Mid Term Evaluation Final Report

UNDP Recovery and Peacebuilding Programme in Ukraine

For: UNDP Ukraine, Government of Ukraine and Development Partners

BY

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Date: November 21, 2017

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List of Acronyms

BMO	Business Membership Organizations
CAB	Citizens Advice Bureau
CSO	Civil Society Organizations
CSWG	Community Service Working Group
DfID	Department for International Development, United Kingdom
GCA	Government Controlled Area
IDP	Internally Displaced Person
LDFs	Local Development Forums
MinTOT	Ministry of Temporarily Occupied Territories and IDPs
MSMEs	Micro, Small and Medium Enterprises
NGCA	Non-Government Controlled Area
NGO	Non-Governmental Organization
RPA	Recovery and Peacebuilding Assessment
RPP	Recovery and Peacebuilding Programme
SCORE	Social Cohesion and Reconciliation Index
SDC	Swiss Agency for Development Cooperation
SIDA	Swedish International Development Cooperation Agency
TsNAP	Centre for Provision of Administrative Services
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USE	United Nations SCORE for Eastern Ukraine

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Executive Summary

The Recovery and Peacebuilding Programme (RPP) is responding to critical needs in an environment that remains somewhat unstable because of the continuing conflict that splits the Donetsk and Luhansk oblasts, the situation of IDPs in the government controlled areas (GCA), the impacts on other eastern oblasts and throughout Ukraine, and the continuing economic, governance and social cohesion challenges being confronted since the conflict began.

> ➢ Recovery and Peacebuilding Assessment (RPA) by World Bank, EU, UN, February 2015
> ➢ RPA approved by Ukraine Cabinet of Ministers August 2015
> ➢ Recovery and Peacebuilding Programme by UNDP

The RPP was formulated and is now coordinated and implemented by the UNDP in collaboration with the Government of Ukraine with the support of various development partners to include the European Union and the European Investment Bank, and the Governments of the Czech Republic, Japan, Netherlands, Poland, Sweden (Swedish International Development Cooperation Agency - SIDA), Switzerland (Swiss Agency for Development Cooperation - SDC) and the United Kingdom (Department for International Development - DfID). UN Women also serves as an implementer. The programme is aligned with the United Nations Development Assistance Framework (UNDAF) ,and the UNDP Country Programme for 2018-22, and the 2030 Sustainable Development Agenda.

Based on the implementation of projects in 2014-16, growing challenges and a need to coordinate inputs in a region seeking stability, the RPP was launched by UNDP to allow for a coordinated management structure and implementation framework to assist meeting priority needs and efficiently deliver resources to the governments and civil society.

The evaluation was conducted in response to the ongoing political, economic and social developments around the conflict and adjustments to the RPP. The evaluation was conducted from mid-August to early October 2017. The main objective is to assess if the main programme objectives are being achieved, provide lessons learned, and contribute to future programming, policymaking and organization learning by outlining recommendations for the next phase.

The RPP has evolved from individual projects since 2014 after the onset of the conflict. The existing projects were enveloped into the RPP by late 2016. Some projects have gone through several project cycles to date and all projects within each component will be coming to an end in late 2017 or in 2018 with the exception of one project that will continue to August, 2019. There were start-up issues, as is not unusual in a conflict situation, as projects were implemented singularly and then brought under the programme umbrella. It had taken coordinated efforts between the main stakeholders—government officials at the national and local level, UNDP, development partners and civil society organizations to come together in a coherent manner under the programme. It was also a challenge to find the right programme management mechanism and managers. Finding the right managers, advisors and staff remains a challenge but advances have been made. The results to date, by component, are provided as Annex E.

The RPP has a high degree of relevance to: 1) national context of Ukraine; 2) governance, social and economic stabilization in the Donbas region; 3) resident citizen and IDP needs; and 4) UNDP and development partners' country programmes and objectives. The Government of Ukraine holds Donbas regional recovery and rehabilitation as a priority as provided in regional strategies and activities and the support, thus far, provided to the programme. While it is difficult to measure

if human security has increased, it can be said that measures have been taken to improve such security and the institutions, services and mechanisms to help provide such security from an economic, governance and social perspective. The RPP framework has been flexible based on adjusting to the "needs on the ground", the absorptive capacity of stakeholders and the feedback provided by development partners, government and civil society organizations. The management framework, the resources available, and the ability to develop innovative implementation approaches allow this flexibility.

The following are a summary of key interim results by component:

Component 1: Economic Recovery and Restoration of Critical Infrastructure:
* Over 5,400 people (mostly IDPs) trained on business start-up, management and operations;
* About 3,000 jobs created due to employment promotion and support to entrepreneurship;
* About 550 businesses launched or developed;
* 13 social care, 9 medical care facilities, 1 school and 2 kindergartens rehabilitated;
* 5 bridges rehabilitated and 5 water supply systems restored providing water to 4 million people; and
* About 5,000,000 people are benefitting from restored/rehabilitated social and/or economic infrastructure facilities (2,784,000 women and 2,261,000 men).

Component 2: Local Governance and Decentralization Reform
* 54 Public Councils (PCs) established;
* 9 Citizen Advice Bureaus (CABs) established with about 14,902 people provided services (55% women for 2016 results) and CABs cover 120 towns and villages;
* 2 Centres for Provision of Administrative Services (TsNAPs) established; and
* Of 20 hromadas targeted for amalgamation, 7 amalgamated

Component 3: Community Security and Social Cohesion
* 24 Local Development Forums (LDFs) with Community Security Working Groups (CSWGs) established and fully functioning
* 54 grants and 25 initiatives on security, gender and legal aid were identified and are being implemented in 22 hromadas in 3 regions. Local governments and civil society have provided 25% of funds;
* 25 community mini-projects related to gender (legal aid, advocacy, SGBV, psychological support)
* All towns in Donetsk and Luhansk oblast have been connected via video-conferencing equipment. This is accessible to all government and local institutions and used 24/7.
* 48 mediators trained and equipped with mediation tools and techniques;
* 8 mediation grass roots peacebuilding initiatives supported along with 8 communication strategies and campaigns pertinent to community issues;
* 530 local opinion leaders from Luhansk and Donetsk oblasts have showed increased tolerance and improved perception of East and West of Ukraine as a result of exchange visits.
* The Career Guidance Portal for Youth (www.mycareer.org.ua), created by the Ministry of Youth and Sports in partnership with UNDP, has been included in the National Programme "Youth of Ukraine" for 2016-2020.
* 271 police who are comfortable doing community policing; and

Most component activities are on track. There are activities that can benefit from further attention, such as amalgamation process advancement, establishment of additional TsNAPs, and

addressing more infrastructure rehabilitation needs. But, some of these activities have resource constraints (infrastructure) or require significant buy-in and support from government authorities. Civil society organizations are seen as a key stakeholder for implementation and has given "local ownership" to programme activities. Citizen participation also seems high given attendance at programme-sponsored training and other events and the progress with such bodies as the CABs, PCs, LDFs and CSWGs. There remains a humanitarian and crisis response orientation to the assistance that is needed while at the same time the RPP is attempting to address recovery, rehabilitation, reform and development needs. A balance between these objectives, capacities and resources of the responsible agencies is needed.

Of the total programme budget of $43.5 million, about $28.8 is spent as of mid September 2017, or 66%. Expenditure appears to match activity implementation. Some activities have had either a slow start or hurdles to overcome but these apparently are being overcome with no cost extensions into 2018 (involving certain parts of EU, SDC, SIDA and Japan-funded projects).

There are interventions that will be sustainable to include: rehabilitated infrastructure; MSME development; completed amalgamated communities; establishment of TsNAPs LDFs, CSWGs, local government development capacities and strategies; improved policing and security capacities; advances in addressing legal advisory needs, amongst others. There has also been a focus on women (employment, legal rights, violence against), handicapped and youth issues.

The programme outlook is positive. The consolidation of project activities under a programme umbrella has helped to gain management and implementation efficiencies and to target much needed resources in a strategic manner. Experience gained to date will help complete the current project interventions and assist in the design of new ones. Coordination and collaboration between the main stakeholders has proven essential and needs to be continued in the future. All stakeholders favor the flexible framework. Even so, focus is needed given the limited resources and the still significant needs. The following are the main recommendations:

1. Evolution of programme focus from crisis and rehabilitation to reform and development with peacebuilding as the overarching theme.
   a. Transition to crisis response, recovery and rehabilitation to reform and development - Evolve to reform and development interventions to facilitate economic growth and improved governance with community input.
   b. Move programme activities toward the contact line and 'Forward Positioning' - As is already happening expand activity exposure to the contact line so that vulnerable groups are supported and stabilization is advanced. 'Forward position' by creating models, examples and processes that can be replicated in the GCA and, potentially, in the NGCA if peace ensues.
   c. Possible Need for a Programme Trust Fund - If there is interest in 'forward positioning' a trust fund mechanism, like the Multi Partner Trust Fund, should be activated especially if there is reintegration of the NGCA.
   d. Avoid Creating Stakeholder Subsidies and Reliance - While no trend is evident, there should be caution not to create reliance on programme funding and activities. Clear exit strategies and sustainability factors should be considered during activity design.
   e. Focus on programme objectives and activities - The programme has benefited from a flexible approach and clear focus. It is easy to be diverted for such a large and diverse programme. Constant attention is needed to focus on objectives and activities.

2. Support advancement of decentralization and amalgamation process

    a. Further address amalgamation and decentralization needs and support processes - Continued education of public officials and citizens is needed to advance amalgamation, as is the development of capacities and processes including using experience from past amalgamations. Create a 'menu of services' that provides a range of advisory and other support to facilitate the process.

    b. Synergies with other programme components and targeting amalgamating communities - Synergies should be exploited between all 3 components. For instance PCs and CABs seem to be used to facilitate Component 1 and 3 activities. Such synergies can be targeted to those communities considering or going through the amalgamation process.

    c. Support implementation and monitoring of local development strategies and public administration capacity assessment - These studies are completed and the programme can help in implementation and/or assist with monitoring to ensure implementation.

    d. Advancing private sector-oriented development - Given the governance restructuring, there is an opportunity to take advantage of this "change" atmosphere and orient the legal and regulatory framework to facilitate private sector development.

3. Enhancing economic development and growth orientation
    a. More of an emphasis on economic development – A common theme amongst stakeholders is the need for more economic development to create jobs and businesses to improve well-being. The Programme Board should consider if more emphasis is needed on this component.
    b. Infrastructure development support services - Interventions should concentrate on multiplying the funding available by: 1) providing project design and/or other services (procurement and contracting; project management; monitoring); 2) cost sharing with national and local governments; and 3) conducting sector planning (i.e., health facilities, schools, utilities, transport).
    c. MSME financial sector development - There is a need to strengthen the provision of and access to finance MSMEs either through the formal banking system or via revolving and other credit fund schemes.
    d. Using existing entities for business training and training of trainers - Business training can be provide by multipliers, such as BMOs, and an emphasis should be on 'training of trainers' to reach more individuals.

4. Consolidation of public services and community support services
    a. Replication of public service entities and applying joint efforts – Replication of TsNAPs and CABs throughout the region. Use of national and local public with programme and other resources to establish entities and provide training. Work on "back office" processing at TsNAPs to improve service delivery efficiency.
    b. Further consolidation of public service provision in "One Stop Shops" – Possibly consolidate TsNAP and CAB public services as well as add other services, if practical (tax, pension-related, social payments).

5. Progressive Community Security and Social Cohesion
    a. Community security and social cohesion remains a programme component – Area-based programming with community security and social cohesion has become an integral part of the programme. An "overarching" strategy should be developed especially to collaborate with the other two programme components.
    b. Empower communities including IDPs for meaningful engagement in local and regional development and support active citizenship. Such an emphasis strengthens the results under Components 2 and 3 and is achieved through supporting local communities and

civil society groups to be active and meaningfully engaged in the decision-making process for local and regional development

c. Sustainability of LDFs and CSWGs and use for citizen input – These entities are a useful channel for citizen input and activity implementation. The future emphasis should be on replicating throughout the region and their sustainability. Moreover, LDFs and CSWGs might be considered as a part of monitoring mechanism at the local and regional levels for effective justice and security service delivery.

d. Overall objective of the security and justice initiatives might be linked to supporting development and implementation of justice, rule of law and security plans and strategies at the local, regional and national levels based on participatory processes.

e. Continue to strengthen policing, legal aid and judiciary reform – continued emphasis is needed on the provision of accessible and adoptable high-quality justice and security services, especially to IDPs and other vulnerable groups, and judiciary reform as evidenced by surveys of citizen attitudes towards the judicial system.

f. Enhance inclusion of youth in component activities to make them part of the process of recovery, reform and development – Include youth-oriented activities in all components. Component 3 programme management can guide this effort.

g. Continued training of and cooperation with police and emergency service providers – Such activities have proven beneficial. The LDFs and CSWG are good venues to identify needs and facilitate cooperation.

h. Strengthen support to social networks aimed at facilitation of cooperation within or among groups and state actors. This ultimately will help to enable an environment for social cohesion - sense of belonging, active participation and trust.

i. Possibly address environmental issues – While not necessarily within Component 3, there is evidence and some demand for increased attention to environmental cleanup, management and protection. Consideration should be given to determine if there is interest in the issue by government and development partners and if it is within the scope and capability of the RPP.

6. Adopting and implementing a full programme cycle
   a. A good time to adopt and implement a full programme cycle and using UNDP's comparative advantage –Now is the time to put in place the final parts of the programme cycle- using monitoring and evaluation to help plan the next phase. This evaluation is part of that process and there appears to be ongoing discussions of the next set of project interventions. UNDP needs to continue to use its comparative advantage to further the programme cycle and approach.
   b. Implementing ongoing monitoring and evaluation – Monitoring and evaluation needs to be ongoing as part of the programme and not stand-alone one-time events. The programme is producing monitoring information. The information should be integrated with government statistics and USE/SCORE. The analysis should help in future programme planning and help to direct existing resources.

7. Adequacy of the institutional structure
   a. Keep the current institutional structure - The current structure works. The programme management has made significant progress in forming the programme and implementing it in a still unstable region. They should be commended for their efforts.
   b. Enlarging programme office in Mariupol – The office should be expanded to a full office as the services being provided and activities implemented increase.
   c. Continued collaboration with non-programme development partners while concentrating on programme- The programme should continue to collaborate with the UN East Team

and other development partners, and through regional and country platforms. However, the management and staff should be allowed to concentrate on programme activities. With such a large programme and staff it is easy to become a resource for 'everything development' in the Donbas region.

I.   Introduction

The Recovery and Peacebuilding Programme (RPP) was formulated in 2016-17 in response to the recovery, rehabilitation and peacebuilding needs resulting from the conflict in eastern Ukraine. The programme was formulated and is now coordinated and implemented by the United Nations Development Programme (UNDP) in collaboration with the Government of Ukraine with the support of various development partners to include the European Union and the European Investment Bank, and the Governments of the Czech Republic, Japan, Netherlands, Poland, Sweden (Swedish International Development Cooperation Agency- SIDA), Switzerland (Swiss Agency for Development Cooperation - SDC) and the United Kingdom (Department for International Development - DfID). UN Women also serves as an implementer.

The programme supports the implementation of the Recovery and Peacebuilding Assessment (RPA) of March 2015.[1] The programme also responds to the United Nations Development Assistance Framework (UNDAF)[2] and the UNDP Country Programme.[3]

The RPA was prepared to help identify recovery and peacebuilding priorities. The assessment resulted in identifying 3 main component areas:

      1.   Restore critical infrastructure and social services;
      2.   Promote economic recovery;
      3.   Strengthen social resilience, peacebuilding, and community security.

Based on the implementation of projects in 2014-16, growing challenges and a need to coordinate inputs, and a region seeking stability swiftly, the RPP was formulated with 3 main components similar to the RPA components.[4] The main difference is a concentration on governance rehabilitation and actual restructuring and a more refined emphasis on community security and social cohesion. The RPP was prepared by UNDP to allow for a coordinated management structure and implementation framework to assist meeting priority needs and efficiently deliver resources to the governments and civil society. The 3 main components are provided in Figure 1.

Figure 1: RPP Component Breakdown

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[1] Ukraine: Recovery and Peacebuilding Assessment: Analysis of Crisis Impacts and Needs in Eastern Ukraine, Volume 1: Synthesis Report, Joint Publication of the United Nations Ukraine, European Union and the World Bank, March 2015.
[2] Government of Ukraine- United Nations Partnership Framework, 2018-2022 and previous versions.
[3] Country Programme Document for Ukraine (2018-2022), Draft, UNDP, September 2017.
[4] Recovery and Peacebuilding Programme: Vision for the Future, UNDP, May 2017.
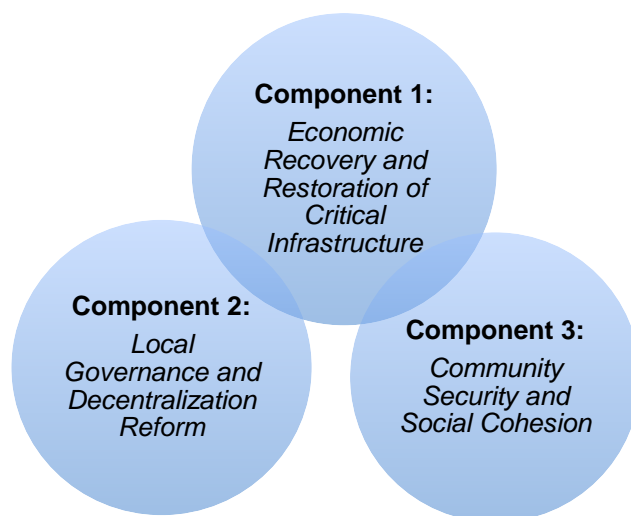
All UNDAF pillars are relevant to the RPP as illustrated in Table 1. The RPP also responds to the vision of change principle of "leave no one behind." It also is in line with the Sustainable Development Goals (SDGs) for Ukraine to include: Goal 3 (good health and wellbeing), Goal 8 (decent work and economic work) and Goal 16 (peace, justice and strong institutions).

Table 1: RPP and Relevant Pillars and Outcomes

Pillar	Outcome
Pillar 1: Sustainable economic growth, environment and employment	Outcome 1.1: By 2022, all women and men, especially young people, equally benefit from an enabling environment that includes access to decent jobs and economic opportunities
Pillar 2: Equitable access to quality and inclusive services and social protection	Outcome 2: By 2022, women and men, girls and boys, equitably benefit from integrated social protection, universal health services and quality education
Pillar 3: Democratic governance, rule of law and civic participation	Outcome 3: By 2022, women and men, girls and boy participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services
Pillar 4: Human security, social cohesion, and recovery with a particular focus on Eastern Ukraine	Outcome 4: By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support

The RPP responds to the pathways identified in UNDP Country Programme with a direct response to Pathway 3:

- Pathway 1: Inclusive and Effective Democratic Governance to include: a) inclusive and responsive decision-making and policies; and b) accountable institutions and human rights.

- Pathway 2: Inclusive and gender-responsive sustainable development to include: a) green economic development; and b) improved energy efficiency and sustainable access to energy.

- Pathway 3: Recovery and peacebuilding in conflict-affected areas to include a) sustainable economic recovery, b) restoring and reforming local governance structures, and c) building resilience.

The Country Programme's Results and Resources Framework identifies various outputs that align with these pathways and are in response to or in consideration of the RPP. It should be noted that while there are elements of the UNDAF and Country Programme that are distinctly aimed at eastern Ukraine and the conflict, the other elements of the strategies remain relevant to eastern Ukraine given the mix of crisis response with recovery, rehabilitation and elements of reform and development. This is a unique mix in the stabilization and development context of Ukraine as a whole, and of the region, in particular.

The evaluation was conducted in response to the ongoing political, economic and social developments around the conflict and adjustments to the RPP given the changing environment and ongoing implementation of programme activities. The evaluation was conducted from mid-August to early October 2017. The main objective is to assess if the main programme objectives are being achieved, provide lessons learned and contribute to future programming, policymaking and overall organization learning by outlining recommendations for the next phase of the RPP. The evaluation also reviews the programme's relevance, effectiveness, efficiency, visibility, potential impact and sustainability of the programme. The assignment Terms of Reference are provided as Annex A.

The evaluation was undertaken at a critical time in the programme's lifespan. While project activities began in late 2014, the existing projects were enveloped into the RPP in late 2016. Some projects have gone through several project cycles to date and all projects within each component will be coming to an end in late 2017 or 2018 with one project continuing to August 2019. A new programming cycle is beginning with discussions about project extensions or new projects of similar activities. It is the intention that the projects' results as well as this programme evaluation will feed into the future project and programme design to help make the RPP more responsive and effective, building upon the experience to date. The causative factor is the ongoing conflict that persists along the conflict line of the Donetsk and Luhansk oblasts and the instability and uncertainty such a conflict has on the people of the region and, thus, the RPP.

The evaluation's primary target audience is UNDP management, development partners, Government of Ukraine (national and local authorities) and the programme team. The review is an effort to help these key parties observe the RPP's progress and help future programming decisions as well as implementation, management, monitoring and reporting.

This document contains 4 main parts with the first being this introduction. Part II aims to place the project into the context of the recovery and development need and the approach and methodology of the review. Part III contains the main findings, lessons learned and conclusions, overall and by each of the 3 components. Part IV is an attempt to identify the main recommendations that could provide guidance to the key stakeholders to help future programme planning, management and evaluation.

