2022*	*30*	*To be count based on the information provided by Project*
	1.5 Specialized equipment and supplies for the social services provides in deliberated territories that all to improve service delivery	*Project records*	*No*	*2022*	*Yes*	*Data will be collected on basis of Project's records, corroborated with monitoring visits reports, and cross-checked with partners' records*

Output 2: Crisis management structures are strengthened with data/ information analysis systems enabling efficient response at all levels of the Government	2.1 Number of digital solutions designed and tested by government counterparts	*Project records*	*0*	*2022*	*2*	*Ukraine's regulations for design, certification and proper deployment of electronic systems and processes, which are quite lengthy, will likely prevent UNDP from claiming successful, full-scale deployment of solutions designed by the 12-month project. Yet, testing may be performed and completed in time to claim the initial results.*
	2.2 Reconstruction, development and monitoring process of the regional development is digitalized	*Project and partner records*	*No*	*2022*	*Yes*	*Data will be collected on basis of Project's records and cross-checked with partners' records*

V. MONITORING AND EVALUATION

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

Monitoring and Evaluation Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected, tracked in UNDP Ukraine Integrated Monitoring and Reporting Platform (IMRP) and analysed to assess the project's progress in achieving the agreed outputs.	Semi-annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes tracking measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted per 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.	Semi-annually and incorporated into regular reports	Relevant lessons are captured by the project team and used to inform management decisions.
Project Quality Assurance	The project's quality will be assessed against UNDP's quality standards and procedures to identify project strengths and weaknesses and inform management decision-making to improve the project.	Design and Appraisal QA (at the project kick-off) Closure QA (at operational closure of the project)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.
Project Reports (semi-annual and annual)	The semi-annual and annual progress reports will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined yearly targets at the output level, the project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Semi-annually submitted during one month after the reporting period, and at the end of the project (final report six months after the end of project operations).	Performance data, risks, challenges, lessons learned, and quality will be discussed by the project board and used to make course corrections.
Project Review (Project Board)	The Project Board will periodically review project performance and provide strategic guidance to the project management.	Semi-annually	The Project Board will hold semi-annual meetings to assess project progress against Project Work Plans and planned budgets. The final Project Board shall hold an end-of-project review to capture lessons learned, discuss opportunities for scaling up and dissemination of project results and lessons learned with relevant stakeholders.

VI.   MULTI-YEAR WORK PLAN [12][13]

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	YEAR		RESP. P-TY	PLANNED BUDGET		
		2022	**2023**		Funding Source	Budget Description	Amount
Output 1 Capacities at the national, regional and local level of Government are strengthened for more effective and adaptive crisis/emergency response and livelihood creation *Gender marker: GEN -2*	**Activity 1.1**: Embed Crisis Management and Early Recovery expertise within the Government structure and expand the technical capacities at both national and local levels to manage the response and ensure effective delivery of services	90 000	89 285	UNDP	UNDP	71300 Local Consultants 75700 Trainings and Conferences 74200 Audio Visual & Printing Production Costs 72800 Comp. Equipment/Software 73100 Office Rent & Utilities	179 285
	Activity 1.2: Strengthen capacity of the Government to conduct sustainable recovery planning-implementation-monitoring activities at the national and local level that will allow to ensure accountability and transparency of the recovery process in Ukraine	0	350 000	UNDP	UNDP	71300 Local Consultants 72800 Comp. Equipment/Software 75700 Trainings and Conferences 74200 Audio Visual & Printing Production Costs 72200 Equipment and Furniture 72100 Contractual Services Companies 71600 Travel	350 000

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[12] 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

[13] 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.

