

Part A: To be completed by the Project Implementer

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Bank account details <i>Please provide the existing GBP bank account information (if available) or confirm the readiness to open a GBP account for this project (in case of selection).</i>	
Have you bid for funding from the FCDO in the past three years? <i>Please provide details of any bids made and/or projects implemented</i>	<p>- This proposal comprises the continuation of the project <i>Strengthening the Community Resilience in Kherson oblast</i> (SCR-I) which UNDP received £ 184,226 in FCDO funds to implement during the period January - March 2021.</p> <p>- During the period April 2016 to March 2017, DFID provided a total of GBP 1,116,269 in financial support to UNDP for implementation of the project <i>Socio-Economic Recovery Through Development of SMEs</i>.</p>

Project Title	
Strengthening Community Resilience in Kherson region - phase II (SCR-II)	
Total budget (£)	£ 1,299,715 (equivalent to USD \$ 1,795,186*) *based on UN Operational Exchange Rate for USD/GBP effective on 23.02.2021, https://treasury.un.org/operationalrates/OperationalRates.php
Project duration (months):	April 2021-March 2022 (12 months)
Regions to be covered by the project	Kherson, Ivano-Frankivsk, Zakarpattia oblasts, Ukraine
Project Proposal Short Summary <i>Will be used as the short description of the proposal in the evaluation process and in communications with the programme management board and other interested parties (max 2 pages).</i>	
<p>Strengthening Community Resilience in Kherson region – phase II (SCR-II)</p> <p>This proposal outlines an amendment to the ongoing project <i>Strengthening community resilience in the Kherson region</i> (SCR-II), which UNDP initially launched as a pilot initiative with FCDO funding in January 2021. The project supports the efforts of the Government of Ukraine (GoU) to strengthen resilience towards the impact of multi-dimensional crisis by increasing the level of social cohesion and trust in national and sub-national governance bodies, focusing on geographic localities and territorial communities that are characterised by a high level of vulnerability and/or low level of trust in authorities. The project is politically pertinent, as it aligns with several key priorities of the GoU including the ambitious decentralization and digitalization reforms, as well as the COVID-19 crisis response and recovery.</p> <p>Since the launch of the pilot (SCR-I) and into the extended phase (SCR-II), the project has yielded consistently positive results and UNDP recognizes that the technical and operational arrangements which have enabled its progress are inherently conducive to both scaling (in Kherson oblast) and dissemination in wider territorial domains. By this amendment, UNDP accordingly proposes to include Ivano-Frankivsk and Zakarpattia oblasts as additional target regions, where replication of key activities (focusing especially on capacity building of local authorities and support to local initiatives) along with consolidation of the work already initiated in Kherson will serve to optimize the conditions for sustainable impact of the intervention. Considerations that inform the selection of the target regions draw on review of vulnerability-related parameters along with a more general assessment of UNDP’s ability to effectively roll-out implementation on the ground in a short-term perspective (more details are outlined below). The original project design, which remains intact and largely will guide the implementation in the three focus regions combined, emanates</p>	

from UNDP's long-running cooperation with the Regional Reforms Office in Kherson and focuses on the implementation of a set of local initiatives that the public authorities have highlighted as strategically pertinent to increase people's access to quality public services (including for Ukrainian citizen living in Crimea). Through synergies with other existing UNDP engagement in the region, these priorities were supplemented with a number of small-scale interventions that were identified by local communities of Kherson oblast in response to COVID-19 and as such share intrinsic links with the project's intervention logic. Incentives for this approach build on local ownership of the development agenda and are informed by the assumption that effective and inclusive public service delivery, which meets community needs, will make communities more resilient to crisis and improve perceptions towards authorities and institutions.