The Evaluator would like to thank the UNDP country office team in Kiev and the field office team in Kramatorsk, Donetsk Oblast and Severodonetsk, Luhansk Oblast. The support was much needed for the in-country visit and for document compilation and information gathering. The assignment, covering critical needs in a fluctuating environment with various project interventions for each RPP component (completed and ongoing), was implemented in a short time frame. The efforts with the project team to provide the necessary documentation, coordinate meetings, and provide insights helped to make the assignment proceed smoothly. The Evaluator would like to thank the UNDP Country Director Janthomas Hiemstra, for his support and inputs; RPP Portfolio Manager Victor Munteanu, for his inputs and the coordination and support of the field team; and the various development partners who provided feedback on their individual projects as well as the overall RPP. The interviews included a variety of regional and local government officials in Donetsk and Luhansk oblasts as well as a variety of NGOs and other civil society stakeholders. Their time and feedback were essential to provide factual information to fully understand the RPP's impacts and results.

A list of those interviewed is provide as Annex B. A list of documents reviewed is provided as Annex C.

II.   Background

A. Development Context and Description of Intervention

The RPP was formulated in 2016-2017 resulting in the programme document *Recovery and Peacebuilding Programme: Vision for the Future* in May 2017. The programme document is a culmination of previous crisis, emergency, recovery and rehabilitation actions taken by UNDP, the Government of Ukraine and various development partners. The initial action was the *RPA* prepared by the European Union, World Bank Group and the United Nations supported by the Government of Ukraine. The RPA was finalized in February 2015 and was formally endorsed by the Ukraine's Cabinet of Ministers on 5 August 2015. The RPA and its structural approach was used to formulate the Government's own vision as provided in the Concept of the *State Targeted Programme for Donbas Recovery* that includes the RPA priorities. The Ministry of Temporarily Occupied Territories and IDPs (MinTOT) prepared the government program. The MinTOT was formed by the national government to be the main central government body dealing with rehabilitation and recovery needs of the eastern region. Other ministries involved include the Ministries of Regional Development, Construction and Housing, Internal Affairs and Communal Services.

The RPP is responding to critical needs in an environment that remains somewhat unstable because of the continuing conflict that splits the Donetsk and Luhansk oblasts, the situation of IDPs in the GCA, the impacts on other eastern oblasts and throughout Ukraine, and the continuing economic, governance and social cohesion challenges being confronted since the conflict began.

The large-scale demonstrations in Kiev in late 2013 led to a change in the national government in February 2014. Early Presidential elections took place in February 2014 and early Parliamentary elections in November 2014. Following the developments in Crimea during March 2014, in the spring of 2014 conflict erupted in the Donetsk and Luhansk oblasts when pro-Russian separatists took control of parts of the two oblasts. Despite the Minsk Protocol of September 2014, the renewal of cease-fire provisions in February 2015 and other ceasefires with the latest being on 24 June 2016, hostilities continue along the contact line splitting the two oblasts.

The conflict has had a tremendous negative impact on the people, governance, social fabric and economic structure and activity of the entire eastern region and most severely in the Donetsk and Luhansk oblasts. The conflict also impacts all of Ukraine's economic potential, government reform and social stability. Ukraine's GDP decreased by 17% with a 30% reduction in real disposable income between 2014-15. In the eastern region, there was a further breakdown of an already weak industrial and agricultural base especially given the industrial and mining facilities that mainly remains in the NGCA - an industrial base that was already outdated and dysfunctional since Soviet times. The conflict has disrupted the economic factors of production negatively impacting living standards throughout the eastern region leaving about 1.2 million people in need of humanitarian assistance in the GCA and 2.3 million in the NGCA.[5]

The conflict has resulted in 10,225 deaths with 2,803 being civilians and about 24,000 injured.[6] There are about 1.7 million IDPs according to the Ministry of Social Policy with 0.8 to 1 million residing permanently in the GCA. Other residents have moved back and forth from the NGCA with increasing crossings of the conflict line (1.13 million for the first seven months of 2017 - a record high). Inclusive of IDPs, it is estimated by UNOCHA that the conflict has caused a total of 4 million people to be in need resulting from the conflict. Mine-related casualties occur consistently month-to-month. Water and sanitation, power generation and transmission, and communication systems have been damaged or destroyed. Transport infrastructure has been damaged or curtailed because of military use and destruction. About 130 health facilities have reportedly remained closed or are awaiting repair. About 700 schools were damaged or destroyed since the start of the conflict with about 55 schools directly impacted by continuous hostilities in 2017 leaving students and educators directly or indirectly impacted by the conflict.[7] According to the RPA, the total infrastructure and social services recovery were estimated at $1.26 billion in 2015. This figure would likely have to be revised given the ongoing conflict and ongoing rehabilitation efforts.

UN and other international, regional and in-country agencies are responding to the emergency, crisis and prevention needs resulting from the conflict. The RPP provides a forward-looking unifying framework in the region for UNDP, national and local government authorities, and development partner projects and programmes. Just as the RPA was prepared in the context of the ongoing crisis and looked beyond immediate humanitarian needs, the RPP has attempted to implement a recovery and development programme in an ongoing conflict situation.

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[5] *Humanitarian Response Plan Mid Year Review, Ukraine*, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), August 2017

[6] *Report on the Human Rights Situation in Ukraine*, Office of the UN High Commissioner for Human Rights, 15 August 2017

[7] The previous statistics for this paragraph, other than the casualty statistics, are from the *Humanitarian Response Plan Mid Year Review, Ukraine*, United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), August 2017

Since the beginning of the conflict UNDP was working on a series of projects that were integrated into one coherent framework. The RPP was based on the following principles:[8]

1. Addressing local governance needs development is core to sustainable development;
2. Social and productive infrastructure must be rebuilt and the economy redeveloped so that people's livelihoods and wellbeing improve; and
3. Conflict-affected communities must regain safety and social cohesion.

The programme has involved 9 development partners coordinated and managed by UNDP. The programme has involved 13 projects with 9 projects active at the time of the evaluation. The programme involved former projects (4) that began as early as 2015 and are now completed. The main areas with project activity are in the two oblasts on the contact line: Donetsk and Luhansk, otherwise known as the Donbas region. The other oblasts targeted are the contiguous oblasts of Kharkiv, Zaporizhzhia and Dnipropetrovsk. And, one project has activities in the oblast of Zhytomyr, in central Ukraine. The programme is managed and administered by programme management and staff in Kramatorsk and Mariupol, Donetsk oblast and Severodonetsk in Luhansk oblast. Each component is managed and implemented by a component team. The field offices are directly linked in terms of management, administration and reporting to the UNDP Country Office in Kiev. The programme has as an oversight body, the Programme Board, that consists of representatives of the Government and all development partners involved in the programme. A list of the project, by component, is provided as Annex D. The list includes project names, dates, amounts, development partner and status.

Figure 2: RPP Characteristics
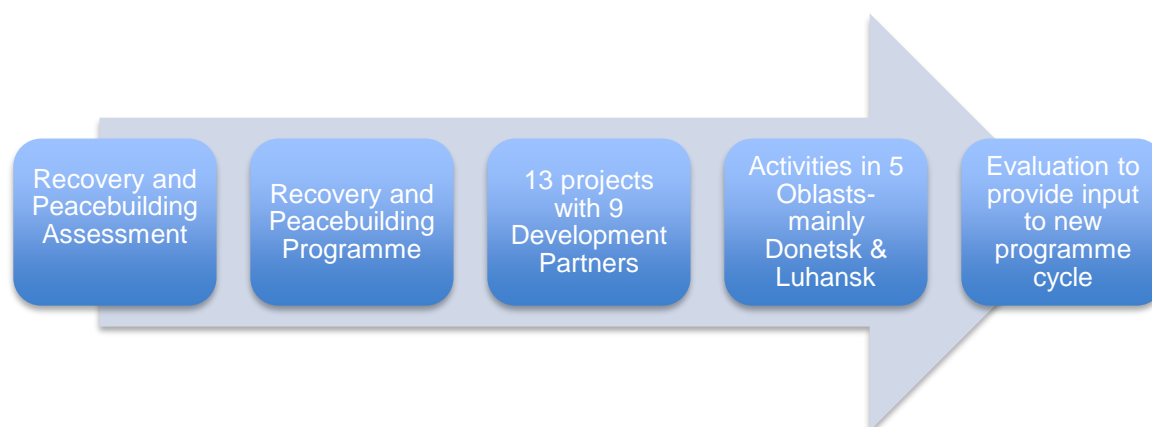
The RPP is seeking to achieve the following outcomes:[9]

1. Critical infrastructure is restored in conflict-affected areas and inclusive economic growth is advanced through support to entrepreneurs, BMOs, micro, small and medium enterprises (MSMEs) and trade development.
2. Capable, accountable and responsive local governance is supported in Donetsk and Luhansk oblasts in line with the decentralization reform agenda, which prioritizes and effectively addresses the needs of conflict-affected communities and empowers women and vulnerable groups.
3. Community security and social cohesion are improved in communities affected by conflict.

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[8] Recovery and Peacebuilding Programme: Vision for the Future, p 7.

[9] Recovery and Peacebuilding Programme: Vision for the Future, p 14.

The RPP was configured based on an area-based programming approach. It is also being implemented in such a manner by concentrating programme activities in Donetsk and Luhansk. The area-based programming approach is applicable to the RPP given the concentration of needs in one geographical area and the movement of people, governance and economic activity and the adjustments made thereof.

The area-based programming approach also fits the governance changes in the region. Prior to the conflict, the civil administrations and elected Regional Councils were based in the cities of Donetsk and Luhansk oblasts. The administrations were then split because of the conflict. New civil-military administrations were re-established under the Government of Ukraine in Kramatorsk and Severodonetsk in the GCA. Since then there has been a consolidation of governance structures in the GCA. And, some decentralization with the amalgamation of city, town and village governance entities has taken place. The regional administrations are operating under special legislation as civil-military administrations and do not have elected counterparts in the form of Oblast Councils as of this time. The regional administrations do play a leading role in project identification, monitoring and implementation of all recovery activities. Each oblast has also established regional development capacities in the form of agencies or offices. The transition from crisis response to recovery and development requires strong public participation in planning. The RPP has helped to develop a framework that allows participation and also has built entities, approaches and capacities to facilitate such participation.

The RPP is built on several assumptions that are critical to planning and implementation:[10]

1. There is sustained political willingness to seek solutions in the conflict-affected areas.
2. Ukraine's political leadership is committed to national reforms that are conducive to economic recovery and regional development.
3. Inclusive local governance under government decentralization policies is developed and seen as legitimate by communities.
4. Sustained financial resources and endorsement are available from the international community and the government in a timely and consistent manner.

As of this date, all four assumptions are being met. There are areas where certain commitments can be strengthened, as outlined in the next section, but overall there is a definite commitment by the national and local governments, civil society organizations, the public in general, and donors to the RPP.

The risks outlined in the project document remain pertinent and require constant attention and monitoring. As of this time none of the risks preclude current or prevent future programme activity. These risks as identified in the programme document include:[11]

1. Ukraine's political parties and parliamentary and government leaders may not be willing (or able) to implement the anti-corruption, decentralization, access-to-justice, and other reform measures needed to improve the legitimacy of the Ukrainian state in the eyes of its citizens, improve service delivery, and reduce obstacles to commercial and investment activities.

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[10] Recovery and Peacebuilding Programme: Vision for the Future, p 32.
[11] Recovery and Peacebuilding Programme: Vision for the Future, p 32.

2. A lack of genuine interest in reconciliation and recovery on the part of key actors could lead to subdued RPP implementation.
3. The persisting risk of corruption could undermine confidence in and the credibility of regional and local governments, and create disincentives to investment in the Donbas economy.
4. The "hot and cold" ebb and flow of military activities across the line of contact, which could preclude the minimal security conditions necessary for programming in the NGCA.
5. Political fragmentation could delay or stall governance reforms and potential investments in recovery.
6. The Government may be unwilling to have the UN engage in area-based (or other) development programming in the NGCA; and there may be a corresponding unwillingness/inability on the part of the NGCA de facto authorities to provide the support and conditions necessary for such programming.

The three programme component areas are not mutually exclusive. In fact, they are integrated in terms of the project activities as well as the key programme objectives. They are more like three pillars holding up the recovery response in the region and they are much integrated. For instance, there is a high degree of correlation between the activities in Component 2 - local governance and decentralization with Component 3 - community security and social cohesion - both components depend on each other. And, any progress on economic recovery will directly relate to infrastructure development, governance improvements and social stability, just as infrastructure development will contribute to all facets of the programme.

> One Development Partner stated, *"The programme approach has worked much better than implementing individual projects."*

B. Evaluation Scope and Objectives

Given the alignment of the projects into the 3 programme areas, the alignment of the programme with the UNDAF and UNDP Country Programme 2018-2022 and ongoing needs in the region, an evaluation is timely to assess the extent to which programme and component project objectives were achieved, summarize the lessons learned, and contribute to future programming, policymaking and overall organizational learning by outlining recommendations for the next phase of the RPP.

The evaluation took place from 8 August to 20 October with the following time schedule:

- August 8   Contract Signed
- August 25   Inception Report submitted
- September 10-16   Field Visit conducted
-                        (Sept. 10-11 Kiev, 12-15 Kramatorsk and Severodonetsk. 15-16 Kiev)
- September 29   Draft Report submitted
- October 16-20   Final PowerPoint Presentation via Skype or in-country visit
- October 20   Final Report and PP Presentation submitted and assignment end

The evaluation included a review of the programme and project documents, reports and associated work plans. There were discussions with UNDP and programme management (including component management), programme technicians and staff, development partners, government authorities, civil society implementers and other stakeholders.

As indicated in the evaluation Terms of Reference, the evaluation was focused on the following:

1. The relevance of the programme (approach, objectives, modalities of implementation, etc.).
2. The effectiveness of the approach used to produce results.
3. The efficiency of programme and project management, including the delivery of inputs in terms of quality, quantity and timeliness and the monitoring system.
4. The sustainability of the programme and project to measure to what extent the benefits of the activities will have after programme and project completion and if the capacity will be maintained.
5. Results with regard to the indicators of progress.
6. The transfer of capacity to the nationals.
7. The views of the direct beneficiaries on the outcomes and on the consultative process used for the programme and the project.

 An analysis of each of the evaluation elements is provided in Section III.

The target audiences for the evaluation are:

- Main partners to deliver the programme services: UNDP and its development partners
- Direct stakeholder: MinTOT; Ministries of Regional Development, Construction and Housing, Internal Affairs and Communal Services; local government authorities; Civil Society Organizations (CSOs)
- Indirect stakeholders: End-users and other stakeholders impacted by the programme

C. Evaluation Approach and Methodology

The evaluation approach and methodology was based on: 1) a review of relevant documents and the collection of data regarding programme and project activities and resulting impacts; 2) interviews of the direct and indirect stakeholders; and 3) analysis of the information gathered and report writing.

The documents to be reviewed included:

- Programme and project documents with attachments (results and resources tables, indicator performance tables, etc.)
- Programme and project monthly, quarterly and annual reports
- Planned and actual budgets
- Other documents as necessary and relevant

Given the complexity of the programme, a set of tables was provided to the programme team to help to organize information and data. The tables included: a summary table of projects by component, a result and resources framework table identifying the status of component and project activities, and a financial performance table, by component. The tables helped to present the data in an analytical format that could be more easily assessed.

The in-country visit (10-16 September) focused on direct and indirect stakeholder interviews and further information gathering. The interviews were beneficial in terms of discussions and seeing implementation and issues "on the ground" in a real time situation. The interviewees included:

- Programme and component management and staff
- UNDP representatives
- Direct stakeholders (government officials, CSOs)
- Indirect stakeholders
- Development partner representatives

Meetings of 2 focus groups were also held in a round table discussion format with some participants calling in on Skype. The discussions were regarding participation in the programme, impacts of the activities, and feedback on implementation and results.

The final phase of information analysis and report writing was conducted immediately following the in-country visit.

III.   Findings and Lessons Learned

A. Overview

The purpose of this section is to identify the findings and lessons learned based on the data gathered. The findings and lessons learned are addressed for the overall programme and then by each component. The analysis leads to the recommendations in Section IV.

B. Findings and Lessons Learned

a. *Overall Programme Findings and Lessons Learned*

Overall Findings
The following table provides a summary of key conclusions based on the evaluation factors formally discussed in Section II.B.

Table 1: Programme Achievement Measurement Summary

Evaluation Factors	Status
Relevance	The RPP has a high degree of relevance to: 1) national context of Ukraine; 2) governance, social and economic stabilization in the Donbas region; 3) resident citizen and IDP needs; and 4) UNDP and development partners' country programmes and objectives in the short, medium and long-term. The Government of Ukraine holds Donbas regional recovery and rehabilitation as a priority as provided in regional strategies and activities and the support, thus far, provided to the programme. The programme has contributed to stabilization despite remaining gaps between supply and demand. While it is difficult to measure if human security has increased, it can be said that measures have been taken to improve such security and the institutions, services and mechanisms to help provide such security from an economic, governance and social perspective. The programme interventions are consistent with the UNDAF and UNDP Country Programme objectives and development partners have invested resources to advance the programme and adhere to their respective frameworks with relevance being maintained at least to the medium term as development partners either extend or plan additional interventions.

That said, the RPP framework has been flexible based on adjusting to the "needs on the ground", the absorptive capacity of stakeholders and the feedback provided by development partners, government and civil society organizations. The management and administrative framework in place, the resources available, and the ability to develop innovative implementation approaches allow this flexibility.

Interim Results

The RPP has evolved as individual projects since 2014 and the onset of the conflict. There were start-up issues, as is not unusual in such a conflict situation, as projects were implemented singularly and then steadily brought under the programme umbrella. It had taken coordinated efforts between the main stakeholders—government officials at the national and local level, UNDP, development partners and civil society organizations to come together in a coherent manner under the programme. It was also a challenge to find the right programme management mechanism and managers. Finding the right managers, advisors and staff remains a challenge but significant advances have been made. The results to date, by component, are provided as Annex E. There have been some delays or questions about focus but such issues have not misaligned the programme or severely impacted implementation after the RPP was fully in place. Discussions have taken place to remedy such problems by clarifying the focus, extending activities where necessary and starting new phases, as necessary, with the collaboration of the key stakeholders.

Effectiveness

The RPP, as implemented, is following the programme document as well as the individual project documents. The management has the ability to track such progress or identify barriers. Issues are addressed by programme management and, as needed, by the Programme Board. There is the possibility of improving monitoring and evaluation capabilities to better inform programme activities and measure impact as well as provide development partners with consistent information. Measurement of activities is being undertaken but may be better used in future planning. As shown in Annex E, most activities are on track. There are areas that can benefit from further attention, such as advancing the amalgamation process, establishment of additional TsNAPs, and addressing more infrastructure rehabilitation needs but some of these interests have resource constraints (infrastructure) or require significant buy-in and support from government authorities. Civil society organizations are seen as a key stakeholder for implementation and has given "local ownership" to programme activities. Citizen participation also seems high given attendance at programme-sponsored training and other events and the progress with such bodies as the Citizen Advice Bureaus (CABs), Public Councils (PCs), Local Development Forums (LDFs) and Community Security Working Groups (CSWGs). There could be a future concern about effectiveness if the civil society organizations (NGOs, etc.) become reliant on donor funding and there are no clear exit strategies. Cooperation and outreach with other development partners, UN agencies and governments seem present. There remains a humanitarian and crisis response orientation to the assistance that is needed while at the same time the RPP is attempting to address recovery, rehabilitation, reform and development needs. A balance between these objectives, capacities and resources of the responsible agencies is needed. Coordinated and collaborative messages are necessary and must be clear to

the national and local government entities (including at the village level), the CSOs and the citizens. And, planning implementation, monitoring and evaluation information should be communicated in a proactive manner with these stakeholders in systematic way (at least quarterly).

Efficiency
The programme seems to have become more efficient as the individual projects were placed under the programme, an effective management structure (and managers) were put into place, and relationships built with stakeholders and end-users. There are challenges as some individual development partner projects are split between components that present a management and oversight challenge but one that is not insurmountable. Management has seemed to have responded to the challenge and addressing such an issue could be better dealt with from the beginning at project design so managers have a clear road map to implement and measure progress. Efficiency should also be looked at from the viewpoint of certain stakeholders, particularly local government bodies so that interventions are coordinated and targeted and not "overusing" certain more responsive entities but that the attention is spread to the extent possible. Budget expenditure, as illustrated in Annex F shows the finance utilization rate of individual projects. Expenditure appears to match activity implementation. Some activities have had either a slow start or certain hurdles to overcome but these apparently are being overcome with no cost extensions into 2018 (involving certain parts of EU, SDC, SIDA and Japan-funded projects). The programme administration appears efficient with the offices in Kramatorsk and Severodonetsk and a presence in Mariupol. The programme approach helps to combine what would have been individual project management costs and other resources in a more efficient way. It is also a flexible framework to add, detract or adjust existing or new interventions within the programme's objectives.

Sustainability
There are clear and measurable interventions that will be sustainable to include: rehabilitated infrastructure; MSME development; completed amalgamated communities; establishment of TsNAPs LDFs, CSWGs, local government development capacities and strategies; improved policing and security capacities; advances in addressing legal advisory needs; and other capacity building. There has also been a focus on women (employment, legal rights, violence against), handicapped and youth issues. There are also challenges regarding sustainability such as the PCs and the CABs - it appears that these bodies are temporary responses to citizen needs but a clear exit strategy is needed to lead to services provided by local governments (via TsNAPs or other solutions) and democratic processes and bodies to replace PCs. Employment generation through MSME development has helped but there is the potential to advance such private sector development by more institutionalized training, an effective business registration and private sector development-oriented legal/regulatory environment, and availability of small-scale finance other than grant programs. MSME grant programs should be aimed near the contact line. Work with BMOs have been positive and should be extended to other BMO-type business bodies. Activities involving youth seem to have been high impact in a cost-effective manner. Working with youth seems to have been positive and such interventions have a multiplier effect in terms of education, training and youth becoming more positive catalysts for

community development and action. There are various activities that can be replicated or repeated and some with minor improvements. The programme should concentrate on establishing models, examples, procedures and processes that can be easily replicated throughout the Donbas and within the NGCA if peace ensues and the territories are integrated. The main risks to the RPP and the sustainability of its activities remain as originally envisioned in the programme document with the main risks being: 1) increasing conflict throughout the Eastern region; 2) lack of collaborative national and local government support and assistance on an ongoing basis; and 3) development partner fatigue because of lack of progress or government collaboration at the national or local level. It should be noted that while national and oblast government support and facilitation is needed (as well as development of oblast development capacities) more attention is warranted to the local level (cities, towns, villages) so basic governance services and administrative functions could be provided that touch individual citizens and the citizens have a voice in selecting its leaders.