	Activity 1.3: Enhance Government capacities on strategic communication and countering disinformation to minimize influences of fake news on citizens.	10 000	90 000	UNDP	UNDP	71300 Local Consultants 72800 Comp. Equipment/Software 75700 Trainings and Conferences 72100 Contractual Services Companies 74200 Audio Visual & Printing Production Costs	100 000
	Ensure effective project management	0	160 000	UNDP	UNDP	71400 Contractual services (staff costs)	160 000
	Sub-Total for Output 1	100 000	689 285				789 285
Output 2: Crisis management structures are strengthened with data/ information analysis systems enabling efficient response at all levels of the Government *Gender marker: GEN -2*	**Activity 2.1:** Development of IT tools supporting the Governments Services delivery at all levels	0	200 000	UNDP	UNDP	71300 Local Consultants 72800 Comp. Equipment/Software 75700 Trainings and Conferences 72100 Contractual Services Companies	200 000
	Activity 2.2: Strengthen the capacities of line ministries on crisis coordination and communication, through embedding new IT solutions	0	50 000	UNDP	UNDP	71300 Local Consultants 72800 Comp. Equipment/Software 75700 Trainings and Conferences 72100 Contractual Services Companies	50 000
	Activity 2.3: Support digitalization of the reconstruction,development and monitoring process of the regional development	0	300 000	UNDP	UNDP	71300 Local Consultants 72800 Comp. Equipment/Software 75700 Trainings and Conferences 72100 Contractual Services Companies 74200 Audio Visual & Printing Production Costs	300 000
	Sub-Total for Output 2	0	550 000				550 000
General Management Support (8%)							107 143
DPC 4%							53 572
TOTAL							**1 500 000**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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

The project stakeholder circle is described in more detail in sections above and will consist of the SCMU, Ministry of Social Policy, Ministry of Health, Ministry for Communities and Territories Development, Ministry of Foreign Affairs and other state agencies. Links will also be maintained with the Office of the President of Ukraine, Secretariat of the Verkhovna Rada of Ukraine as well as other government entities and development partners.

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

VIII.   LEGAL CONTEXT

Option b. Where the country has NOT signed the Standard Basic Assistance Agreement (SBAA)

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

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.

IX.   RISK MANAGEMENT

UNDP (DIM)

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

2.   UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][14] [UNDP funds received pursuant to the Project Document][15] 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.

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[14] To be used where UNDP is the Implementing Partner

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

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

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

7.   UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

a.   Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i.   put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii.   assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b.   UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c.   Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

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

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

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

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

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

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

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

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

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

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

subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

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

j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

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

k. *Choose one of the three following options:*

Option 1: 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.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party,

subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

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

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

X.   ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions

4. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here**.**

ANNEX 3: Risk Analysis

Project Title: Enhancing Crisis Management and Emergency Response capacities at all levels of government authorities of Ukraine.	Project Number: 00147091	Date: 01-Nov-22

#	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	There is a risk that there might be further significant deterioration of security situation in Ukraine which will hinder project implementation and impacts the ability to monitor activities	As a result of the ongoing war in Ukraine	Which will impact in terms of increased security restrictions due to spread of open hostilities in the project targeted areas, which will have a direct impact on the geographical coverage of the project activities and sustainability of results and delays in data collection, as well as might result in injuries of staff and partners L = 4 I = 4 (substantial)	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Dec-22 To: 31-Dec-23	Project Manager	Risk Treatment 1.1: Continuous monitoring and adjustment of activities. Scale down of project activities in affected areas until acceptable level of stability is restored. Project activities will take into account security situation in Ukraine and the necessary revisions will be made to ensure that project activities continue to the extent possible. Risk Treatment Owner: Project Manager

2	There is a risk that increased restrictions will be imposed, which may weaken staff movement, mobility, and holding direct consultations with stakeholders/partners	As a result of the ongoing war in Ukraine	Which will impact on partners ability and commitment to execute activities Potential risk of injury, persecution or detention to project staff, contractors, partners, and beneficiaries	**8. SAFETY AND SECURITY (8.1. Armed conflict) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **4 - Highly likely** Impact: **4 - Extensive** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Jan-23 To: 31-Dec-23	Project Manager	Risk Treatment 2.1: - UNDP will work in close coordination with UNDSS and the national government while ensuring the involvement of local authorities to secure a safe environment for the implementation of the project's activities and working with implementing partners with good knowledge of the local context and effective presence on the ground Risk Treatment Owner: Project Manager
3	There is a risk that there will be changes at the Secretariat of the Cabinet of Ministers of Ukraine, ministries after/during the war resulting in significant revision of strategic priorities and lack of commitment to project objectives	As a result of political instability, decrease in public support to government due to inadequate crisis management, growing economic hardships and deteriorating social conditions	Which will impact in delays in project activities or inability to achieve project's expected results	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **5 - Extreme** Risk level: **SUBSTANTIAL (equates to a risk appetite of OPEN)**	From: 01-Dec-22 To: 31-Dec-23	Project Manager	Risk Treatment 3.1: Continuous monitoring and adjustment of activities. Project activities will take into account political situation Risk Treatment Owner: Project Manager