Within the previous phase of the project, implementation of local initiatives in the Kherson region has aimed at improving access to public services in the areas of health, education, and administrative citizen services (such as a passport), also addressing the barriers and challenges faced by local populations (in remote and rural areas) and Ukrainian citizens visiting Kherson oblasts from other regions of the country, including Crimea. By expanding the project in its current phase, UNDP will seek to maintain this focus but at the same time also focus in particular on expansion of the following aspects of engagement:

- Replicate the Capacity building programme for public servants in Ivano-Frankivsk oblast (employing the design and building directly on the lessons learned from Kherson oblast).
- Provide support to the already launched local initiatives in Kherson oblast, and enable implementation of an expanded shortlist of local initiatives by sourcing investment ready actions directly from i) the existing regional COVID-19 response and recovery planning Working Group, and ii) the Call for local initiatives that was announced within SCR-II in June 2021.
- Provide support and enable launch of local initiatives in Ivano-Frankivsk oblast, sourcing investment ready initiatives from the pipeline that has already been prepared by the regional COVID-19 response and recovery planning Working Group (which was established with UNDP support within the ongoing LSER project during 2021).
- Provide support and enable implementation of local initiatives in Zakarpattia oblast, based on rapid needs assessment local territorial communities and focusing on dissemination of solutions concerning improved provisioning of public services (successfully piloted in Kherson and Ivano-Frankivsk oblasts)

By building on the successfully piloted project arrangements, the principal aim of strengthening community resilience and contributing to increased trust in local, regional and national authorities will in SCR-II be further pursued with an increased emphasis on institutional capacity building of local authorities as well as a widened focus on strengthening public administration management of COVID-19 response- and recovery measures. Actions oriented at supporting the oblast administration in addressing the socio-economic impact of the pandemic (e.g., by reviewing and supporting fund-raising for strategic and sectoral plans) will gain immediate traction from dialogue platforms and the working group (in Kherson) that was established during the pilot phase and presently is operational. Capacity building targeting regional and local authorities will be inclusive and seek a wide territorial coverage, building in substantive aspects on best-practices, modules, and digital training formats that have been successfully tested by UNDP within the UN Recovery and Peacebuilding Programme (RPP) in the eastern region of Ukraine. A strong focus will nonetheless remain on identifying and ensuring sustainable implementation of local micro-projects that carry high catalytic potential (e.g., for community development and

increased access to quality public services) and link directly with the regional development plans and priorities in terms of enhancing resilience and fostering social cohesion.

The project will contribute directly to the strategic goals that are defined in the *State Strategy for Regional Development 2021-2027*¹, outlining the sectoral and territorial priorities for the development of Ukraine's regions: 1) Formation of a cohesive state in the social, humanitarian, economic, environmental, security and spatial dimensions; 2) Increasing the competitiveness of the regions; 3) Building effective multilevel governance. The key goal of *building a cohesive, democratic and resilient society*, as asserted in the strategy, is overshadowed by low level of trust in authorities, as demonstrated by the latest country-wide SCORE² assessment conducted in 2021 (a more detailed description follows below). Among trends, comparatively low levels of trust tend to be recorded where there is insufficient capacity of local authorities and executive bodies to deliver quality public services to the population (including the most vulnerable groups) as well as remnant insufficiency in addressing challenges and needs that pertain to local social and economic development. By large, the project is designed to address these challenges and directly contribute to the achievement of the GoU strategic goals.