Impact

Impact is difficult to measure at this point in the programme cycle given the full programme approach start in late 2016 and into 2017 and the starting, ending and ongoing nature of the projects within the programme. In terms of activity completion, the programme has had an impact on 1) economic stabilization and aiding the rehabilitation of some social and economic infrastructure; 2) employment generation from MSME activities (and a variety of entrepreneurial, business management and skills training); 3) governance development in terms of strengthening governments to take on development orientations; 4) addressing needs of women, youth, IDPs and persons with disabilities in a variety of ways (legal aid, police security, employment and skills development, community participation and cohesion); 5) supporting the governance decentralization and amalgamation process to the extent possible with those entities that are interested; 6) improving the provision of government services to IDPs and the local population; and 7) providing platforms and opportunities for citizen participation to advance social cohesion. While all of these areas are not fully addressed or resolved, the project has contributed to addressing the needs in an effective manner with improvements being made as the programme advances through the programme cycle and as some semblance of stabilization has occurred. There is evidence of progress in each of these areas but it is difficult to measure impact in terms of number of IDPs served, jobs generated, etc. However, Annex E shows the results by key activities with most achieved or on-track. As well, the UNDP Country Programme indicators provide another measurement of impact. Also, the UN is implementing the Social Cohesion and Reconciliation (SCORE) index methodology (referred to as USE - UN SCORE for Eastern Ukraine). The measurement of 1) programme activities and output indicators; 2) USE results; and 3) other economic and population statistics could be better used to measure impact with resulting information fed back into the planning process for RPP needs as well as for government decision making at the national and local levels.

Programme Outlook

The programme outlook is positive. The consolidation of project activities under a programme umbrella has helped to gain management and implementation efficiencies and has helped to target much needed resources in a strategic

manner so as to address needs without overwhelming stakeholders. An opportunity remains for improvement, as outlined below, and the experience gained to date will help in completing the current project interventions and assist in the design of new ones. Coordination and collaboration between the main stakeholders has proven critical and essential and needs to be continued in the future. The flexible framework appears to be favored by all stakeholders. Even so, focus is needed given the limited resources and the still significant needs.

<u>*Overall Lessons Learned*</u>

- *Consolidation of projects to a programme approach takes time and adjustment.* Overarching umbrella concept was needed and development partners needed to have a strong buy in and commitment over the medium term. Time was needed to hire appropriate management and staff.

> During a Focus Group of CSOs all 6 participants rated programme interventions "very good" and collaboration with UNDP as a 10 (out of 10)

- *The programme approach helps to obtain management, administrative, delivery and finance efficiencies and targeted project delivery and at the same time accomplishing project objectives and meeting stakeholder needs.* That said, the programme approach has worked, is effective and can be further built upon for another cycle of activity. The challenge is building on activities and increasing integration between components.

- *The flexibility of the programme has helped in the delivery of interventions as well as allowed the programme to get the attention and buy-in of stakeholders.* It has also allowed the concentration on priority interventions to be implemented as demanded to fit most critical needs.

- Initial projects were started in 2015 and early 2016. It is reported that project implementation was very slow (causing delays that pushed back start dates or activity implementation). *The formulation of the programme approach helped to focus attention, resources and activities into one framework.* Implementation improved as the programme was formulated and proper management put in place.

- *Operating in a conflict zone has special considerations - not a normal project start-up and the enabling environment is fluid and sometimes unstable.* The question that remains in implementers' and stakeholders' minds: what does the future hold for programme management, implementation and target groups and how can we respond effectively?

- *Working with a civilian-military leadership and structure is challenging and unique given crisis response, humanitarian, reform and development needs.* Sometimes there are conflicting agendas that stall or prevent activity advancement. Clear communication channels and collaborative UNDP and development partner intervention and support are needed.

- *There is an evident differentiation between emergency and humanitarian response and rehabilitation, reform and development with peace building as overarching theme.* Definite transition is occurring and has to be gauged periodically so that activities can be provided in a responsive manner.

- *The region is not experiencing a classical crisis and rehabilitation model or a reform and development model. It is a combination of both in a somewhat fluid working atmosphere.* There are some individual and institutional capacities present that help to advance more to a reform and development agenda as is already being done with certain activities.

- *Clear identification of programme components (and projects within components) has helped to organize programme activities and has helped to focus investments and efforts in critical areas.* It is an easier roadmap to follow from an implementation perspective and more clear from a stakeholder or end-user perspective.

- *It is easier to fit projects into programme at the design stage in terms of the planning, management and monitoring framework.* It is important to have, per component, consistent log frame design (i.e. results and resources framework) that allocates outputs, activities, and budgets to activities. At the same time, components must be flexible and responsive to needs.

- *Consistent programming, monitoring and evaluation are a necessity.* UNDP, together with development partners and programme management, have worked to place activities within the programme and each component. Management structures are in place. Consistent programme planning frameworks and templates appear to be in place but there should be consistency in project design frameworks and monitoring and evaluation elements. *There is room to provide more consistent project frameworks that could provide more responsive monitoring and evaluation.* An effort should be made to place projects more in a programme cycle rather than individual project cycles. This seems to be evolving as time goes on but would benefit from a more concerted effort.

- *Partnerships at the oblast, city, town and village levels have proven constructive and have helped to make progress in project activities as well as provide feedback to implement current and potentially future efforts.* Some feedback has indicated that more attention needs to be at the city, town and village level in terms of governance strengthening, decentralization and amalgamation. Work at the community level needs to be replicated to address a broader geographical area.

- *While activities have helped to make progress at the oblast and lower levels of government there appears to be a disconnection with the national level.* Hurdles, barriers or lack of communications exist between central and local levels to help advance activities and reform. Cooperation and collaboration has to go hand-in-hand between the different governance levels. Policies and strategies should be coordinated and the necessary frameworks in place to ease governance, economic and social remediation and change.

> *"There are not strong programme linkages with the central government entities, such as MinTOT"* – Development Partner

- *Area-based approach works since it concentrates attention and resources in a demand-driven way and can address local government and civil society group needs at the ground level.* The approach also focuses time and commitment. The challenge is spreading resources to address a larger segment of area and population and to find original ways to replicate in a cost efficient and effective manner. There should be a concern about

spreading resources too thin- money, time, attention but this does not appear to be a problem at this time.

- *Collaboration and cooperation with development partners allows buy-in by development partners.* The Programme Board has helped in planning and monitoring and dealing with appropriate issues. The Board needs to be continued in an active way to keep programme management in touch and in line with UNDP and development partner needs. The Programme Board may benefit (if not done already) from hearing from end-users at Programme Board meetings in region to provide direct feedback and see impacts and results in the field.

- *Various studies, assessments and strategies were developed through the programme (two regional development strategies, assessment of institutional capacities of local and regional governments, as examples). However, it is difficult to see if there's been follow-up to any of these efforts.* Such investments should be followed-up in terms of implementation or at least monitoring. They should be key documents to help plan or advance interventions.

- *Established models, processes and examples work.* Given the demand and limited resources, cookie cutter approaches do work. However, such approaches should not be fixed in concrete but adjusted per stakeholder and/or end-user need. For instance what may apply to one hromada may not full apply to another hromada.

- *Established models, processes and examples should be well documented and built to be replicated if peace ensues in NGCA.* 'Tip of the hand' extended (as in handshake) by moving to the contact line. There are some examples of activities that have done so in terms of infrastructure rehabilitation and service provision. There is also evidence of more demand from people along the contact line and people crossing over from NGCA to receive services.

- *The programmatic approach and implementation shows UNDP's clear competitive and comparative advantage* to: 1) collaborate and coordinate with other development partners; 2) be an objective delivery vehicle to facilitate government and civil society interests; 3) address critical needs in a conflict area in a non partisan manner; 4) provide efficient and effective mechanisms and framework for project delivery; and 5) provide corporate knowledge and relevant experience of working on crisis, conflict, rehabilitation, reform and development needs.

- *The programme has to be very careful about creating direct and cross subsidies that stakeholders (public, governments, civil society organizations and private sector) become reliant upon.* It is not being said that this is occurring though it might be. Each intervention must have a clear exit strategy and recipient entities must be aware that the interventions are to assist not provide gap functions, funding or activities endlessly. Again, most stakeholders are aware of this but it has to be said and repeated.

- *There have been several activities that have involved public communications of issues or recognition of activities.* Outreach about handicap issues is one example. Such public relations or media campaigns are a necessity in terms of getting the word out to the public as well as showing investments by those stakeholders and advancements. *Organized approaches to advancing or addressing issues using mass media are worth the*

investment. Coordination and sometimes collaboration with government authorities would be beneficial. It is also a way to show civil society activities and their benefits.

- Following on the previous, *the communication of programme progress and intervention implementation is critical to show stakeholders how the RPP is advancing as well as having an impact.* Continuous communication is needed to stakeholders to keep all up-to-date.

- *While development partners like to see their funds spent directly and reported on to show results and impacts, there is more of a need in a programme approach to meld different projects, their activities and funding together.* The programme seems to be maturing to this point. Also, there have been and will most likely be more opportunities to commingle development partner funds with national, local and other fund sources. This development should not be ignored because of the complexity. Reporting systems are already developed and can be improved upon with the patience, understanding and inputs of development partners.

- *"Every donor wants their own reports," was said by more than one person interviewed. While this is a necessity from a development partner perspective, the programme has made some progress on administering project funds, activities and reporting in a programme-based manner.* There are opportunities for improvement so that information is generated by programme component and project information can be extracted. The development partners should be patient and understanding of the demands, as well as a bit flexible, so that the needed information is produced and not overburdening programme management and staff. This includes UNDP information demands.

- *While programme activities are being measured, there is lack of data to show actual impacts.* The USE/SCORE will be helpful to show impact. There should be a combination of programme data, USE/SCORE data and socio-economic data to be collected on an ongoing basis in a coherent manner to be used by programme management, the Programme Board and stakeholders.

b. <u>Findings, Lessons Learned and Conclusions By Component</u>

Component 1: Economic Recovery and Rehabilitation of Critical Infrastructure

<u>Findings</u>
Economic recovery has been an early and critical set of interventions to help stabilize economic activity and provide capital and expertise to rehabilitate some economic and social infrastructure. The focus on economic recovery is an essential element of any recovery programme since it is aimed at setting the region on a normalized path so that employment and income generation occur. The component has concentrated on two key areas: 1) economic and social infrastructure rehabilitation and reconstruction; and 2) MSME development via entrepreneurial training, other business training, BMO development, and small grant programmes for start-ups. Both sub components help to generate employment and business transactions in the short term (through the infrastructure investments) and provide more medium long-term assistance to help private sector-oriented development.

Figure 3: People Benefitting from RPP interventions
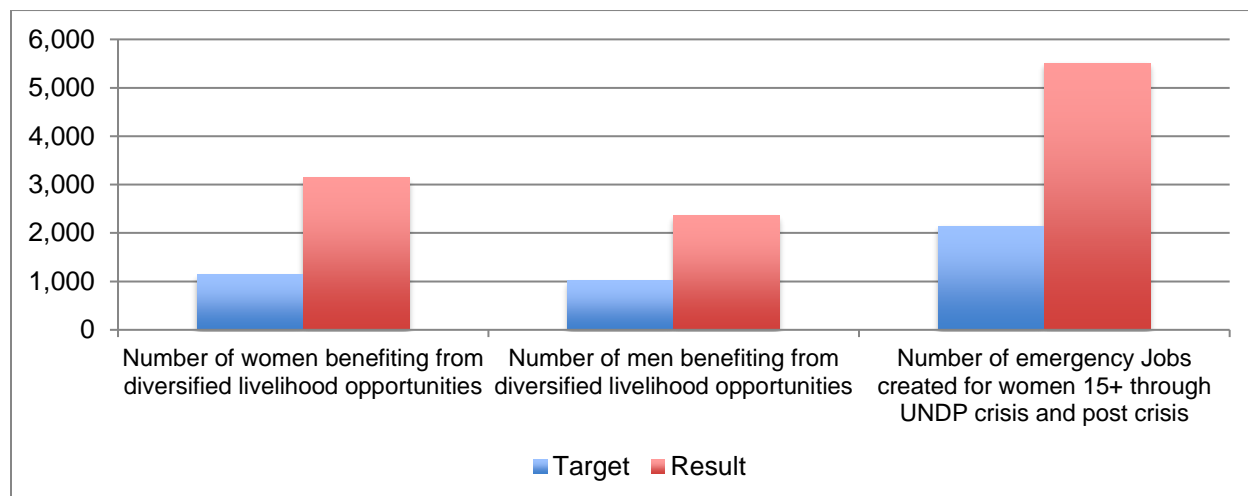
The business development activities have concentrated on IDPs in terms of providing business start-up and management training. Some of the accomplishments include:

- Over 5,400 people (mostly IDPs) trained on business start-up, management and operations;
- About 3,000 jobs created from businesses started, restarted or enlarged due to provided training;
- About 550 businesses launched or developed;
- At least 80 grants are planned to be provided for new business start-ups by the end of 2017;
- 19 business support infrastructure organizations supported
- 2 regional development strategies supported with accompanying training of personnel implementing;
- 1 school and 2 kindergartens rehabilitated and are fully functioning;
- 9 medical care facilities rehabilitated;
- 13 social care and rehabilitation institutions restored and 144 social care personnel trained to deliver quality social care services;
- 5 bridges rehabilitated to improve logistics and inter-regional communication
- 5 water supply systems restored which provide water to about 4 million people in Donbas;
- One post office and one fuel pallets enterprise restored to improve business activity in Donetsk region;
- About 5,000,000 people are benefitting from restored/rehabilitated social and/or economic infrastructure facilities (2,784,000 women and 2,261,000 men).

The projects under the component have been effective in implementation though with some slow start-ups and getting initial plans and strategies in place. However, given the demand, programme management has attempted to serve as wide an audience as possible for the employment generation and business start-up portions. For the infrastructure rehabilitation, projects have been implemented in a systematic manner after a wide canvasing of possible projects. There were some delays with individual rehabilitation efforts but overall targets have been achieved or have the potential to be achieved.

Lessons Learned

- Economic development – business and job creation to achieve sustainable livelihoods – seems foremost on everyone's mind to be the chief catalyst to security and stability. Other components are addressing critical components (local governance and decentralization reform, community security, social cohesion) but it should be determined if more of an emphasis should be placed on economic security and development. The emphasis is at least needed closer to the contact line since economic stability could contribute to improved governance and social cohesion.

  > As cited by several interviewees, peoples' priorities are "jobs" and "income" to improve living standards.

- Funding and assistance with infrastructure development and building rehabilitation has been critical and is much appreciated by the oblast governments and recipients. However, the demand far exceeds the ability to supply funding. New efforts should look into: 1) providing project design and/or other services (procurement and contracting, project management, monitoring); 2) cost sharing with national and local governments; and 3) sector planning (i.e., health facilities, schools, utilities, transport).

- While there is interest to generate jobs and income for IDPs, women and vulnerable groups, there remains a gap regarding women with children (with limited employment opportunities), the handicapped and youth. While only anecdotal evidence, the needs of these groups remains unmet and will persist until done so. Further investigation is needed to respond to deal with these groups so there is a more medium to long-term solution.

- UNDP has provided support to the preparation of the Donetsk and Luhansk development strategies. Such assistance should continue in terms of implementation and fitting in programme interventions to the relevant action plans as they are developed or adjusted. UNDP's monitoring and evaluation experience and expertise could also be provided to assist in strategy monitoring and adjustments on an ongoing basis.

- Much entrepreneurial and business development services have been provided under the component. There is evidently the demand for such services throughout the region. The delivery of such services is a challenge given the demand. A 'menu of services' approach would be helpful for such component interventions as well as 'train the trainer' type approaches especially through BMOs. Efforts should be made with BMOs so they are suppliers of business advisory services- thus multiplying sources of service provision. The UNDP BMO Strengthening project has experience with the Donetsk Chamber of Commerce and other BMOs in Ukraine.

- While the regional economies have gone through drastic changes because of the conflict, the agricultural sector remains a key economic sector and is underdeveloped in terms of production, commercial viability, and the marketing and sale of product. It appears that the entrepreneurial and MSME development has not concentrated so much on this sector that not only is an income earner but also provides a certain standard of living. Attention is needed to the further commercialization of the agricultural sector as well as the provision of extension services and other support services to increase the sectors contribution to economic development.

Conclusion
The main conclusion is that the economic recovery and infrastructure rehabilitation component is an essential part of the programme as well as an essential part of the recovery effort. The question

is if more of an emphasis should be placed on this component. The response should be 'yes' especially since the programme is automatically transforming at least partially to a reform and development stage.

Figure 4: Economic Recovery and Restoration of Critical Infrastructure Possible Evolution

- Recovery of social and economic infrastructure
- Creating jobs
- Restarting or creating businesses
- Improving the business enabling environment

- Infrastructure/sector planning and support
- MSME & entrepreneurial development & support services
- Business finance
- Improving the business enabling environment
- Development strategy implementation support
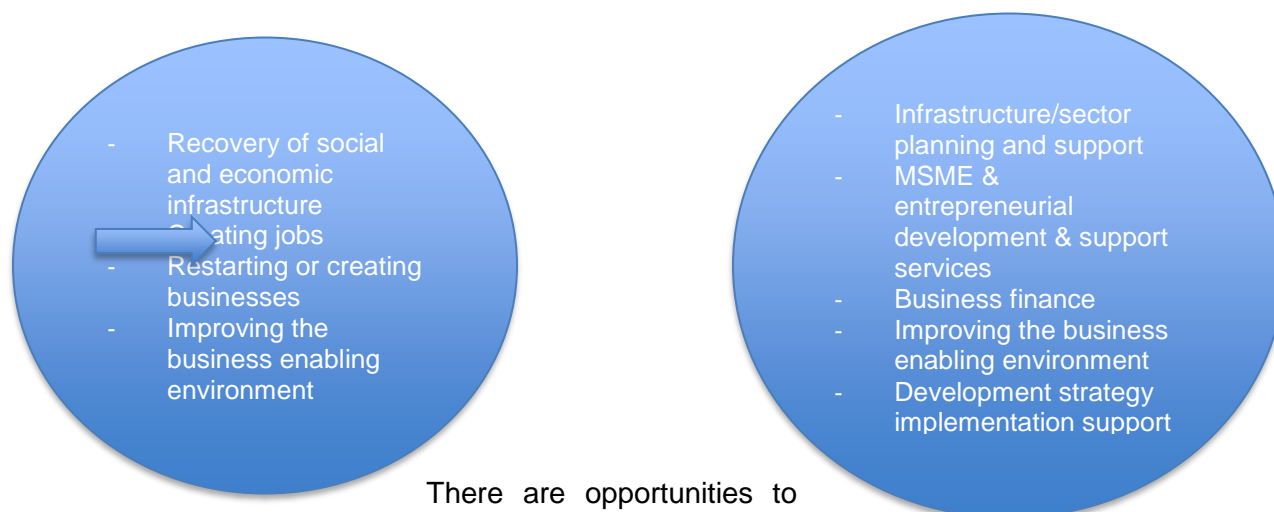
There are opportunities to continue or enhance the activities over the medium term so as to get more out of the interventions. For instance, the programme does not have funding or resources to provide all MSME training or rehabilitate all critical infrastructure. *A more comprehensive approach can ensue instead of addressing through the individual projects.* For instance, three donors (Poland, DFID and Japan) provide entrepreneurial and MSME training and business start-up support. Such efforts should be combined.

For MSME training, there should be an emphasis on training multipliers, such as through the BMOs (and to help strengthen BMOs if they are weak) and other training trainers activities. The programme could also develop a 'menu of services' approach to have capacities and resources to address such subject areas as: entrepreneurial training, business management, accounting and finance, marketing, etc.

Attention is needed for continued job creation for IDPs with emphasis on the more vulnerable groups. These include women, youth and older people. While women have been participating in the component's activities, there still appears to be need. *Training of youth should also be under the component in terms of certain skills development, vocational education, and basic business management.* Such an effort would help engage youth in the community (and help them remain in the community) and provide future job skills. Any effort should be discussed in the context of the current school curriculum as a starting point but should not be hindered if such a placement is not workable.

Business investment is a critical need especially given the weak state of the finance system in the region. Small grants help but are not a medium or long-term answer and could develop subsidy reliance. Grant schemes should only be provided in critical areas- such as near the contact line. Otherwise an emphasis should be on strengthening the local financial sector and possible establishment of revolving loan or other MSME credit schemes. There is also the potential to attract private investment from other parts of Ukraine and abroad. An assessment of MSME development and financing was conducted in early 2017 with a full set of

recommendations regarding financing. *The main areas of emphasis were: 1) access to financing; 2) the ability to use collateral for loans; and 3) business plan and loan application support.* [12] Some attention has been given to these areas by the programme and other development partners and continued attention is needed.