4	There is a risk of lockdown, quarantine and other anti-COVID-19 measures implemented by the Government and subnational authorities	As a result of Covid 19 pandemic	Which will impact in delays in project activities, health risks to project staff and partners	**3. OPERATIONAL (3.7. Occupational safety, health and well-being) - 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-Dec-22 To: 31-Dec-23	Project Manager	Risk Treatment 4.1: Continuous monitoring and adjustment of activities. Project activities will take into account the current epidemiological situation and will adjust all activities accordingly Risk Treatment Owner: Project Manager
5	There is a risk of limited competitiveness of the software development market for state IT development and vendor lock lead	As a result of limited competitiveness of the software development marker for state IT	Which will impact in terms of reputational risk, inefficiency, cost and time overruns, corruption	**4. ORGANIZATIONAL (4.9. Procurement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **4 - Highly likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Dec-22 To: 31-Dec-23	Project Manager	Risk Treatment 5.1: The project will rely on the review of the software vendor market and rich experience of UNDP. UNDP will work proactively with all potential bidders to avoid vendor lock, potential accusations of corruption and cost overruns Risk Treatment Owner: Project Manager

ANNEX 4. Board TOR

I.   **Background**

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II.   **Duties and Responsibilities**

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

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

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

     The Project Board reviews updates to the project risk log.

2)   **Approval of key project execution decisions** (as explained in the "Manage Change" section of the PPM). The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes.

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

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions *('High-level oversight of the project' and 'Approval of key project execution decisions')* is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

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

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report.
- Address any high-level project issues as raised by the project manager and project assurance.
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment).
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.
- Agree or decide on a project suspension or cancellation, if required; (note that for GEF and GCF projects it is UNDP that decides to suspend or cancel and project and the [Project Board or Project Steering Committee] is informed/consulted only).
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project[16].
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

Additional responsibilities of the Project Board can include, but are not limited to, the following:
- Foster coordination between the various donors and government-funded projects and programmes.
- Ensure coordination with multiple government agencies and their participation in project activities.
- Appraise the semi-annual and annual project implementation report.
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
- Act as an informal consultation mechanism for stakeholders.
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses.
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

III. Composition of the Project Board

Every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation. The categories of Project Board members are the following:

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

1) **Project Director/Executive(s):** This is an individual who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive role for the project is UNDP (as the Project is implemented in direct implementation (DIM) modality). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the [Project Board or Project Steering Committee]. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative. **The Project Executive is: UNDP Ukraine Deputy Resident Representative**.

2) **Beneficiary Representative(s):** This is an individual representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board.

3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project[17]. There can be multiple development partners representatives in the Project Board if additional funding is secured.

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

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

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard [Project Board or Project Steering Committee] Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet 2 times annually within 15 days after receiving the regular Project Progress Report.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expeses related to travel or lodging to attend board meetings.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All Board decisions and minutes should be kept by the project management unit and UNDP.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.[18]

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[17] Except for responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

[18] UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of

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

All Board members should be presented with the list of rules and regulations governing the work of the Project Board, which will include the responsibilities already outlined and indicate agreed Board practices and logistics.

V. Standard Outputs of the Project Board Meetings

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

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of Annual Work Plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations[19]
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

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

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

VI. Support Functions to the Project Board

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

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

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

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modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

[19] Including audit reports and spot checks.

their duties, <u>specifically attend</u> board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: **UNDP Ukraine Programme Specialist, Democratic Governance (Team Leader)**.

<u>Project Support, this function is often covered by the Project Management Unit:</u> The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

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

The primary PMU representative attending board meetings is: **Project Manager**.