Infrastructure development will remain an essential set of interventions. As mentioned above, concentration should be on multiplying the funding available by: 1) providing project design and/or other services (procurement and contracting, project management, monitoring); 2) cost sharing with national and local governments; and 3) sectoral planning (i.e., health facilities, schools, utilities, transport).

Support to the implementation of the two economic development strategies will help in each of the above areas and help to prioritize intervention areas. Monitoring of such strategies is also essential and possibly could be done in line with the monitoring of the component.

Component 2: Restoration of Governance and Reconciliation in Crisis-Effected Communities

Findings

Governance in Donetsk and Luhansk is being challenged by two factors: 1) the result of the conflict and the movement or disintegration of certain government functions and services and then their reestablishment in an emergency, crisis, reform and development context; and 2) the decentralization and amalgamation process that is happening throughout Ukraine. At the same time, there is a population of residents including IDPs that still look toward the national and local governments to provide security and services. The projects within this component have tried to design responses to help strengthen government administration and support the needed services required for the population. This component is also very closely linked to Component 3: Community Security and Social Cohesion since effective governance is part of the foundation for that component.

The projects in the component have concentrated on building or strengthening governance structures or services as well as establishing bodies to provide inputs to governance that have engaged the local communities. The component has helped to provide needed advisory and other support services to advance the amalgamation process. The component has also included public outreach and addressing key issues, such as corruption.

The linkages between Components 2 and 3 are evident as seen by the development partners since the activities of some of the main projects (EU and SIDA/SDC- funded) are split between the two components. While this has not hindered component activity it does provide somewhat of a management challenge in terms of project administration and reporting. The programme management seems to have responded to this challenge.

Figure 5: Progress of Governance Restoration and Reconciliation Interventions

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[12] *Analytical Report: SME Development and SME Support Policy in Government Controlled Areas of Donetsk and Luhansk Oblasts,* Institute for Economic Research and Policy Consulting, 21 February 2017.
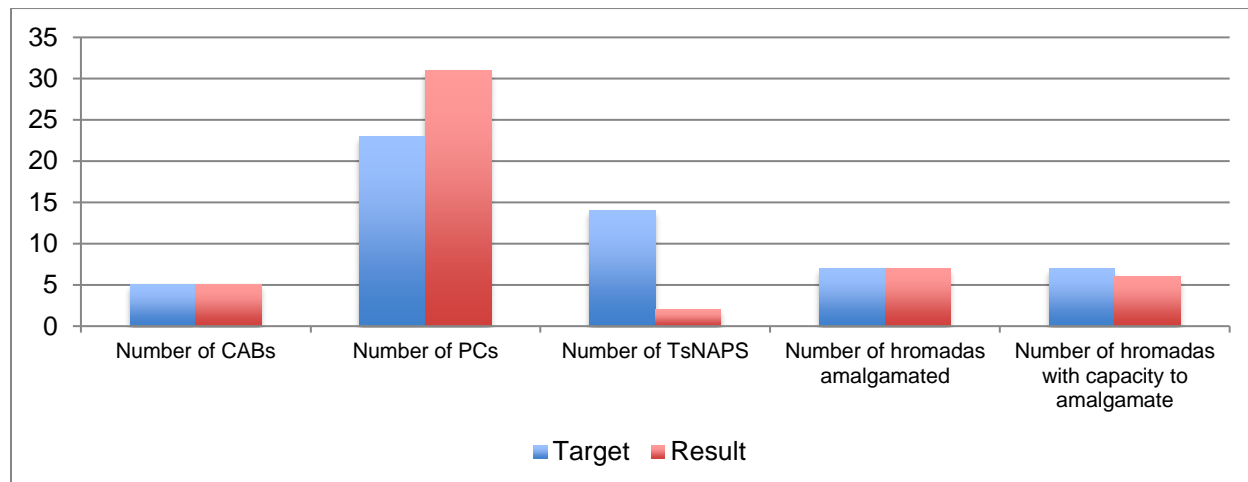
The activities have helped in three main areas: 1) providing community voices in local governance; 2) making it easier to access government services to a certain extent; and 3) assisted in governance institutional strengthening and capacity. Some of the accomplishments include:

- 54 PCs established with input provided to infrastructure rehabilitation (258 recommendations);
- 9 CABs established with about 14,902 people provided services (55% women for 2016 results) and 120 towns and villages covered by CABs;
- 2 TsNAPS fully functional;
- Of 20 hromadas targeted for amalgamation, 7 amalgamated;
- Study on governance capacities completed;
- Conduct USE/SCORE; and
- Various training and advisory services at the local government level.

Figure 6: Further Progress of Governance Restoration and Reconciliation Interventions
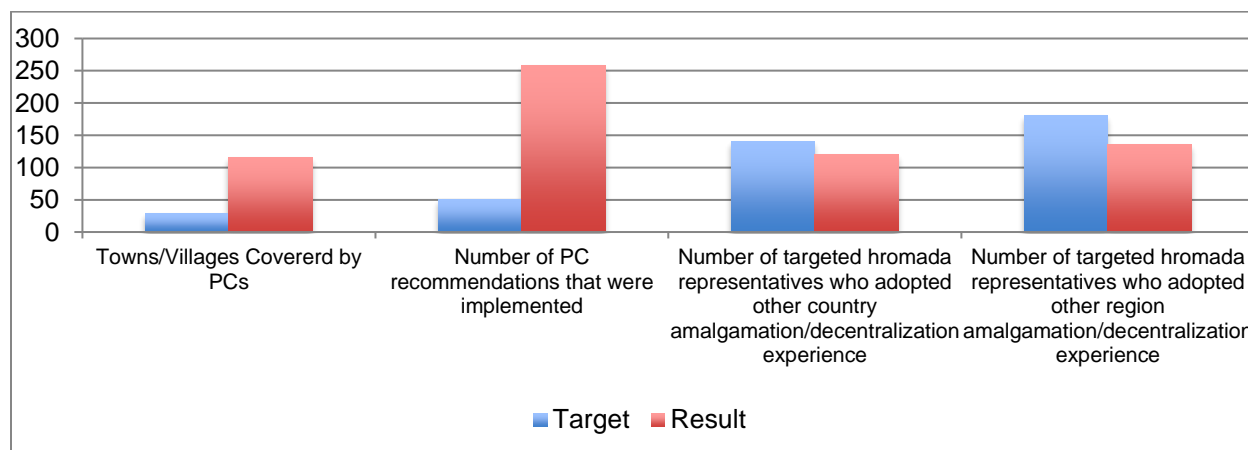
The main objective of this component- strengthening governance is dependent on several external factors. The key factors are: 1) the interest in and speed the entities want to proceed; 2) the cooperation of the different governance levels involved (national, oblast, rayon, city, town, village); and 3) the ability to use public input.

Lessons Learned

- Cooperation is essential at all levels of government (national, oblast, rayon, city, town, village) to help identify priority needs, concentrate efforts on government institution strengthening, and further decentralization (and relevant capacity to implement decentralization).

- Decentralization and amalgamation (leadership/administrative consolidation, public finance, anti-corruption, community development and involvement) warrants attention. The process is slow in the Donbas region as well as other parts of Ukraine. However, given the change occurring in the Donbas region, there could be more of an opportunity to implement amalgamation. Programme attention and Programme Board support is needed to help further the decentralization process at the national and local levels.

- Communities that are amalgamated or in the process of amalgamation appear more enthusiastic of advancing programme components. This presents an opportunity to provide an array of interventions and services offered by each component to the amalgamated communities (or those going through the process).

- Health and education are possible intervention areas. However, there is limited scope in each of the components, as they currently exist. The EU programme currently being planned is said to have a health component. Interventions with youth have proven positive and well received to date based on stakeholder feedback.

  > Two development partners (and several CSO representatives) mentioned the need for increased attention to health and education issues and services.

- CABs have proven helpful to provide on demand services such as legal services, interactions with public sector, etc. The question is the sustainability of the CABs. They are seen as temporary service providers

- The TsNAPs are providing much needed services in a more efficient manner. There are reportedly 2 full-service TsNAPs with a target of 14 to be established. The approach, at least in Druzhkivka, is a good example of national, local and programme funding. The national and local government provided the funding to reconstruct the building. The programme provided funding for equipment and furniture and provided management and staff training. Such a model can be replicated and could at least be initially aimed at amalgamated communities to show the advantages of such consolidation and improved pubic service provision.

- While the TsNAPs are addressing a key demand area that impacts all three components, attention can also be given to the "back office" approval and other processing procedures to gain efficiencies and effectiveness. For instance, it was estimated that, on average, about 150 citizens visit the Druzhkivka TsNAP a day. However, that number consists of citizens who have to visit about 3 times to obtain whatever permit, license or document. Processing times and systems should be diagnosed to be more responsive, efficient and effective.

- There appears to be the need for the consolidation of other citizen services such as for pensions, tax, social payments, etc. the TsNAP approach could be considered as a model.

A better solution would be to look at the services of the TSNAP, the CABs and these other areas so there is consolidation. This is especially important since the CABs are scene as temporary. It is not efficient if each city or amalgamated area has 2-3 different service centers. A more long-term and sustainable approach is needed. Also, there is already movement of these service providers toward the contact line and this movement needs to continue.

- The programme has established positive collaboration and working relationships with oblast level stakeholders. Some progress has been made at the more local level (cities, towns, villages) but it is said that such relationships could be strengthened. There are strategies to assist in the decentralization and amalgamation processes and outreach. More transparent efforts may be warranted to improve outreach and the provision of local governance strengthening and amalgamation.

Conclusion

The main conclusion is that public institutions continue to need to be strengthened. The emphasis should continue on the sub components of: 1) support to the decentralization and amalgamation process; and 2) the efficient and effective delivery of public services.

Figure 7: Local Governance and Decentralization Reform Possible Evolution
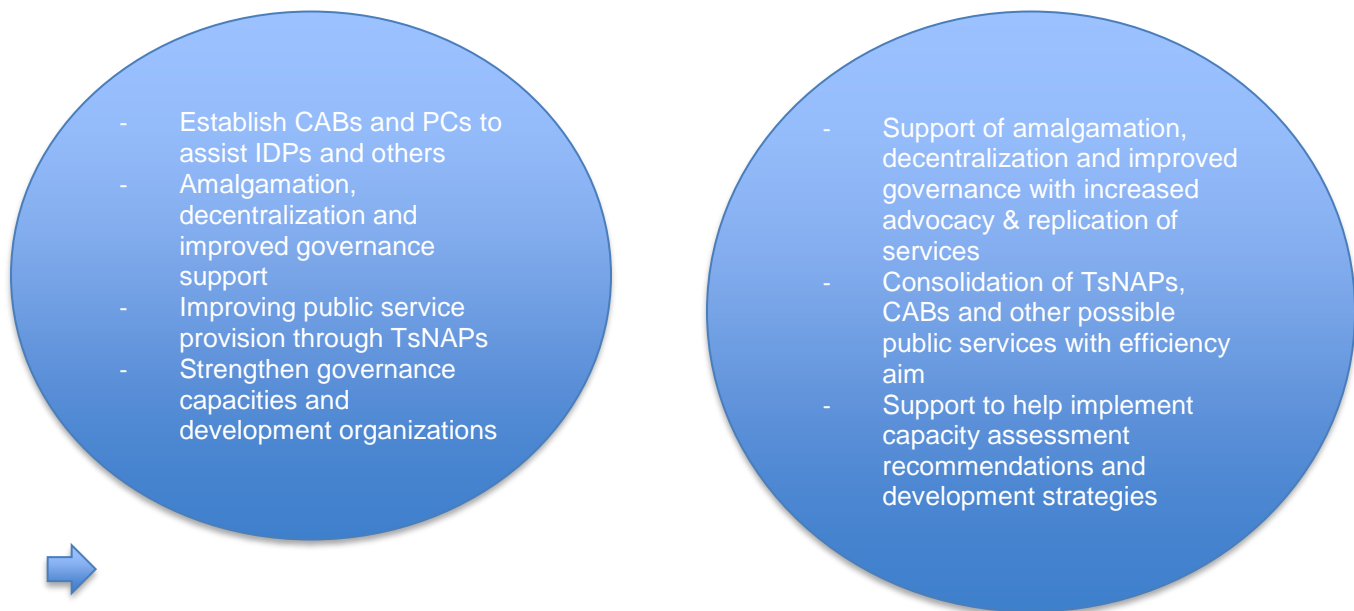
Continued support to the decentralization and amalgamation process is essential and could probably benefit from more advocacy and resources. As mentioned above, the Donbas region is in a different operational environment than the rest of Ukraine given the conflict and the change in government institutions or reestablishment of them. This should be seen as an advantage and used proactively to address amalgamation. It appears that more support is needed from the

central government and should be enhanced by UNDP and the development partners (possibly through the Programme Board and possible including others like USAID and the World Bank).

The programme has advisors contracted (full time and a set of advisors who were involved for a temporary period) that cover government administration, public finance, amalgamation, procurement and anti-corruption. These advisors should be used proactively to help advance government reforms and amalgamation. *If demand outstrips supply of the use of these individuals then other teams should also be contracted. Management should also consider offering a 'menu of government strengthening services' to the different governments in a proactive way, especially those considering or in the process of amalgamation.*

"Teaching and training is needed for decentralization and amalgamation to advance change." Programme Participant

There was support to prepare a governance capacity assessment at the local level. *Support or advice should be provided to help implement or prepare implementation strategies. There should also be ongoing monitoring of such an assessment given the investment expense.*

The TsNAPs have the potential to significantly improve the provision of government services to the public in a service-oriented manner. *With only two established more of an effort is warranted to establish TsNAPs in other jurisdictions. Also, it should be considered how the CABs would transition to be more full service entities, possibly replaced by TsNAPs. As well, there could be other services provided such as for pensions, etc. The aim should be to have well working entities rather than a variety of entities providing the same or similar services that are not sustainable.*

Last, the efficiency of TsNAPs should also be looked at from the perspective of the "back office" services provided. This means looking into the process and systems to get documents, approvals, etc. *Reforming such processes is a key part of government administration and needs to be improved just as much as having a refurbished building and equipment.* A person should not have to return 3 times to obtain a document, for instance.

Component 3: Community Security and Social Cohesion

Findings
The community security and social cohesion component shows how integrated the RPP is since its activities provide a fabric of interventions that helps provide or protects individual rights and avenues of how those rights can be put into practice and add to social stability. The stability that is gained helps to contribute to the first two components and help to address some of the impacts of the conflict. The result of these interventions is not only to get the Donbas region back to where it was but also to improve security and cohesion to create a more stable environment for the future and prevent further conflict while also providing more citizen input to reform and development.

The component has concentrated on empowering people, deconstructing silos, building skills and practices, and engaging in public outreach and awareness to advance security, justice and social cohesion. These interventions have included facilitating avenues for citizens to advocate and gain rights, improve community policing and emergency services, and the provide legal aid and other justice support. The component has also helped to establish LDFs with CSWGs. The LDFs have been instrumental for community engagement in the identification and prioritization of community issues as well as budget allocations related to security. The LDFs are also seen as an instrument to support the amalgamation process. The component has had an impact on addressing gender

issues, such as police training and awareness of violence against women, legal aid to the victims of GBV and SGBV, and a voice for IDPs as they try to integrate into communities.

Figure 8: Progress of Community Security and Social Cohesion Interventions
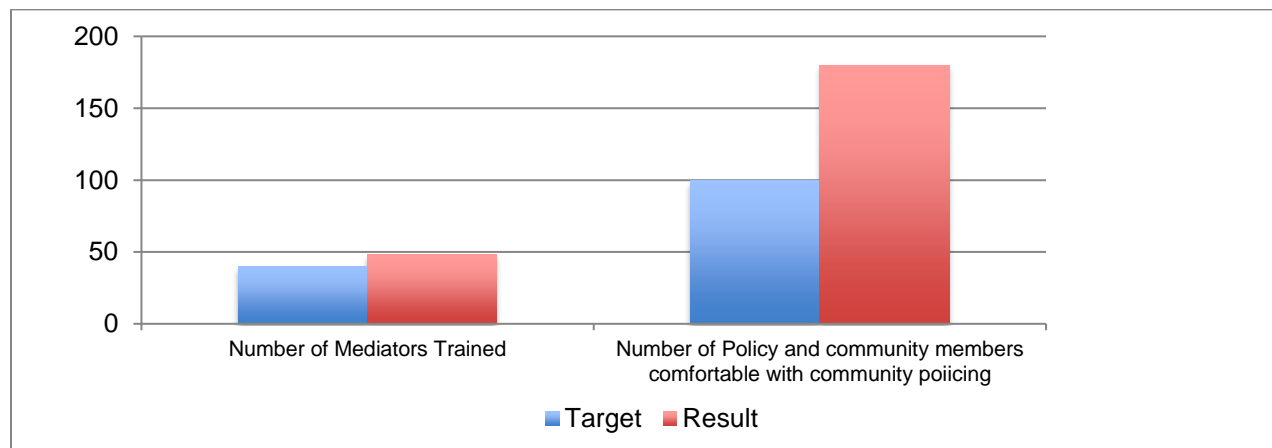
Some of the accomplishments include:

- 24 Local Development Forums (LDFs) with Community Security Working Groups (CSWGs) established and fully functioning. All mechanisms have been fully institutionalized by the local administration via city council's degrees or local council's adoptions.
- Initial analytical reports on security needs for all target communities have been prepared. One of them has served as a basis for experimental joint UN programme response in Bakhmut rayon.
- 54 grants and 25 initiatives on security, gender, advocacy and legal aid were identified and are being implemented in 22 hromadas in 3 regions. Local governments and civil society have provided 25% of funds;
- 25 community mini-projects on gender (legal aid, advocacy, SGBV, psychological support).
- Civil society organization and NGOs in all target hromadas have been trained on project management, procurement, tenders, small grants managements and reporting.
- All towns (32) in Donetsk and Luhansk oblast have been connected via a video-conferencing network. This service is used 24/7, available and accessible to all government and local institutions in the Eastern Ukraine. For instance, as of July 2017, the service was used by the State Emergency Service (17 times), Donetsk Oblast Administration (39), the Department of Population Social Protection (5), the Department of Health Protection (5), the Department of Physical Culture and Sports (18) and others.
- 48 mediators trained and equipped with mediation tools and techniques;
- 8 mediation grass roots peacebuilding initiatives supported along with 8 communication strategies and campaigns pertinent to community issues;
- Of people trained, 500 have reportedly increased confidence when dealing with tension factors (men, women, youth).
- 530 local opinion leaders from Luhansk and Donetsk oblasts have showed increased tolerance and improved perception of East and West of Ukraine as a result of exchange visits.

- The Career Guidance Portal for Youth (www.mycareer.org.ua), created by the Ministry of Youth and Sports in partnership with UNDP, has been included in the National Programme "Youth of Ukraine" for 2016-2020.
- 271 police who are comfortable doing community policing. First ever trainings in Donetsk and Luhansk regions on community policing have raised interest and expectations from the police for continued engagement in the area of partnership building between police and communities.
- 8 communication strategies and campaigns in the region pertinent to community.
- Access to Justice needs assessment has been completed for all courts in Donetsk and Luhansk oblast. It includes legal compliance with international standards on physical accessibility, capacity gaps, trainings needs and physical condition of the buildings.
- A study on the needs assessment and capacity gaps for all legal aid offices in Luhansk and Donetsk oblasts.

Figure 9: Further Progress of Community Security and Social Cohesion Interventions
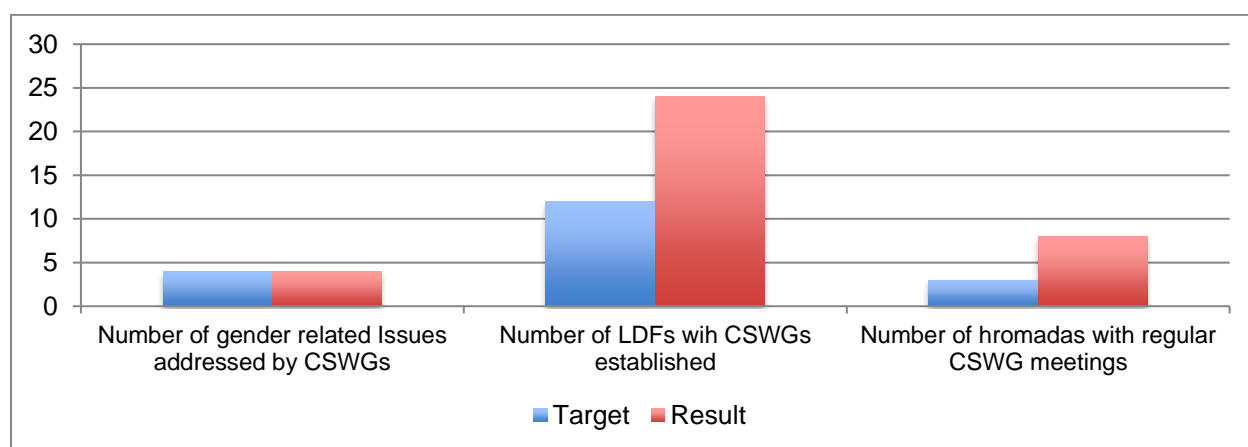
Community security and social cohesion remains a critical need given the fact the conflict is still ongoing and there is still need by IDPs and vulnerable groups plus the integration of these groups in areas they are now living. Adjustments have occurred to respond to the situation but progression to a reform and development orientation should not overlook these needs.

Lessons Learned
- For all components, people-to-people exchanges have proven useful so that individuals active in the interventions gain out-of-region exposure and experience. This has been particularly useful for this component since it gives individuals exposure to other communities that have endured conflict or see that things could "get back to normal." Visits to other regions in Ukraine seemed to have been beneficial. Officials from other regions have also visited Donetsk and Luhansk- there are outcomes that have happened in these oblasts that can help other regions as well. Such exchanges are inexpensive and provide local ownership and relationship development. Exposure to European approaches and experiences has also proven beneficial and could be further developed for several interventions.

- Activities that have involved building dialogue within local communities have proven helpful and have not only helped address security and social cohesion but also governance and economic issues and activities showing how the components and

activities are intertwined at the individual level. Continuation of such facilitation would benefit the entire programme.

- The work with police authorities to address gender-based violence and community policing seems to be successful with a reported drop in the number of gender-based violence cases as well as police now having the interest and capability to respond. Such training should be continued in the short term and extended throughout the oblasts over the medium term. There is the possibility to use the experience as a model to address other police and security issues that could further help social cohesion. The Community Security Working Groups are a good venue for identifying areas of need attention.

- Activities linked to youth security, empowerment and engagement appear to have been effective. Further activities appear to be warranted in terms of community involvement, educational expects (skills training, vocational education), and having youth as catalysts for change.

- There is more opportunity for more intensified work with local communities to strengthen civil society participation to enhance security and cohesion. As is being done, efforts should be extended along the contact line where most of such training and the addressing of issues are needed.

- While it is somewhat clear what has been done in community security and cohesion activities, it is not clear what impact the interventions have had. USE/SCORE results will help. It should be determined if the resulting data does show any changes and if any further impact analysis is needed. Such analysis can help in the design of future interventions.

Conclusion
The main conclusion is that there continues to be a need for community security and social cohesion interventions. Demand is present as seen by most of the activities exceeding targets. Given the conflict is still underway, continued attention will be needed. As economic stability is achieved and public institutions are strengthened, the interventions will need to be reviewed periodically. The programme needs to continue initiatives that empower people and enable them to actively participate in decision-making processes with a focus on security and justice at the local, regional and national levels. It should also support piloting effective governance mechanisms and strengthening service provision capacities at all levels to include promoting the rule of law, community security and human rights.

Figure 10: Community Security and Social Cohesion Possible Evolution

- Strengthen personal and community security n conflict-affected areas
- Increase justice institution capacity
- Improve provision of security services
- Promote reconciliation and social cohesion among communities and with local authorities

- Little change from current interventions with the following adjustments:
  o Sustainability of LDFs and CSWGs
  o National government support where needed
  o Involvement of youth to the extent possible
  o Continued relationship and capacity building of police and emergency service providers

It is   very important to ensure   that the right target groups   are addressed. This is not to say that they are not. Given the fluidity   of   the situation and the movement of people, the audience and the message may change or at least have to be adjusted. *The LDFs and their CSWGs have proven to be responsive organizations to provide citizens a voice in a variety of public topics as well as address cohesion and participation needs. The next step is to focus on the sustainability of such institutions so they can address issues on an ongoing basis without programme support.*

For certain interventions, national government participation or at least support is needed as well as a need to "decentralize" decision-making and legal/regulatory adjustments. Some such support has been provided. For some activities, such as improvements in community policing, changes must be made "up the chain of command" to have a more widespread impact.

The provision of justice and security services, legal aid and judiciary reform, as envisioned in the project documents, are key elements and should not be lost. Some of the reform areas are more medium to long term in nature. Some of the reform areas require a better working relationship with national government to ensure sustainability and achieve results. Commitment will be needed to make such changes. *Through the entities established by the programme under Components 2 and 3, priority judiciary issues can be identified and prioritized to the extent possible. The provision of high-quality legal aid, especially for IDPs, is a service that will continue to have demand as long as the conflict exists. Established and respected judiciary systems that are accessible and adoptable to the needs of people will help to provide community security as well as allegiance to and participation in that community.*

The participation and targeting of youth has been mentioned previously and it is necessary to repeat in relation Component 3. Such an emphasis is important for this component since it has the ability for youth to learn and exercise their rights and be key actors in social stability and the application of human rights.

> *"UNDP events at my school have helped give students a better understanding on several issues and that they counted. It even made them more cheerful!"* - Focus Group Youth Participant

Policing and emergency service training and support have helped to adjust the mindset as well as practices of such services. The improvements have seemed to have a positive impact on the

police and emergency service providers as well as the community. *Continuous attention to such reform is warranted and should be continued in areas of agreement between community members, police, emergency service providers and development partners.* The Community Security Working Groups are a good venue for identifying areas of need attention.

Budget Performance

The total programme amounts to $43.5 million. The largest component is the economic recovery and restoration of critical infrastructure (Component 1) amounting to $28.4 million. It should be noted that this component started early in the crisis period and made significant investments in building and other infrastructure rehabilitation. The amounts for Components 2 and 3 are similar with $7.9 million for local governance and decentralization reform (Component 2) and $7.2 million for community security and social cohesion (Component 3).

Figure 11: Budget Planned and Utilized
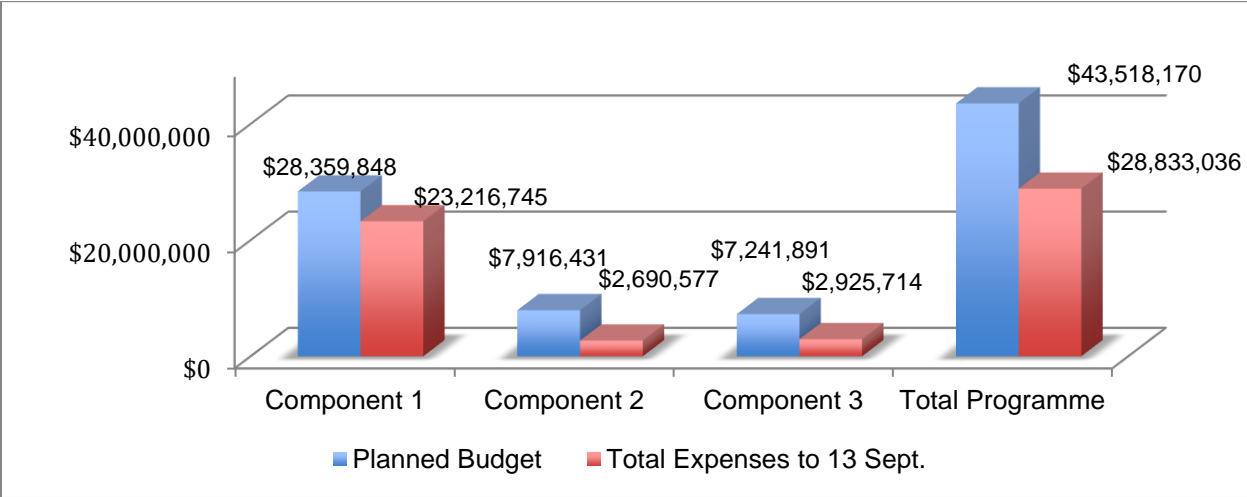
The percent of budget utilized differs between components for several reasons: 1) Component 1 began at an early stage of the crisis, as mentioned above, and has had several cycles of reconstruction efforts to date; and 2) Components 2 and 3 had activities early on but the slow formation of the programme and the need for stabilization did slow the implementation rate. However, for the later point, there are agreements to extend projects with low utilization into 2018.

The programme's budget planning, allocation and reporting is an example of how the programme approach helps to target resources to activities and provide some consolidation of projects. The combined budgeting is also an example of the challenges confronted from an administrative, implementation and reporting perspective when fitting individual projects are consolidated into a programme approach. Programme financial
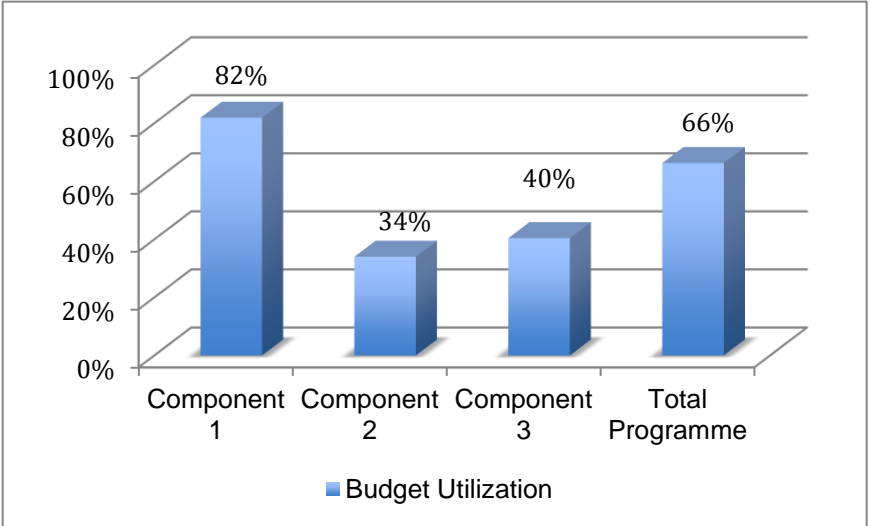
Figure 12: % of Budget Utilization

managers appear to have responded to the challenge to the extent possible. *Discussions should take place between programme managers and development partners to possibly provide more consolidation and ease reporting while maintaining transparency and accountability requirements of development partners.*

IV.   Recommendations and Possible Ways Forward

A. Overview

The following is a series of main recommendations drawn from the previous analysis. These recommendations either synthesize or bring further detail to some of the findings, lessons learned and conclusions drawn above in a more macro manner looking at the RPP as a whole. Any contemplated changes should consider further discussions by the Programme Board with national and local government authorities and programme management. It is recommended that any discussions regarding the above or recommendations occur in the next 1-2 months given the somewhat fluid environment in which the RPP operates and the need to adopt a new cycle of activities in all programme components.

B. Evolution of Programme Focus from Crisis and Rehabilitation to Reform and Development with Peacebuilding as the Overarching Theme

Given the reform and development of Ukraine, as envisioned in the UNDAF, UNDP Country Programme and other development partner programmes and the interests of the national government, the unique mix of recovery, rehabilitation and peacebuilding go hand-in-hand with reform and development efforts in all the thematic elements of the RPP: economic stability and growth, infrastructure development, governance reform and development, and community strengthening and social cohesion, especially for vulnerable groups. The conflict situation and crisis, rehabilitation and recovery response has already provided support to reform and development.

1. *Transition to Crisis Response, Recovery and Rehabilitation to Reform and Development*

Consideration should be given to adjust in an evolutionary manner from crisis response and rehabilitation to reform and development with peace building as the overarching theme. Other organizations are providing more humanitarian crisis response support including the UN crisis response organizations. The themes of the components are still very much applicable and there is some evidence of such an evolution already occurring in terms of economic development (MSME and BMO development, for instance), governance (decentralization, amalgamation and public service provision) and community development (policing improvements, community participation, legal aid support) as examples.

Action: UNDP and programme management, development partners in consultation with national and local counterparts. Emphasis on this transition is needed in the strategy development and planning phase.

Figure 13: Programme Emphasis Possible Progression

Peacebuilding

-   Crisis Response
-   Recovery
-   Rehabilitation

-   Crisis Prevention
-   Recovery
-   Rehabilitation
-   Reform
-   Development
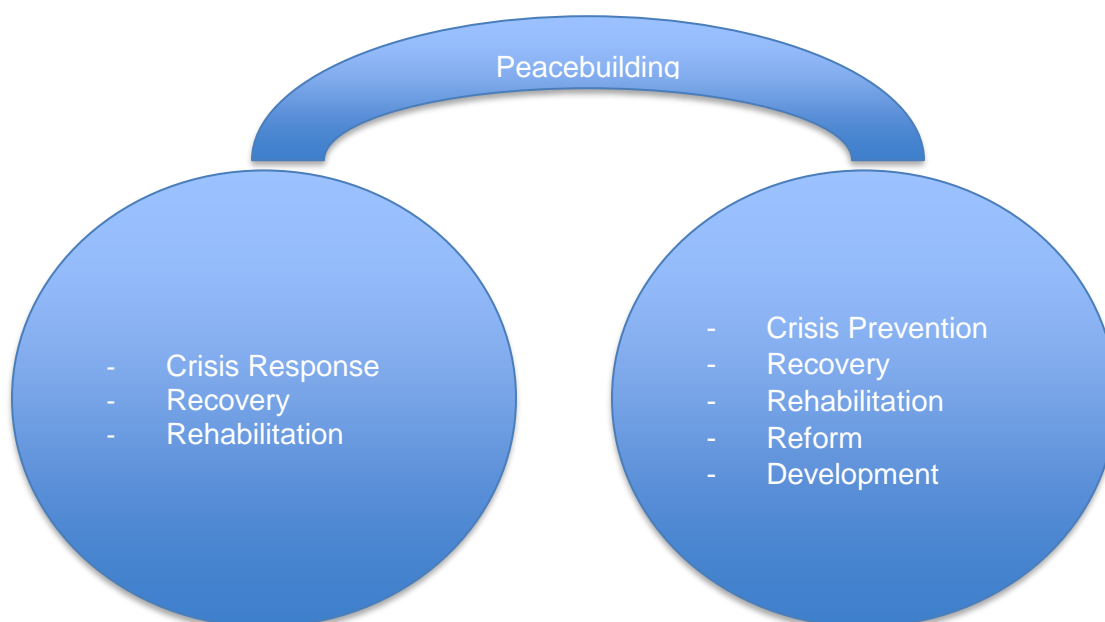
2.   Move Programme Activities Toward Contact Line and 'Forward Positioning'

A major emphasis should be moving RPP activities close to the contact line to address the needs of those most impacted by the conflict. While there remain humanitarian and crisis response needs at the contact line, the programme should concentrate on rehabilitation, reform and development aspects of recovery, stabilization and economic growth to the extent possible. These aims are not mutually exclusive. While this movement toward the contact line is already occurring in a natural manner, it should be well organized and build upon the experience gained in other parts of the region. Such cross-pollination will help community participation and cooperation.

Such an approach will help with the 'forward positioning' of programme activities closer to the contact line with the potential to extend activities if peace ever occurs with reintegration of the NGCA. Again, there would have to be a balance between humanitarian crisis response and rehabilitation, reform and development. There are examples of activities moving to the contact line such as for infrastructure rehabilitation and the CABs. There is also evidence of demand along the contact line.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

3.   Possible Need for a Programme Trust Fund

If there is interest in this forward positioning with the intention to extend services, then there is an opportunity to either develop a trust fund mechanism or use an existing trust fund to help finance reconstruction, rehabilitation, reform and development throughout the Donetsk and Luhansk

oblasts with a special emphasis on IDPs and to make governance and social services functional throughout, including near the contact line.[13] The trust fund could include existing programme participants as well as others (World Bank, USAID, etc.). Humanitarian and crisis needs would remain with those UN and other agencies oriented to those needs.

Action: UNDP and development partners in consultation with national authorities.

4. Keeping the Programme's Flexible Framework

The programme has a flexible framework and an administrative system that is deliverable-oriented. The component activities should concentrate on pilots, building model processes and services, and provide examples for replication in the NGCA if there is eventual peace and reunification. All project activities should be well documented in 'how to's' so information is available for programme and, possibly, for others (NGOs, government bodies, etc.) to be replicated.

Action: Programme management.

5. The Programme Board Adopts an Advocacy Function

The Programme Board has been seen as an effective coordination mechanism. The Board can be extended from just monitoring the programme and its projects to more of an advisory body to oblast administrations as well as to the relevant bodies of the national government to help address issues that the programme management cannot do on its own. The Board could add weight as well as act as a feedback provider to national authorities in common areas of interest. A good example is that the RPP and thus the Board can provide the national government with objective information and feedback on the decentralization and amalgamation process in the region and help to overcome barriers to the process. Such consultations can occur via the use of round tables between the Board members and public officials. UNDP has experience coordinating such round tables.

The Programme Board also needs to be concerned with the identification, timing and exit of the interventions as a whole, not only by individual projects. The programme is advancing rapidly and the Board needs to not only be informed but to use the programme reporting and other information (such as USE/SCORE results) to help inform future programming needs.

Action: UNDP and programme management and development partners.

6. Avoid Creating Subsidies and Reliance for Stakeholders and Others

Programme management and the Board must be cautious about creating reliance and cross subsidies (i.e., becoming reliant on programme funding), not that there is evidence as of yet but it can occur quite easily. Clear messages must be communicated regarding the development-orientation and clear exit strategies are needed with advancements in cost sharing, activity sharing, etc. so that local partners take on a more sustainable role.

Action: UNDP and programme management and development partners.

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[13] A Multi Partner Trust Fund is established but not fully operational. The Trust Fund currently involves the UN and World Bank.

7. Focus on Programme Objectives and Activities

The programme is operating in a more stable environment then what was experienced in 2015-16. However, the situation remains fluid in terms of the conflict persisting along the contact line and the continuous building of relationships with the national government and the civil/military and local governments in Donetsk and Luhansk oblasts. While the programme needs to be responsive to this situation, it also must keep a strong focus on its core 'raison d'etre' and not pulled into non-core areas without a clear vision by the Board. The programme can be most effective by focusing on the three components. Other UN and development partners are present for other needs.

Action: UNDP and programme management.

C. Support Advancement of Decentralization and Amalgamation Process

The decentralization and amalgamation process is a key priority that is affecting the three component areas as well as the evolution to a reform and development orientation. While the activity is already a main effort under Component 2, there is an opportunity to further catalyze the process based on demand. There are certain hurdles to amalgamation that include education of citizens and those at the different government levels as well as the difficulties of amalgamating local entities. The governance system remains operating within the still hierarchical and top-heavy legal, decision-making and administrative structures. These are challenges throughout Ukraine but of particular importance in Donetsk and Luhansk given the movement of administrative centers, people and services. While the challenges and conflict environment may make amalgamation less attractive in the two oblasts, the "change" attitude and "rebuilding" of the region provides more of an opportunity for the process to take root.

1. Further Address Amalgamation and Decentralization Needs and Support Processes- Education, Defined Approaches and Processes and 'Menu of Advisory Services' to Support Process

Now that there are 7 amalgamated communities in each oblast and more on the way, there is the opportunity to use those experiences and those people involved in the process to inform other communities with such interests.[14] Educational efforts for those interested can be provided, as they are already done so, and targeted toward community concerns. The programme has the expertise and personnel to do so. With the structure of the advisory services based in the Donetsk and Luhansk programme offices, there is the possibility to develop "cookie cutter" approaches that are more replicable. However, these approaches must be flexible enough to be tailored to each amalgamation effort on a case-by-case basis. Again, 'how to' guidelines, processes and models could be useful. The programme already has on staff various advisors to help this process along (amalgamation, public finance, anticorruption, procurement). These advisory services may be extended to those communities seeking advice and should actively be promoted so that communities are aware that such advisory services are available in an easy manner. If demand outstrips the supply of these advisors' time, a second team of advisors should be considered.

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[14] In the context of amalgamation in Ukraine, it is reported that 367 amalgamated hromadas were formed in Ukraine or 25% of the planned total). 20 amalgamations is the target number of the programme for the Donbas region.

There is the possibility to offer a programme "menu" of services or assistance to amalgamated jurisdictions, those going through the amalgamation process, or those considering the process. This can include (as an example; more definite assessment is needed): amalgamation and government administration advisory services (noted in previous paragraph), infrastructure rehabilitation design; entrepreneurship or MSME training or availability of business advisory services; establishment of CABs or TsNAPs (preferably combinations thereof); police and emergency training; and support to PC formation.

Action: Programme management with local counterparts.

2. Synergies with Other Programme Components and Targeting Amalgamating Communities

The amalgamation process also provides synergies between the component activities and provides integration. For instance, the PCs and CABs seem to be used, to a certain extent, to provide input for Components 1 and 3. Such synergies should be exploited between the bodies established by all programme activities. There is also the possibility to target attention and resources, and thus activities, towards those communities going through the amalgamation process or at least considering the process. Some of this has already occurred with some programme activities more coordinated and targeted to amalgamated jurisdictions.

Action: Programme management with local counterparts.

3. *Supporting Implementation and Monitoring of Local Economic Development Strategies and Public Administration Capacity Assessment*

Under Components 1 and 2 there were efforts to prepare economic development strategies (2) and a governance capacity assessment. Attention is warranted to assist in their implementation or at least monitoring. The programme has such capacities present or such support can be contracted-out to in-country specialists.

Action: Programme management with local counterparts.

4. *Advancing Private Sector-Oriented Development*

Together with Components 1 and 2, there is an opportunity of collaboration to advance private sector development. The amalgamation process creates an opportunity to advance a private sector development environment for businesses to establish and thrive. Reforms can be in the areas of registration, taxation, and the reduction of business formation and operational barriers and hurdles. This would take collaboration between amalgamated jurisdictions, oblast government and national government. While governance is being reoriented, the economy has the same chance to be reoriented at the local level. A business-friendly attitude fits in with decentralization, governance reform, tax reform, procurement reform and anti-corruption. Also, there is and will be more of an opportunity to do infrastructure and rehabilitation with cost sharing between the different government levels, while programme funding can be catalytic in this effort, i.e. - providing design services.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

D. Enhancing Economic Development and Growth Orientation

1. More of an Emphasis on Economic Development?

While not a direct recommendation, the Programme Board may want to consider if more of an emphasis should be placed on Component 1. A common theme throughout the discussions with local stakeholders - public sector, NGO, and others is that there should be more of an orientation toward economic development. The emphasis is based on the attitude that humanitarian and emergency needs are being addressed to a certain extent and people are more interested in jobs, wages and sustainable lifestyles. It is said that this attitude is even evident close to the contact line. Evidence is also provided by the independent survey in which respondents said that economic hardship is the dominant underlying cause of insecurity, "Unemployment and poverty are the two most significant concerns faced by communities, more than direct conflict related issues…"[15] While it is not the purpose of this evaluation to determine if humanitarian and emergency needs are being met, the feedback of stakeholders and the public should be considered.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

2. Advancement from Short Term Inputs to Medium and Long term

Component 1 activities are very well received - such as the rehabilitation of infrastructure and buildings, small grants programme for entrepreneurs, MSME training, etc. The building reconstruction is very visible and the small grants programme has helped to establish businesses. However, they are short-term efforts and constant repetition may cause reliance, crowd out other involvement, and prevent long-term responses.

Action: UNDP and programme management and development partners.

3. Infrastructure Development Support Services

Continued infrastructure investments are needed. For instance, improving transport accessibility in the Donetsk and Luhansk regions, including optimization of multimodal transport chains and rehabilitation or improvement of transport infrastructure. While UNDP is not in a position to fund such large-scale infrastructure it does have the relationships and local experience to conduct transport accessibility assessment and develop recommendations for improvement. Infrastructure development will remain an essential set of interventions. Interventions should concentrate on multiplying the funding available by: 1) providing project design and/or other services (procurement and contracting; project management; monitoring); 2) cost sharing with national and local governments; and 3) conducting sector planning (i.e., health facilities, schools, utilities, transport).

There is also the opportunity to help local governments access other grant and loan sources for reconstruction and infrastructure development. This is already being partially done through the EIB finance programme.

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[15] *Security and Justice in Ukraine: Perspectives from Communities in Three Oblasts, 2017,* UNDP.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

4. MSME Financial Sector Development

Given the weak state of the finance system in the region attention is needed to help strengthen business finance. Small grants help but is not a medium or long-term answer and could develop subsidy and reliance. Grant schemes should only be provided in critical areas- such as near the contact line. Otherwise an emphasis should be on strengthening the local financial sector and possible establishment of revolving loan or other MSME credit schemes. There is also the potential to attract private investment from other parts of Ukraine and abroad. An assessment of MSME development and financing was conducted in early 2017 with a full set of recommendations regarding financing. The main recommendations were: 1) access to financing; 2) the ability to use collateral for loans; and 3) business plan and loan application support.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

5. Using Existing Entities for Business Training and Training of Trainers

There are opportunities to link up Chambers of Commerce (like the Donetsk Chamber of Commerce that has benefitted from the programme as well as the UNDP Strengthening of Business Management Organizations project), business associations, NGOs and other appropriate institutions supporting businesses and entrepreneurs by offering a menu of business support services (registration, legal, finance, taxation, marketing, etc.). These efforts would be aimed at not only service provision but making the recipient organization self-sustainable to provide services in the long run. The entities, and possibly others, could also be offered training courses so that the trained individuals can provide more business training on an ongoing basis.

Action: Programme management and multiplying entities (BMOs and others)

6. Support to Regional Development Agencies

Support is just beginning to be provided to the Luhansk and Donetsk Regional Development Agencies through the provision of direct financial support and short-term experts by the programme. The agencies have the capability to provide local communities (amalgamated and non-amalgamated) to prepare development strategies, infrastructure and building construction and rehabilitation proposals, and to help advance MSME development. The provision of the UNDP support should be closely monitored to see if such an intervention should be continued to make the agency self-sustainable (from an advisory support point of view) and successful in the delivery of its services. Periodic advisory or other support (management and staff training, exchange visits, etc.) may be warranted.

Action: Programme management in consultation with the local development agencies.

7. Potential Other Economic Development Intervention Areas

Other areas that can further economic development includes: investment attraction (from other parts of Ukraine to the region and from abroad), land-use mapping and planning, and infrastructure planning (as mentioned above). Programme activities should progress toward the

contact line since there is apparent demand based on current efforts. Also, further attention is needed on commercially oriented agricultural sector development.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

E. Consolidation of Public Services and Community Support Services

1. Replication of Public Service Entities and Applying Joint Efforts

The programme's Component 2: Local Governance and Decentralization Reform is to improve the provision of services to IDPs, women, children, the elderly and the population at large, such as through TsNAPs and CABs. The challenge is to make some of the successes sustainable and address a larger portion of the population. The TsNAPs and CABs are good models and can be replicated given the experience to date. These entities have been helpful to all

> *"The TsNAP is a new way to do things and it helps to fight corruption…We also want to have another central place for other public services (pension fund-related, taxes)"* – Town Vice Mayor

groups, including IDPs, to receive assistance in a more transparent and efficient way absent the fear of corruption. While some may see these entities as only a governance effort, they also address the social cohesion aspects of the programme and the needs of those vulnerable groups that need the services.

There is at least one positive example where a TsNAP service center was established with a combination of national government, local government and programme funding. This approach can be replicated in more jurisdictions, especially in amalgamated jurisdictions or those considering or going through an amalgamation process. Also, there is the possibility to work more "behind the scene" to help local governments improve processes for obtaining document, licenses, permits, etc. from the TsNAPs. As of now, it is reported that a person may have to visit a TsNAP 3 times to obtain a specific document or service.

Also, the CABs have the opportunity to be replicated. It is said that the services of these entities are proving successful near the contact line. Those in the NGCA are reportedly receiving the services. Such an effort could be part of the "forward positioning" outlined above.

Action: Programme management with local counterparts.

2. Further Consolidation of Public Service Provision in "One Stop Shops"

Further to the previous recommendation, there appears to be the need for the centralization of other citizen services such as for pensions, tax, social payments, etc. The TsNAP approach could be considered as a model. A better solution would be to look at the services of the TsNAP, the CABs and these other areas so there is consolidation. It is not efficient if each city or amalgamated area has 2-3 different service centers. A more long-term and sustainable approach is needed. A conscious evaluation needs to be done whereas the differences or complementary of the TsNAPs and CABs are identified as well as including (or not including) the other citizen services in more of a one-stop shop. Most important is making all of these entities sustainable. Clear donor exit strategies are needed so new ones could be established.

Action: UNDP and programme management, development partners in consultation with local counterparts.

F. Progressive Community Security and Social Cohesion

1. *Community Security and Social Cohesion Remains a Programme Component*

Area-based programming with the objective of community security and social cohesion is turning out to be an overlay for the programme contributing directly to support peace building. For instance, most of the economic and governance improvements respond to security and cohesion needs and contribute to their resolution.

The community development and social cohesion component reflects a fluid area where some key challenges are being addressed while new ones arise or are more clearly identified. For instance, the LDFs and their CSWGs help to address ongoing as well as new issues as identified by the participants. A second part is improving policing skills, addressing sexual and gender-based violence, and addressing some aspects of the justice system. While the interventions have provided support, training and the initial establishment of various bodies, a more strategic approach is now warranted to improve sustainability over the long term. The component should first develop an overarching strategy aimed at institutionalizing the delivery mechanisms, not only in identifying and working on the issues.

Action: UNDP and programme management, development partners in consultation with local counterparts.

2. *Sustainability of LDFs and CSWGs and Use For Citizen Input*

A number of LDFs and CSWGs are formed and active. While it is obvious that more such entities are needed, attention must also be given to the next step for their medium to long-term sustainability. Will they function as part of a process, such as elections, be appointed by the local governments or be volunteer groups open to public participation?

Despite gains made to date, evidence shows that there remains a lack of trust of the police and judiciary and these public service providers are said to lack unbiased and constructive feedback from citizens. Such communication would be useful through the more formalized bodies, discussed above, through a function in a TsNAP or TsNAP like body and through more formal LDFs and CSWGs.

Following the previous recommendation about consolidation of public services of the TsNAPS and CABs, there should be a more institutionalized approach to providing referral services (for example for police, legal aid, sexual and gender-based violence) at a central location, like in the TsNAP or other local body that the public has access and knowledge of the services. Currently, the programme improves the provision of such services. The next step would to make the services on a permanent basis in an established institution.

Action: Programme management, local counterparts, members of LDFs and CSWGs and possibly CAB and TsNAP representatives.

3. *Continue to Strengthen Legal Aid and Judiciary Reform*

The provision of legal aid and judiciary reform, as envisioned in the project documents, is a key element and should not be lost. Some of the reform areas are more medium to long term in nature. Some of the reform areas require a better working relationship with national government to ensure sustainability and achieve results. Commitment will be needed to make such changes. Through the entities established by the programme under Components 2 and 3, priority judiciary issues can be identified and prioritized to the extent possible. The provision of legal aid, especially for IDPs, is a service that will continue to have demand as long as the conflict exists. Established and respected judiciary systems will help to provide community security as well as allegiance to and participation in that community.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

4. *Enhance Inclusion of Youth in Component Activities to Make Them Part of the Process of Recovery, Reform and Development*

While there have been interventions to assist youth, there appears to be more of a demand to have more activities involving youth. There is the opportunity to include more youth oriented activities in all components - from a business and employment perspective, civil society involvement perspective in governance, and as actors who can advance social cohesion and peace building. There is the potential to have a subset of activities, from each component, aimed at youth in a coordinated way. These should include all youth to include IDP, rural and urban youth - as integrated as possible. Component 3 programme management can guide this effort.

Action: Programme management and local counterparts including youth or youth-oriented groups.

5. *Continued Training of and Cooperation with Police and Emergency Service Providers*

Policing and emergency service training and support have helped to adjust the mindset as well as practices of such services. The improvements have seemed to have a positive impact on the police and emergency service providers as well as the community. Continuous attention to such training and reform is warranted and should be continued in areas of agreement between community members, police and emergency service providers and development partners. The LDFs and CSWGs are a good venue to identify areas of need attention. The programme would add value by assisting in providing evidence-based information and other resources to help identify and address the issues.

Action: Programme management and local counterparts including youth or youth-oriented groups

6. *Possibly Address Environmental Issues*

Environmental cleanup, management and protection have been cited as areas of attention. The environment was mentioned more as a result of the past that has been ignored for many years. The UNDAF and the UNDP Country Programme contain such an element of addressing environmental issues. And, at least elements of the country-wide effort at "clean and green" and conducting environmental risk assessments appears applicable to the Donbas region. Energy

> Numerous respondents (UNDP, programme management, CSO representatives) cited environmental challenges and needed attention.

sustainability and environmental-friendly production are also areas to be further investigated. However, a question that should be asked is how such a component could be addressed given the other priorities and not making the programme too diverse or reducing the focus of the programme that is currently well focused.

Action: UNDP and programme management, development partners in consultation with national and local counterparts.

G. Adopting and Implementing a Full Programme Cycle

1. A Good Time to Adopt and Implement a Full Programme Cycle

The programme has evolved from separate projects to a complete programme with existing projects fitting into the three components in an effective manner with implementation. Some projects that began the recovery and peace building efforts are complete and the others are near completion. There is also a new cycle of projects being discussed with the Ukraine national government and partners. There is an evident opportunity to now complete the full programme cycle with those projects that are near completion and the new projects components that will be placed into the programme.

Figure 14: Advancing the Programme Cycle

Action: UNDP and programme management, development partners.

2. Implementing Ongoing Monitoring and Evaluation

This time period between ending current and starting new interventions provides a moment in time to implement a full programme cycle. Given the different start-up times of respective project components and the emphasis on the planning and implementation stage, more attention is needed to the monitoring and evaluation stage to complete this cycle. Some of the individual projects have had an end of project evaluation or annual reports to provide feedback to stakeholders, UNDP and the respective development partners. Also, the programme has taken considerable effort to measure the completion of activities to show the progress of each component as well as the individual projects. Annex E is an example of this measurement taking place.

However, end of project reports have been individually done. This programme evaluation has been an effort to look at the programme as a whole with some attention to the individual components. However, more attention can be given to look more deeply into the programme in terms of looking at the performance of project activities but also how more macro outputs and indicators are being achieved as well as the impact of the various activities. There are some efforts to provide this feedback (USE/SCORE). Evaluation should be ongoing, not one time occurrences. The evaluations should be aimed at each component using the information from the individual project documents. The programme itself should have its own results and operating framework (inclusive of the 3 components). The information should be assessed on an ongoing basis to determine programme performance, thus closing the planning, management/implementation and evaluation cycle. It is understood that the programme has attempted to hire a Monitoring and Evaluation Specialist to place in one of the regional offices. However, it is not just a matter of hiring someone but having the necessary monitoring processes in place that can be effectively executed. It takes a team to do monitoring and evaluation (of those planning and implementing as well as those evaluating - all managers should be monitoring), not only one person.

Action: UNDP and programme management with input of development partners.

> 3. *Further Applying UNDP's Comparative Advantage by Applying the Programme Cycle*

Applying a programme cycle for various initiatives is one of the comparative advantages UNDP brings to the area-based programme approach. The programme approach in such a region in a crisis situation can transparently show the impacts of the interventions as a whole programme rather than disparate project interventions. In this way, UNDP adds value to the overall recovery, rehabilitation, reform and development efforts. By identifying baselines and completing the programme cycle, it will be easier to show performance, effectiveness and impact while also help to identify gaps that are not being addressed or have arisen. The programme is at an excellent time for this as some of the same activities (rehabilitation of buildings and MSME support, for example) have been repeated for at least 2 project cycles. Also, with somewhat changing needs and operational environment, such 'snapshots' must be taken to make sure the components, and thus the programme, are on track. For instance, the movement of IDPs from 2015 to the current time has changed over that period. Such feedback will also help to gauge the next phase of interventions or adjust those being implemented.

The main result is that the evaluation will feed into the next cycle of planning. As projects are being discussed, UNDP management and staff as well as the development partners have to have full buy-in into the programme approach. The programme has shown that individual projects can fit into programme components and even split between components. It should be recognized that this is not an easy undertaking and leaves room for error, inefficiencies and weak reporting. There is room for more clear division between components so that management, implementation, monitoring, evaluation and the corresponding reporting is less of a burden for the programme and the reporting is more clear for the development partners. This would involve designing project interventions that fit into a component rather than be separated into different components unless clearly done so at project design.

The above can be seen somewhat of a consolidation effort to improve management, performance and impact. It adds to the area-based approach being undertaken and can contribute to replicating successful activities closer to the contact line and forward positioning. It would also allow the

possibility that if peace and reintegration does occur between the GCA and NGCA then the activities can be quickly applied to areas not formerly addressed.

Action: UNDP and programme management.

H. Adequacy of Institutional Structure

1. Keep the Current Institutional Structure

The institutional structure seems to be appropriate for the programme. The local presence helps not only in programme delivery but also visibility with the programme obtaining a reputation of reliability and facilitation. The ties between the UNDP Country Office and the regional offices are present. The linkages between the Kramatorsk - where the main programme management is located - and the Severodonetsk office and Mariupol representative are also present.

While not a recommendation, the programme management should be commended for organizing and administering a complicated programme in a coherent and effective manner in an environment that is attempting to achieve stability. The Kramatorsk and Severodonetsk offices have a business orientation in terms of functional allocation. The approach appears effective and efficient. The monitoring and evaluation cited above would contribute to the current approach and improve performance and show impacts.

2. Programme Management and Staff To Focus on Programme

Given the breadth of the programme, the relationships built and the experience gained, the field offices have become a main point of contact and information for a variety of development partners-those involved in the programme and others. Consideration should be given to time and responsibilities so management and staff aren't overwhelmed by these external activities and they don't interfere with programme management, implementation and monitoring.

3. Enlarging Programme Office and Activities in Mariupol

The Mariupol presence consists of one field representative. Given the planned increase in the number of activities in the area, the sensitive location close to the contact line and the probable expansion of services and interventions in that sub region in the future, there appears to be the need for a larger presence. If it is so decided to further extend activities to the area, a "sub-regional" strategy should be developed so the resources are planned appropriately and clear reporting structures are put in place.

4. Continued Collaboration with Non-Programme Development Partners

The programme appears to be coordinated with other UN agencies and non-programme development partners in the region. The coordination and collaboration has been with UN agencies through the UN East Team, regional and country-wide platforms, and other major development partners. Such coordination is a must given the demand and need. Collaboration is a necessity to help focus resources and prevent overlapping or competitive interventions or services.

Annex A: Terms of Reference

TERMS OF REFERENCE

Project name: UNDP Recovery and Peacebuilding Programme in Ukraine

Post title: International Consultant for Evaluation of the Recovery and Peacebuilding Programme (RPP) in Ukraine

Country / Duty Station: Home-based with travel to Ukraine

Expected places of travel: Kyiv, Kramatorsk (Government controlled area of Donetsk Oblast) and Severodonetsk (Government controlled area of Luhansk Oblast including field visits to RPP target communities

Contract Type: Individual Contract (IC)

Starting date of assignment: 20 July, 2017

Duration of assignment: up to 30 days within the time-frame of 20 July 2017 to 31 August 2017

Administrative Arrangements: Consultant is expected to supply own laptop. Office space and logistical support provided by UNDP Ukraine

Supervising authority: Recovery and Peacebuilding Programme Portfolio Manager

Payment arrangements: Lump sum (based on the completion of deliverables)

Administrative arrangements: It is expected that the International Consultant will work in close cooperation with the Recovery and Peacebuilding Programme (RPP) team. The RPP will assign a national team member who will assist in providing the available documentation for the analysis and research, setting up the meetings with partners and external actors connecting the evaluation team with the regional partners and key stakeholders, arranging field visits, identifying key partners for interviews. Otherwise, the evaluation will be fully independent and the evaluators will retain enough flexibility to determine the best approach in collecting and analyzing data for the evaluation. Interpretation and translation services will be set up by the evaluator.

Selection method: Desk review

1. **BACKGROUND**

In response to the crisis, the European Union, the United Nations and the World Bank Group supported the Government of Ukraine to conduct a joint "Recovery and Peacebuilding Assessment (RPA)" which was finalized in February 2015. The RPA was formally endorsed through the Government of Ukraine's Cabinet of Ministers Resolution on 5 August of the same year. The RPP directly responds to the findings in the Recovery and Peacebuilding Assessment, the Government of Ukraine's official framework to identify, plan, and prioritize strategic recovery and peacebuilding initiatives.

Following the recommendations of RPA UNDP Ukraine developed Recovery and Peacebuilding Programme, the unifying framework for multiple projects funded by several international partners. The

Programme addresses priority needs in eastern Ukraine after an armed conflict erupted in the spring of 2014, and the opportunities derived from the Minsk Protocol of September 2014 and the renewal of its cease-fire provisions in February 2015. Whereas an approach of individual projects was originally followed due to expediency requirements, a coherent programmatic framework has been established for the RPP in 2016.

The ongoing political and social developments around the conflict and adjustments of the Programme priorities to the flux environment require thorough analysis of the Programme implementation. Currently the Programme has been revised and aligned with the United Nations Development Assistance Framework (UNDAF) 2018 – 2022, which in turn is aligned with national priorities and the 2030 Sustainable Development Agenda.

The long-term goal for eastern Ukraine is economic prosperity and lasting peace. To recover from conflict and build a foundation for lasting peace the deep-rooted economic and governance problems that are underlying causes of the conflict must be addressed and reconciliation must be achieved among conflict-affected people and communities.

As intermediate goals to address the causes, inclusive, responsive and participatory local governance needs development; social and productive infrastructure must be rebuilt and the economy redeveloped so that people's livelihoods and wellbeing will improve; and conflict-affected communities must regain the safety and social cohesion that has been lost over the past several years.

The RPP is comprised of the following three substantive components, roughly matching these intermediate goals:
- o Component 1: Economic Recovery and Restoration of Critical Infrastructure
- o Component 2: Local Governance and Decentralization Reform
- o Component 3: Community Security and Social Cohesion

The RPP follows a multi-sectoral programme-based approach. National ownership must be ensured at all levels of the programme, from the outcomes and outputs to activities and sub-activities. The programme includes joint-programming with UN Women, and is coordinated with other UN agencies and other international assistance providers, particularly in the support to local governance and early recovery.

A gender analysis has been conducted for each project in the RPP programme, with gender-sensitive approaches throughout the programme, and with specific outputs designated for gender inclusion to promote women's participation in local governance, community security and peacebuilding.

With a full-fledged field presence in eastern Ukraine, the RPP is implemented through an area-based methodology to ensure a flexible and adaptive response to the needs of target areas primarily in the government-controlled areas of Donetsk and Luhansk Oblasts. Some activities under the RPP are also implemented in other oblasts: Kharkiv, Zaporizhia, Dnipropetrovsk and Zhytomyr. At the central level of government, the RPP has developed a close working relationship with the Ministry of Temporarily Occupied Territories. The programme is implemented in close consultation and partnership with national, regional and local government authorities, civil society, the business community and development partners.

The programme is currently supported by contributions from the following international development partners: the European Union, Japan, the European Investment Bank, DFID-UK, the Netherlands, Poland,

Sweden, Switzerland and the World Bank. It is also designed to implement activities under the Multi-Partner Trust Fund (MPTF) established for assisting recovery efforts in Eastern Ukraine. The EU-funded CBA programme is functionally integrated and aligned with RPP activities in Donetsk and Luhansk Oblasts. Other UNDP-supported programmatic activities in the two oblasts are also coordinated with RPP.

2.   MAIN OBJECTIVES OF THE ASSIGNMENT

The ongoing political and social developments around the conflict and adjustments of the programme priorities to the flux environment require thorough analysis of the programme implementation. Currently the Programme has been revised and aligned with the United Nations Development Assistance Framework (UNDAF) 2018 – 2022, which in turn is aligned with national priorities and the 2030 Sustainable Development Agenda. The major objective of the assignment is to conduct a comprehensive evaluation of the Recovery and Peacebuilding Programme (RPP) implementation, to assess the extent to which project objectives were achieved, summarize the lessons learned and contribute to future programming, policymaking and overall organizational learning by outlining recommendations for the next phase of Recovery and Peacebuilding Programme (RPP) for Ukraine. Use Recovery and Peacebuilding Programme document as a guide for such evaluation and first in line source for needed information.

3.   DESCRIPTION OF RESPONSIBILITIES / SCOPE OF WORK

The Evaluator should make the analysis of the Programme strategy and underlying project documents, thematic priorities, allocated resources and make the assessment of Programme achievements against initial objectives taking into consideration the recommendations of the Recovery and Peacebuilding Programme Board Meetings.

The key product expected is a comprehensive evaluation report (*up to 30 pages without annexes, single spacing, Myriad Pro font, size 11*) that includes, but is not limited to the following components:

- Introduction
- Evaluation scope and objectives
- Evaluation approach and method
- Development context and project background
- Data analysis and key findings and conclusions
- Recommendations and lessons learned for the future based on clear evidence, credibility, be practical and action-oriented, (including viable ideas for the development of the new RPP phase)
- Annexes: TOR, list of field visits and their agendas, list of people interviewed, documents reviewed, etc.

In addition to a final evaluation report, the international consultant shall develop an executive summary on the key findings of the evaluation (no more than 2 pages long).

The evaluation at a minimum will cover the criteria of **relevance, effectiveness, efficiency, sustainability and impact**. Specifically, it will cover (but not be limited to) the following areas and questions:

RELEVANCE

- Assess the relevance of the Programme in the country context. How relevant was/is the Programme to target groups', including Government's, needs and priorities? To what extent is the Programme aligned with the policies and strategies of the Government (incl. draft State Targeted Programme for Recovery and Peacebuilding, various action plans)? How well the Programme responds to needs and priorities of, and related demands by the regional administrations and local self-governments (including newly amalgamated communities)?

- Describe if RPP was and is able to transform/adjust to fast changing political context taking into consideration risks/challenges mitigation strategy. The Evaluators can emphasize to what extent Project outputs have been achieved with involvement of government partners (national government, regional administrations and local self-governments) and have been adopted into national strategies, policies and/or legal codes.

EFFECTIVENESS

- Assess the overall performance of the Recovery and Peacebuilding Programme (RPP) with regards to its respective project document, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of Programme objectives. Were the planned objectives and outcomes achieved in the framework of the key project components? What are the results achieved beyond the log frame?

- Assess the level of engagement of citizens/civil society at the local, sub-national and national levels during project implementation.

- Assess the degree of achievement of project objectives across different project regions and partner municipalities (around and beyond the areas of Kramatorsk and Severodonetsk).

- Assess the level of Programme activities implementation and their monitoring in close coordination and/or partnership with national, regional and local governments as well as other UN agencies, in particular UN Women, target communities, international organizations, national and international NGOs.

EFFICIENCY

- Were the resources and inputs converted to outputs in a timely and cost-effective manner?
- Was/is the programme management, coordination and monitoring efficient and appropriate?

SUSTAINABILITY

- To what extent are the programme results (impact, if any, and outcomes) likely to contribute after the specific projects end? Define the areas, which produced the most sustainable results, and the most promising areas requiring further support during future intervention. Which areas of support have been less relevant/less successful, and why so?
- Is stakeholders' engagement likely to continue, be scaled up, replicated or institutionalised after the programme? Define which of the platforms, networks, relationships development in the framework of the programme have the highest potential for further scaling up and/or replication.
- Identifying possible priority areas of engagement, offer recommendations for the next phase of the Recovery and Peacebuilding Programme (RPP) for Ukraine.

- Risks and potential events beyond the control of the Programme that could adversely affect the achievement and sustainability of results should be clearly identified in the report, including potential mitigation strategies for UNDP.

IMPACT

- Have the projects within the Recovery and Peacebuilding Programme, contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civil society groups and institutions related to the project?
- What difference so far has the Programme made to the beneficiaries?
- What affect the restoration of critical infrastructure, advancement in economic growth through support to entrepreneurs, BMOs, MSMEs and trade development took place in conflict-affected areas?
- Has the Programme assisted in building capable, accountable and responsive local governance in Donetsk and Luhansk Oblasts, in line with the decentralization reform agenda, that prioritizes and effectively addresses the needs of conflict-affected communities and empowers women and vulnerable groups?
- Were community security and social cohesion in communities enhanced thanks to the Programme?

4. METHODOLOGY AND PROPOSED ARRANGEMENTS

The scope of the Programme evaluation will cover all activities undertaken in the framework of the Recovery and Peacebuilding Programme (RPP). The evaluator will compare planned outputs of the Programme to actual outputs and assess the actual results to determine their contribution to the attainment of the Programme objectives.

The evaluation must provide evidence based and transparently obtained information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with CSOs, government counterparts at different levels, international partner organisations, UNDP Country Office and programme team.

An evaluation of programme performance will be carried out against expectations set out in the Programme/projects Logical Framework /Results Framework, which provides performance and impact indicators for programme implementation along with their corresponding means of verification.

The evaluator will also identify lessons learnt and best practices from the programme which could be applied to future and other on-going UNDP interventions.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses, challenges and outcomes of the programme. They should be well substantiated by the evidence and logically connected to the evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to programme beneficiaries and UNDP.

The evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP prior to the start of fieldwork; these documents and the list of beneficiaries and partners should be agreed with RPP.

The evaluator are expected to develop and present a detailed statement of evaluations methods/approaches in the inception report to show how each objective, evaluation criterion will be assessed.

The final evaluation methodology shall include, as a minimum, the following elements / sources of information:
- Desk research of RPP primary documentation: the project document, monitoring reports, board meeting minutes, financial reports, M&E framework, work plans and other relevant written records;
- Review of specific products including datasets, publications, audiovisual materials, technical packages, consultancies reports and other materials and reports;
- Detailed evaluation of RPP projects and activities by conducting surveys, polls, focus groups etc.
- Thematic interviews with UNDP and RPP staff and consultants to provide in-depth briefing on the project, its results, context of partnerships with different stakeholders and other issues;
- Interviews/focus groups with RPP's partners and beneficiaries (at least, 3 focus groups and 10 in-depth interviews):
  - The local government institutions (including regional administrations and local self-government), Ministry of Temporarily Occupied Territories and IDPs, Ministry of Social Policy, Secretariat of the Cabinet of Ministers, President Administration, etc.;
  - the selected direct beneficiaries, including civil society organisations at the local and regional level.
  - Interviews with international development and humanitarian actors.

For each of these interviews, the evaluator should first develop and present his/her ideas for the content and format of the interview forms (e.g. interview guides defining the structure of future interviews and key proposed questions to be asked) that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

5. EXPECTED OUTPUTS AND DELIVERABLES

Output 1: The inception report (with detailed description of the methodology and evaluation matrix) is produced.
  - The desk research of RPP programme core documentation conducted (Project document, annual work plans and up to date progress reports, project implementation plans, board meeting minutes, mid-term review mission report with annexes, projects studies etc). The set of documents to be reviewed will be prepared by UNDP.
  - Evaluation methodology is developed and strategy to collect the required information, plans and forms for the interview with partners and counterparts, as well as the questionnaire for a beneficiary satisfaction survey.
  - Annotated structure of the report is developed;

- A toolkit for gathering information (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is designed;
- All documents are submitted to UNDP for final approval.

Deadlines: by the 1st of August 2017

Output 2: PowerPoint presentation prepared and delivered during the joint meeting of interested parties.
Draft report of the evaluation covering all items detailed of the present TOR produced and the inception report.

- Conduct field data collection activities through focus groups, interviews, surveys with programme stakeholders and partners according to the methodology delivered as part of the inception report.
- Make the analysis of grant programmes, achieved results (long and short term) and overall level of effectiveness. Collect feedback from partners.
- Discussed initial findings in a wrap-up discussion with Project team and UNDP CO (can be done on-line via Skype conference).
- Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP and RPP, in Kramatorsk, Donetsk Oblast, Ukraine (can be arrange also distantly via Skype depending on meeting arrangements. If travel occurs, UNDP will cover all related travel expenses).

Deadlines: 15th of August 2017

Output 3: Draft of the report produced and submitted for UNDP comments (UNDP review will take up to 10 days).
Deadlines: 15th of August 2017

Output 4: Final evaluation report containing all required annexes indicated in the paragraph #2 of the present TOR, submitted to UNDP for final review and approval.

- Collect, review and incorporate comments from UNDP into the final version of the evaluation report.
- Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP and RPP, in Kramatorsk, Donetsk Oblast, Ukraine (can be arrange also distantly via Skype depending on meeting arrangements. If travel occurs, UNDP will cover all related travel expenses). (Should the simultaneous translation be needed for the presentation, it will be provided by UNDP. Consultations regarding UNDP expectations from the presentation will be held with the Contractor prior to the event.

Deadlines: 31st of August 2017

Output 5: PowerPoint presentation prepared and delivered during the joint meeting of interested parties.
Deadlines: 31st of August 2017

6. **PROPOSED PAYMENT SCHEDULE**

UNDP will pay the negotiated amount in 3 tranches as per delivery of the outputs outlined above.

Delivery of output 1	20% of the total payment
Delivery of output 2&3	40% of the total payment
Delivery of output 4&5	40% of the total payment

7. MONITORING/REPORTING REQUIREMENTS

The detailed schedule of the evaluation and the length of the assignment will be discussed with the evaluator prior to the assignment. The estimated duration of the assignment is up to 30 working days (during the period of July 2017 – August 2017).

The final version of the comprehensive report with UNDP comments taken into consideration should be submitted to UNDP by 31 August 2017.

8. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

- *Education*: **Advanced University degree** (Master's or PhD) in Monitoring and Evaluation, Public Administration, International development or related fields;

- *Relevant professional experience*: **At least, 7 years of work experience** in the field of recovery and peacebuilding, public administration, and international development, including participatory planning, monitoring and evaluation. Working experience in Eastern Europe region and CIS will be an asset;

- *Experience in evaluation:* **At least, 3 accomplished complex evaluations projects where the candidate was the author or co-author**, especially in recovery and peacebuilding field, understanding of gender and human rights aspects (reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. to be provided);

- *Proven knowledge of monitoring and evaluation methodologies*, summary of a proposed evaluation methodology is to be provided (up to 2 pages).

- *Languages proficiency*: Excellent English writing and communication skills; knowledge of Ukrainian and/or Russian will be an asset.

9. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Applicants shall submit the following documents:

- ☒ Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached;
- ☒ Professional Resume CV and P11, including information about past experience in similar projects / assignments;
- ☒ Financial proposal (according to defined deliverables);

☒ Reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. (at least, 3 reports)

10. FINANCIAL PROPOSAL

☒**Lump sum contract**
<u>The financial proposal shall specify a total lump sum amount in USD</u>, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel costs
<u>All envisaged travel costs must be included in the financial proposal</u>. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the Individual Consultant wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

11. EVALUATION CRITERIA

- Educational background – **10** points max
  [10pts – PhD degree; 7 pts – Master's degree];

- Relevant professional experience – **15** points max
  [15 pts – 8+ years, including the experience in Eastern Europe; 12 pts – 8+ years; 10 pts – 7 years];

- Experience in conducting complex evaluations – **20** points max
  [5+ highly relevant evaluation projects - 20 pts; 3-5 highly relevant evaluation projects – 17 pts; 3 highly relevant evaluation projects - 15 pts]

- Proven knowledge of monitoring and evaluation methodologies - **20** points max
  [20 pts – highly relevant methodology (methodology is based on previous successful experience with the following examples of its use for such tasks, adapted to the needs of the target audience and TOR; 17 pts – intermediate level of quality and relevance (methodology is based on previous successful experience with the following examples of its use for such tasks); 15 pts – acceptable quality and relevance of the methodology (methodology is based on the information, provided in TOR);

- Languages proficiency – **5** points max
  [5 pts – English, Russian, Ukrainian; 3pts – only English];

  Maximum available technical score - 70 points.

EVALUATION METHOD

☒**Cumulative analysis**
Contract award shall be made to the incumbent whose offer has been evaluated and determined as:
a) responsive/compliant/acceptable, and
b) having received the cumulative highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.
* Technical Criteria weight: 70%
* Financial Criteria weight: 30%

Only candidates obtaining a minimum 70% from the maximum available technical score (70 points) would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

_____	_____
Prepared	Approved
Solomiya Stakhiv	Victor Munteanu,
Management Analyst/Area Manager	RPP Portfolio Manager

Annex B: List of Those Interviewed

Antonova, Maryna, Project Associate, Recovery and Peacebuilding Programme, UNDP

Beznogykh, Volodymyr, Anti-Corruption Specialist, Recovery and Peacebuilding Programme, UNDP

Brand, Marcus, Democratic Governance Advisor, Head of Strategic Advisor Unit, UNDP

Burdun, Oleksandr, Engineering Specialist, Recovery and Peacebuilding Programme, UNDP

Bus, Riny, Political Section, Embassy of the Kingdom of the Netherlands

Cela, Blerta, Deputy Country Director, UNDP

Chervonniy, Boris, Deputy Director, Luhansk Regional Development Agency

Filonova, Kateryna, Donestsk Regional TV Company DoTeBe, NGO

Glushchenko, Marina, Executive Director, League of Social Works, Sloyvansk NGO

Hiemstra, Janthomas, Country Director, UNDP

Holovko, Oksana, Donetsk Oblast State Administration

Ischchuk, Maksim, State Service on Emergency Situations, Donetsk

Ivanytska, Hanna, Director, TSNAP Druzhkivka

Kampov, Yuriy, Mariupol Development Fund, NGO

Khashchenkov, Roman, Programme Coordinator, Community Security and Social Cohesion, Recovery and Peacebuilding Programme, UNDP

Koreniev, Emil, Community and Justice Mobilization Associate, Recovery and Peacebuilding Programme, UNDP

Kucheruk, Olena, Creative Platform Free UA, NGO

Kurovskaja, Alyona, Pryazovye Business Education Center, NGO

Munteanu, Victor, Portfolio Manager, Recovery and Peacebuilding Programme, UNDP

Nakonechniy, Andrii, Head, Luhansk Oblast Patrol Police

Nguyen, Van, Deputy Country Director a.i., UNDP

Osiatynski, Jerzy, Member of the Monetary Policy Council, National Bank of Poland

Pavlenko, Iryna, League of Future Police Officers, Mariupol NGO

Pender, Helga, Programme Manager, Instrument Contributing to Stability and Peace (FPI), Develegation of the European Union to Ukraine

Petsyk, Yuliya, Monitoring and Evaluation Programme Associate, UNDP

Poliakov, Oleh, Deputy Mayor, Druzhkivka

Poplavska, Olga, Youth Platform Atlanka, Lyman NGO

Posvalink, Galina, Project Manager, Luhansk Regional Development Agency

Postemska, Ilona, National Programme Officer, Swiss Cooperation Office in Ukraine

Potoskiy, Yegor, My Novopskovshcina, Severodonetsk NGO

Pugachyova, Maryna, Citizen Advice Bureau, Mariupol

Pulatov, Rustam, Rule of Law Advisor, Recover and Peacebuilding Programme, UNDP

Remiga, Oksana, Programme Analyst (RPP), UNDP

Rybalchenko, Katerina, Policy Officer, Social and Economic Development, UNDP

Sait-Ametov, Mustafa, Programme Coordinator, Economic Recovery and Restoration of Critical Infrastructure, Recovery and Peacebuilding Programme, UNDP

Shapkovska, Tetiana, Reconciliation and Social Cohesion Adviser, Project on Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine, UNDP

Shpak, Olena, Architectural Department, Lyman City Government (also met with Vice Mayor and various other officials at same meeting)

Shylova, Anastasia, Engineering Associate, Recovery and Peacebuilding Programme, UNDP

Skaliy, Iryna, Programme Officer, Swedish International Development Cooperation Agency, Embassy of Sweden in Ukraine

Skliarova, Iryna, Territorial Amalgamation Specialist, Recovery and Peacebuilding Programme, UNDP

Skoropada, Liudmyla, Programme Coordinator, Local Governance and Decentralization Reform, Recovery and Peacebuilding Progamme, UNDP

Snopenko, Mihail, Head of Branch of International Technical Assistance and European Integration, Department of Foreign Affairs, Foreign Economic and Investment Activity, Luhansk Regional State Administration, Luhansk Regional Civil-Military Administration

Tkacheva, Olena, Luhansk Oblast Police

Tsutsui, Koji, Head of Economic Section, First Secretary, Embassy of Japan

Vorontsova, Daria, New Mariupol NGO

Vovk, Oksana, Field Operations Manager, Recovery and Peacebuilding Programme, UNDP

Zabarniy, Andrii, Fiscal Decentralization Specialist, Recovery and Peacebuilding Programme, UNDP

Zontova, Liza, Youth for Peace and Development in Donbas, NGO

Annex C: List of Supporting Documents Reviewed

Analytical Report: SME Development and SME Support Policy in Government Controlled Areas of Donetsk and Luhansk Oblasts, Institute for Economic Research and Policy Consulting, 2 February 2017

Community Security and Social Cohesion: Towards a UNDP Approach, Bureau for Crisis Prevention and Recovery, UNDP, December 2009

Country Programme Document for Ukraine (2018-2022) draft, UNDP, September 2017

Economic and Social Recovery of Donbas Region: Final Project Report (Japan-funded), March 2015-August 2016, UNDP, undated

Economic and Social Recovery of Donbas Region: Project Document (Japan-funded), March 2015-August 2016, UNDP, 30 April 2015

Government of Ukraine-United Nations Partnership Framework 2018-2022, (UN Development Assistance Framework), UN Country Team Ukraine, 2017

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine (Czech-funded), Economic Recovery Programme Project Concept, UNDP, undated

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine (Czech-funded), Final Activity Report, November 2015-December 2016, UNDP, undated

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine (Poland-funded) Project Concept, UNDP, undated

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine: Summary of Project Results (Poland-funded), 1 October 2016-31 January 2017, UNDP, undated

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine: Progress Report (Poland-funded), 1/11/2015-7/10/2016, UNDP, 7/10/2016

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine: Third Party Cost Sharing Agreement Between the Ministry of Foreign Affairs of the Republic of Poland (The Donor) and UNDP, 31 December 2016

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine: Programme Document Amendment (Poland-funded), 8 July 2016

Promoting Entrepreneurship in the Conflict-affected Population in Ukraine: Final Activity Report (Poland-funded), November 2015-Decembr 2016, UNDP, 24/2/2017

Recovery and Peacebuilding Programme Annual Work Plan: Component 1- Economic Recovery and Rehabilitation of Critical Infrastructure, for 2017

Recovery and Peacebuilding Programme Annual Work Plan: Component 2- Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine, for 2017

Recovery and Peacebuilding Programme Annual Work Plan: Component 3- Community Security and Social Cohesion, for 2017

Recovery and Peacebuilding Programme- Rehabilitation of Critical Infrastructure: Project Document (Japan-funded), UNDP, undated

Recovery and Peacebuilding Programme- Rehabilitation of Critical Infrastructure: Request for No-Cost Extension of RPP (Japan-funded), UNDP, undated

Recovery and Peacebuilding Programme- Rehabilitation of Critical Infrastructure: PowerPoint Presentation Status of Economic and Social Infrastructure Facilities Rehabilitation as of December 2016 (Japan-funded), UNDP, 2016

Recovery and Peacebuilding Programme: Project Progress Report March-December 2016 (Japan-funded), UNDP, 13 December 2016

Recovery and Peacebuilding Programme: Vision for the Future (Programme Document), UNDP, May 2017

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Inception Report (European Commission and EU Women-funded), UNDP, 3.10.2016

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Joint Programme Document (European Commission and EU Women-funded), UNDP, undated

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Joint Proposal (European Commission and EU Women-funded), UNDP, 3.10.2016

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Annual Status Report, June 2016-June 2017 (SDC and SIDA-funded), UNDP, undated

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Semi-Annual Progress Report, January-July 2016 (SDC and SIDA-funded), UNDP, Embassy of Sweden, SDC and SIDA, undated

Restoration of Governance and Reconciliation in Crisis-affected Communities of Ukraine: Proposal for Joint Actions (SDC and SIDA-funded), UNDP, undated

Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine: Project Document (Netherlands-funded), UNDP, undated

Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine: Report on Progress Achievements in 2016 (Netherlands-funded), UNDP, undated

Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine: Inception Report January-June 2016 (Netherlands-funded), UNDP, undated

Security and Justice in Ukraine: Perspectives from Communities in Three Oblasts, UNDP, 2017

Socio-Economic Recovery Through Development of SMEs: PowerPoint Presentation (DFID-funded), UNDP and British Embassy Kyiv, 5.4.2017

Socio-Economic Recovery Through Development of SMEs: Project Completion Report (DFID-funded), UNDP, undated

Socio-Economic Recovery Through Development of SMEs: Project Proposal Form (DFID-funded), UNDP, undated

Ukraine Early Recovery Programme- Programme Implementation Support to Final Beneficiaries: Inception Report (European Investment Bank-funded), UNDP, May 2017

Ukraine Early Recovery Programme- Programme Implementation Support to Final Beneficiaries: UNDP Proposal for the EIB (European Investment Bank-funded), UNDP, undated

Ukraine Early Recovery Programme- Programme Implementation Support to Final Beneficiaries: Monthly Progress Report No. 5, July 1-31, 2017 (European Investment Bank-funded), UNDP, 31 July 2017

Ukraine Early Recovery Programme- Programme Implementation Support to Final Beneficiaries: Annex II Terms of Reference (European Investment Bank-funded), UNDP, 11 April 2017

Ukraine Recovery and Peacebuilding Assessment, Analysis of Crisis Impacts and Needs in Eastern Ukraine, Volume I: Synthesis Report, UN Ukraine, European Union and World Bank, March 2015

UN SCORE for Eastern Ukraine: Overview of the Process and Illustration of Key Findings, Center for Sustainable Peace and Democratic Development (funded by UNDP/UNDPA Programme on Building National Capacities for Conflict Prevention), September 2017 (PowerPoint presentation and descriptive brochure)

Annex D: RPP Breakdown by Component and Project

Project Name	Duration	Amount USD	Development Partner	Completed or Ongoing
Component 1: Economic and Recovery and Restoration of Critical Infrastructure				
Rapid response to Social and Economic Issues of IDPs in Ukraine	01.09.16 - 30.04.17	338,740	Czech Republic	completed
		5,000,000	Japan	
Ukraine: Early Recovery Programme Implementation Support to Final Beneficiaries	01/03/17- 31/08/19	3,363,229	European Investment Bank	ongoing
Early Recovery of Social Services and Peacebuilding in Donetsk and Luhansk Oblasts	To 31.10.17	5,104,691	Japan	ongoing
Recovery and Peacebuilding Programme	To 31.10.17	2,600,000	Japan	ongoing
Rapid Response to Social and Economic Issues of IDPs in Ukraine	To 31.10.16	6,320,000	Japan	completed
Economic Recovery and Restoration of Critical Infrastructure in Eastern Region of Ukraine	01.03.17- 28.02.18	1,005,175	Japan	ongoing
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine	30.10.15 - 31.12.16	730,000	Poland	completed
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine, Phase II	27.07.17- 31.12.18	500,000	Poland	ongoing
Economic Recovery through Development of SMEs	01.04.16 – 31.03.17	1,498,013	United Kingdom (DFID)	completed
Component Total		$26,459,848		

Project Name	Duration	Amount USD	Development Partner	Completed or Ongoing
Component 2: Local Governance and Decentralization Reform				
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine	28.05.16 - 28.11.17		EU	ongoing
Initiation of Early Recovery Support in Crisis-Affected Communities of Ukraine	03.12.14 - 31/12/17		Sweden (SIDA)	ongoing
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine	24.04.15 – 31.01.18		Switzerland (SDC)	ongoing
Component Total (contained in Component 3)				
Component 3: Community Security and Social Cohesion				
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine	28.05.16 – 28.11.17	8,663,027 *(total for 2 components)*	EU	ongoing
Initiation of Early Recovery Support in Crisis-Affected Communities of Ukraine	03.12.14 – 31.12.17	1,352,082 *(total for 2 components)*	Sweden (SIDA)	ongoing
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine	24.04.15 – 31.01.18	1,661,068 *(total for 2 components)*	Switzerland (SDC)	ongoing
Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine	01.01,16- 31.12.18	3,402,000	Netherlands	ongoing
Component Total		$15,078,177		
Programme Total		$41,538,025		

Annex E: Status of Major Activities by Component and Project

Component 1: Economic and Recovery and Restoration of Critical Infrastructure

Indicators	Baseline	2015 Target	2015 Result	2016 Target	2016 Result	2017 Target	2017 Result	Status Update
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine (Poland)								
Number of IDPs provided with new professions/skills through training programmes	0 [2015]			200	195			Achieved
Number of IDPs provided with business consulting services	0 [2015]			100	246			Achieved
Number of small and medium-sized businesses/enterprises started-up, re-started or extended their business activities by IDPs that received business skills training or a competitive grant	0 [2015]			30	195			Achieved
Number of new jobs created within new businesses (incl. self-employed, micro, small and medium-sized enterprises)/within existing businesses that expanded operations set up by Internally Displaced People that received business skills trainings or a competitive grant	0 [2015]			750	313			Achieved
Number of IDPs that received a business start-up grant that continue running a sustainable business six months after the grant has been disbursed	0 [2015]			200	98			Achieved
Economic Recovery through Development of SMEs (DFID)								
Number of IDPs and host community members with a viable business or active in self-employment at the end of the project — Total	0 [2015]			100	105	130	139	Achieved
Women	0 [2015]						63	N/A
Men	0 [2015]						76	N/A
Total	0 [2015]			100	105	130	131	Achieved

Indicators		Baseline	2015		2016		2017		Status Update
			Target	Result	Target	Result	Target	Result	
Number of project grantees provided with business consultancy services	Women	0 [2015]						59	N/A
	Men	0 [2015]						72	N/A
Number of IDPs and host community members employed/self-employed by the SMEs/micro businesses	Total	0 [2015]			250	255	350	484	Achieved
	Women	0 [2015]						262	N/A
	Men	0 [2015]						222	N/A
Percentage of SMEs supported under the project that provide new services in host communities		0 [2015]			30%	45%	30%	53%	Achieved
Number of persons who benefitted from training sessions on entrepreneurship and development of business-skills	Total	0 [2015]			350	350	500	830	Achieved
	Women	0 [2015]						439	Achieved
	Men	0 [2015]						391	N/A
Percentage of IDPs and host community members who received training in entrepreneurship and business skills and report using acquired skills		0 [2015]			50%	75%	50%	85%	Achieved
Funding collected through IDP crowd funding campaigns		0 [2015]					USD 40,880		On-track
Number of SMEs promoted through crowd funding							10	12	Achieved
Percentage of recipients of grants/trainings/consulting services who rated support as useful					75%	92%	75%	94%	Achieved
Number of local producers promoted through regional small business expos.		0 [2015]					60	113	Achieved
Rapid response to Social and Economic Issues of IDPs in Ukraine (Japan, Czech Republic)									
Number of startups launched as a result of business trainings and consultations		0 [2015]	N/A	N/A	100	165			Achieved
Number of new jobs created through business startups that were launched as a result of business trainings and consultations		0 [2015]	N/A	N/A	500	598			Achieved
Number of IDPs that were equipped with skills in IT that got employed and started a new career in IT sector		0 [2015]	N/A	N/A	TBD	254 out of 672			Achieved

Indicators		Baseline	2015		2016		2017		Status Update
			Target	Result	Target	Result	Target	Result	
Number of IDPs who benefitted from innovative case management services		0 [2015]	5000	8127	8000	8127			Achieved
Number of people who got new jobs, as a result of cash-for-work activities		0 [2015]	1000	1,045	1,000	1045			Achieved
Number of people benefitting from psychological services to IDPs		0 [2015]	125	6000	250	11623			Achieved
Number of people benefitting from free legal aid services to IDPs		0 [2015]	125	6000	250	24988			Achieved
Number of approved dialogues and participatory events, organized by the participants of the workshops and training on tolerance and peacebuilding		0 [2015]	N/A	N/A	20	24 (out of 34)			Achieved
Number of people participating in the dialogues and participatory events, organized by the community leaders who completed the training on tolerance and peacebuilding		0 [2015]	N/A	N/A	TBD	977			Achieved
Number of people who were reached by the media campaigns on social adaptation and integration of IDPs		0 [2015]	N/A	N/A	15 mln	20 mln			Achieved
Infrastructure Rehabilitation (Japan)									
Number of engineering designs of social care infrastructure developed for rehabilitation with universal design principles		0 [2015]	15	19	15	19	19	19	Achieved
Number of social care infrastructures rehabilitated based on developed engineering designs with universal design principles and operational		0 [2015]	15	10	15	18	18	18	Achieved
Number of people who benefitted from rehabilitated social care infrastructures.	Total	0 [2015]	TBD	81706 (44007 women)	81706	81706	81706	81706	Achieved
	Women	0 [2015]							Achieved
	Men	0 [2015]							Achieved
Number of schools (preschools including) that were rehabilitated and are fully functioning		0 [2015]	3	2	10	10	10	10	Achieved
Number of representatives of regional authorities equipped with skills in planning and management of social care services		0 [2015]	20	50	20	50	50	50	Achieved

Indicators		Baseline	2015		2016		2017		Status Update
			Target	Result	Target	Result	Target	Result	
Number of regional plans for the development of social care services elaborated and approved		0 [2015]	5	2	5	2	2	2	Achieved
Number of representatives of social care services institutions trained and providing quality, targeted and integrated social services		0 [2015]	45	48	45	48	48	48	Achieved
Number of social care institutions equipped to deliver quality social care services		0 [2015]	15	0	15	11	15	12	On-track
Early Recovery of Social Services and Peacebuilding in Donetsk and Luhansk Oblasts (Japan)									
Number of social and/or economic infrastructure facilities identified and assessed for restoration/rehabilitation		0 [2015]			10	10	10	10	Achieved
Number of engineering designs developed for identified for restoration and rehabilitation.		0 [2015]			10	10	10	10	Achieved
Number of social and/or economic infrastructure facilities restored/rehabilitated.		0 [2015]			10	0	10	2	On-track
Number of people benefitting from restored/rehabilitated social and/or economic infrastructure facilities	Total	0 [2015]			TBD	TBD	TBD	984248	On-track
	Women	0 [2015]					TBD	536150	On-track
	Men	0 [2015]					TBD	448098	On-track
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine, Phase II (Poland)									
Number of IDPs and representatives of host communities provided with new professions/skills through training programmes	Total	0 [2017]					120		On-track
	Women	0 [2017]					60		On-track
	Men	0 [2017]					60		On-track
Number of small and medium-sized businesses/enterprises started-up, re-started, or extended their business activities		0 [2017]					30		On-track
Number of jobs created within new businesses (incl. self-employed, micro, small and medium-sized enterprises) / within existing businesses that expanded operations	Total	0 [2017]					90		On-track
	Women	0 [2017]					45		On-track
	Men	0 [2017]					45		On-track
Number of SMEs owners and managers from the project's target regions, who learned best Polish experience of business development	Total	0 [2017]					0		On-track
	Women	0 [2017]					0		On-track
	Men	0 [2017]					0		On-track

Indicators		Baseline	2015		2016		2017		Status Update
			Target	Result	Target	Result	Target	Result	
Number of target groups representatives reached by the partnership building/motivation campaign		0 [2017]					1,500		On-track
Economic Recovery and Restoration of Critical Infrastructure in Eastern Region of Ukraine									
Number of public infrastructure facilities restored or rehabilitated		0 [2017]					1		On-track
Number of SMEs started-up, re-started, or extended their business activities		0 [2017]					30		On-track
Number of people receiving new jobs	Total	0 [2017]					50		On-track
	Women	0 [2017]					25		On-track
	Men	0 [2017]					25		On-track
Number of people who improved their professional and entrepreneurial skills	Total	0 [2017]					300	421	Achieved
	Women	0 [2017]					150	219	Achieved
	Men	0 [2017]					150	202	Achieved
UNDP Global Strategic Plan Outputs (IRRF)									
Number of females benefitting from diversified livelihoods opportunities through UNDP emergency projects		0 [2015]	50	775	1135	3149	1135		Achieved
Number of males benefitting from diversified livelihoods opportunities through UNDP emergency projects		0 [2015]	50	490	1010	2363	1010		Achieved
Total number of people benefitting from diversified livelihoods opportunities through UNDP emergency projects		0 [2015]	100	1265	2145	5512	2145		Achieved
Number of new emergency jobs created for women 15+ years of age through UNDP projects in crisis or post-crisis settings		0 [2015]	665	698	808	1733	808		Achieved
Extent to which national and/or sub-national institutions have improved physical infrastructure (buildings and facilities) needed to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP intervention		0 [2015]	1=Less than pre-crisis	1=Less than pre-crisis	2=Back to pre-crisis	2=Back to pre-crisis	2=Back to pre-crisis		Achieved

Component 2: Local Governance and Decentralization Reform

Indicator	Baseline	2016		2017		Status Update
		Target	Result	Target	Result	
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine (SIDA/SDC)						
Number of functioning Public Councils	0 [2015]	15	23	23	31	On track
Number of recommendations of Public Councils that were implemented in infrastructure rehabilitation, enhancing livelihoods, responding to humanitarian needs and building social cohesion	0 [2015]	15	108	50	258	On track
Number of functioning Citizen Advisory Bureaus in Donetsk, Luhansk oblasts	0 [2015]	4	4	5	5	On track
Number of consultations provided by functioning CABs (including hotlines)	0 [2015]	6320	7804 (55% women)	16,000	7098	On track
Number of towns and villages covered by the CAB services in Donetsk and Luhansk oblasts	0 [2015]	4	4	28	116	On track
Number of representatives of Public Councils who adopted experience from other regions on successful amalgamation and decentralization processes	0 [2015]	N/A	N/A	75	58	On track
Number of representatives of Public Councils who adopted experience from other countries on successful amalgamation and decentralization processes.	0 [2015]	N/A	N/A	25	54	On track
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine (EU)						
Number of TsNAPs in targeted hromadas that are fully functioning and provide 100% of administrative services	0 [2015]	N/A	N/A	14	2	Significant delay
Number of people who received satisfactory services at the established TsNAPs and received (gender disaggr): — Total	0 [2015]	N/A	N/A	TBD	14706	On track
Women	0 [2015]	N/A	N/A	TBD	5723	
Men	0 [2015]	N/A	N/A	TBD	8983	

Indicator	Baseline	2016		2017		Status Update
		Target	Result	Target	Result	
Number of hromadas out of 20 targeted that are amalgamated	0 [2015]	N/A	N/A	7	7	Achieved
Number of hromadas out of 20 targeted that have capacities for amalgamation	0 [2015]	N/A	N/A	7	6	On track
Number of Social and Economic development strategies for amalgamated hromadas that were drafted in participatory way and handed over to hromadas	0 [2015]	N/A	N/A	7	0	Slight delay
Number of representatives of targeted hromadas who adopted experience from other countries on successful amalgamation and decentralization processes.	0 [2015]	N/A	N/A	140	120	On track
Number of representatives of targeted hromadas who adopted experience from other regions on successful amalgamation and decentralization processes.	0 [2015]	N/A	N/A	180	135	Slight delay

Component 3: Community Security and Social Cohesion

Indicator	Baseline	2016		2017		Status Update
		Target	Result	Target	Result	
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine (SIDA/SDC)						
Number of mediators trained and equipped with mediation tools and technique	0	0	0	40	48	On track
Number of initiatives on mediation by trained local mediators supported	0	0	0	5	8	Achieved
Number of community members that strengthened their skills and capacities on social cohesion and reconciliation through workshops and study visits (national and international)	0	100	299	120	75	On track
Number of communication strategies and communication campaigns implemented by trained local media representatives in Donbas	0	0	0	5	8	On track
Number of people reporting having increased confidence when dealing with tension factors (men/women, youth, teenagers)	0	N/A	N/A	300	500	On track
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine (EU)						
Percentage of the members of community security working groups who feel their voices are taken into account in improving community security (men/women)	0 [2016]			50%		Select status
Number of police personnel and community members who feel comfortable engaging in community policing	0 [2016]			100	180	Achieved
Percentage of successfully implemented small grants projects on community security	0 [2016]			75%		On track
Number of gender-related issues addressed by community security working groups	0 [2016]			4	4	Achieved
Number of Local Development Forums with Community Security working groups established and fully functioning *(shared results with project 00090629)*	0 [2016]			4	16	Achieved

Indicator	Baseline	2016		2017		Status Update
		Target	Result	Target	Result	
Number of community members that strengthened their skills and capacities on social cohesion and reconciliation through workshops and study visits (national and international)	0 [2016]			100	140	On track
Number of initiatives on peacebuilding implemented by the trained representatives of local communities	0 [2016]			10		On track
% of women reported increased capacities and confidence to take community leadership role	0 [2016]			30%		On track
Number of women and girls that accessed SGBV-victim service provider supported by UNDP	TBD [2016]			TBD		

Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine (Netherlands)						
Personal and Community Security						
Number of communities in grey zone equipped with early warning reporting system *(shared results with project 000101191)*	0 [2016]			9		On track
Number of Local Development Forums with Community Security working groups established and fully functioning *(shared results with project 000101191)*	0 [2016]			8	8	Achieved
Percentage of the members of community security working groups who feel their voices are taken into account in improving community security (men/women)	0 [2016]			50%		On track
Percentage of successfully implemented small grants projects on community security	0 [2016]			75%		On track
Number of hromadas with regular Community Security meetings (involving police and local administration)	0 [2016]			3	8	On track

Percentage of people who thought they would get justice as a victim of a crime (in target hromadas) - in Donetsk oblast - in Luhansk oblast - in Zhytomir oblast	6% [2016] 7% [2016] 10% [2016]			11% 12% 15%		On track
Percentage of those who have experienced a dispute in the past 12 months and who have accessed a formal, informal, alternative or traditional dispute mechanism who feel the process was just (in target hromadas) - in Donetsk oblast - in Luhansk oblast - in Zhytomir oblast	35% [2016] 31% [2016] 36% [2016]			40% 36% 41%		On track
Justice Institutions' Capacity						
Average percentage of population in Donetsk, Luhansk and Zhytomyr who are aware of the availability of free legal advice services	19% [2016]			24%		On track
Number of measures taken to improve facilities for women and PWDs to visit justice institutions	0 [2016]			3		On track
Number of police personnel and community members who feel comfortable engaging in community policing	0 [2016]			100	180	Achieved
Number of people obtaining free legal advice through Government legal aid services	TBD [2016]			TBD		On track
UNDP Global SP indicators (IRRF)						
Extent to which women's groups have strengthened capacity to engage in critical development and crisis related issues	1 = Not adequately [2015]	2 = very partially	2 = very partially	2 = very partially		
Extent to which youth groups have strengthened capacity to engage in critical development and crisis related issues	2 = very partially [2015]	2 = very partially	3= partially	3= partially		
Extent to which relevant excluded groups have strengthened capacity to engage in critical development and crisis related issues	1 = Not adequately [2015]	2 = very partially	2 = very partially	2 = very partially		
Degree of effectiveness of legal/regulatory framework for excluded groups to function in the public sphere and contribute to development	1 = Low [2015]	1 = Low	2= Medium	2= Medium		
Degree of effectiveness of mechanisms/platforms to engage excluded groups	1 = Low [2015]	1 = Low	1 = Low	2= Medium		

Annex F: Budget Performance- Inception to Present

Project	Output (per project)	Donor	Planned Budget, USD	Total expenses with full asset costs as of 13.09.2017, USD	Balance as of 13.09.2017	Utilization as of 13.09.2017	Status (Completed, Ongoing)	Issues
A	B	C	D	E	F=D-E, USD	G=E/D, %	G	H
Component 1: Economic and Recovery and Restoration of Critical Infrastructure								
Early Recovery Programme: Donbas Economic Recovery	00092610	Czech Republic	338,740	338,740	0	100%	Completed	-
Early Recovery Programme: Donbas Economic Recovery	00092610	Japan	5,000,000	5,000,000	0	100%	Completed	-
Early Recovery Programme: Infrastructure Rehabilitation	00092607	Japan	5,104,691	5,104,071	620	100%	Ongoing	-
Recovery and Peacebuilding Programme	00099817	Japan	2,600,000	1,536,340	1,063,660	59%	Ongoing	-
Economic Recovery through Development of SMEs	00101159	DFID	1,498,013	1,498,013	0	100%	Completed	-
Humanitarian AID to IDPs	00092383	Church of Christ	1,900,000	1,899,979	21	100%	Completed	-
Rapid Response to Social and Economic Issues of IDPs in Ukraine	00094682	Japan	6,320,000	6,320,000	0	100%	Completed	-
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine	00091679	Poland	730,000	729,994	6	100%	Completed	-
Economic Recovery and Restoration of Critical Infrastructure in Eastern Region of Ukraine	00104483	Japan	1,005,175	235,748	769,427	23%	Ongoing	-
Ukraine: Early Recovery Programme Implementation Support to Final Beneficiaries	00104480	European Investment Bank	3,363,229	546,470	2,816,759	16%	Ongoing	-

Project	Output (per project)	Donor	Planned Budget, USD	Total expenses with full asset costs as of 13.09.2017, USD	Balance as of 13.09.2017	Utilization as of 13.09.2017	Status (Completed, Ongoing)	Issues
Promoting Entrepreneurship among the Conflict-affected Population in Ukraine, Phase II	00106401	Poland	500,000	7,390	492,610	1%	Ongoing	-
Total Component			$28,359,848	$23,216,745	$5,143,103	82%		
Component 2: Local Governance and Decentralization Reform								
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine	00101191	European Union	6,220,258	1,497,617	4,722,641	24%	Ongoing	-
Initiation of Early Recovery Support in Crisis-Affected Communities of Ukraine	00093367	SIDA	837,090	767,432	69,658	92%	Ongoing	-
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine	00093367	SDC	859,083	425,528	433,554	50%	Ongoing	-
Total Component			$7,916,431	$2,690,577	$5,225,853	34%		
Component 3: Community Security and Social Cohesion								
Restoration of Local Governance and Reconciliation in Crisis-Affected Areas of Ukraine	00101191	European Union	2,522,912	872,156	1,650.756	35%	Ongoing	-
Initiation of Early Recovery Support in Crisis-Affected Communities of Ukraine	00093368	SIDA	433,529	376,457	57,072	87%	Ongoing	-
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine	00093368	SDC	797,442	455,188	342,253	57%	Ongoing	-
Initiation of Early Recovery Support in Crisis-Affected Communities of Ukraine	00093279	SIDA	81,464	81,464	0	100%	Ongoing	-

Project	Output (per project)	Donor	Planned Budget, USD	Total expenses with full asset costs as of 13.09.2017, USD	Balance as of 13.09.2017	Utilization as of 13.09.2017	Status (Completed, Ongoing)	Issues
Restoration of Governance and Reconciliation in Crisis-Affected Communities of Ukraine	00093279	SDC	4,544	4,544	0	100%	Ongoing	-
Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine	00096307	Netherlands	3,402,000	1,135,905	2,266,095	33%	Ongoing	-
Rule of Law and Community Justice for Conflict-Affected Areas in Ukraine	00098374	Netherlands					Ongoing	-
Total Component			$7,241,891	$2,925,714	$2,667,071	40%		
Grand Total			**43,518,168**	**28,833,036**	**14,685,132**	**66%**		**-**