Project context and background

Ukraine's vision of its strategic development may be defined by the provisions and aspirations enshrined in the EU Association Agreement as well as the 2030 Agenda. Reform processes are ongoing in several government domains and policy areas to give thrust to the country's development priorities, including a comprehensive decentralization reform that serves to bring more fiscal resources and executive powers to the local administrations. However, laudable steps and political declarations – and general progress on the 17 SDGs, as asserted in Ukraine's 2020 VNR report – are interfacing challenges and circumstances that conspire in undermining the path to inclusive and sustainable development. Into 2021, the socio-economic impact of COVID-19 is still unfolding, putting a strain on local budgets, and exacerbating the results of long-term underinvestment in social sectors and the public health system that affects the lives of men and women, especially the most vulnerable. Nevertheless, following the annexation of Crimea in 2014 and the onset of the armed conflict in the Donbas, the process of uniting the Ukrainian society around a common civic identity remains difficult. Various internal and external forces use Ukraine's multiple ethnolinguistic identities to heighten tensions at the subnational and local levels, amounting to an increase of polarization and fragmentation of the Ukrainian society. Meanwhile, trust among the local populations towards the state (incl. the national, sub-national and local authorities) is inherently determined by institutional presence and accessibility, as well as their ability to deliver quality public services that respond to the needs of diverse population groups. At the level of territorial community, unequal access to quality public services (administrative, health care, educational), and lack of economic opportunities perpetuate conditions for human development that increase the risk of leaving behind a large part of the population.

¹ <https://zakon.rada.gov.ua/laws/show/695-2020-п#Text>

² <https://www.scoreforpeace.org/en/ukraine/about>

The location of the Kherson region in the southern part of Ukraine, in the basin of the lower reaches of the Dnipro river, and washed by the Black and Azov Seas, gives the territory a strategic position. The border with the Crimean Peninsula makes its geography unique in terms of bridging the temporarily occupied Crimea with Ukraine's mainland, and for more than six years the region has effectively served as a territorial gateway for accessing government institutions and authorities among Ukrainian citizens living in Crimea. The region's diversity of natural and territorial resources is harbouring untapped opportunities for economic activity, especially in agriculture and tourism-related fields. However, despite the potential for investment in sectors and infrastructure that may create significant opportunities in terms of income generation and sustainable growth, the level of socio-economic development, as well as the living standards of the population remain relatively low compared to other parts of Ukraine. Access to public service institutions is still limited for members of many local communities in (remote) rural areas. Meanwhile, border passages for Ukrainian citizens living in Crimea have become increasingly restricted as relations between Ukraine and Russia remain in turmoil and COVID-19 quarantine measures continue, causing challenges to access Ukrainian government institutions and utilizing services provided by public authorities and institutions, including healthcare and administrative citizen services.

Ivano-Frankivsk oblast (Prykarpattia) has a geographically strategic position in the Carpathian region and includes Ukraine's highland territories, which are prioritised for support by the State Strategy for Regional Development 2021-2027. Although the region has economic potential, development is held back by a poor road infrastructure, low rate of innovation and aged technology in the industry sector, including high energy consumption. The COVID-19 pandemic heightened the effects of several entrenched development challenges in the region, which range from labour out-migration, growing unemployment and especially in the highlands to lack of access to the social services and related facilities particularly in the remote areas (48 out of 62 territorial communities are rural). In the aftermath of the massive floods in June 2020, widespread needs emerged in ensuring mobile public services delivery to vulnerable population. At the same time, the region for instance records a lower-than-average level of trust in *national* institutions according to the 2021 SCORE Ukraine survey³.

Zakarpattia oblast is defined by a similarly high level of vulnerability to crisis and is in GoU ratings of socio-economic development classified as a "depressed region". Besides challenges related to the socio-economic development (out-migration, underdevelopment of the highlands), the region is ethnically diverse and large numbers of minorities reside in the region (12% Hungarians, 30% Romanians, among others). The 2021 SCORE survey demonstrates that the region has a lower level of trust in *local authorities* as compared to the national average.⁴ Even so, the region has an advantageous geopolitical location within Ukraine with relative proximity to European markets, with opportunities for development of business and tourism infrastructure.

Despite having a regional plan for the implementation of UNSCR 1325 on Women, Peace and Security and a regional socio-economic development programme that states as a goal preventing domestic violence, overcoming gender stereotypes, and combatting human trafficking, in practice, the local authorities of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts show weak progress in employing gender-responsive approaches to local development, public budgeting and provision of public services. Across Ukraine, although women are on the frontline of the response to COVID-19 as healthcare workers (83% are women) and heads of households, especially single-headed households (92% of single parents are women), the

³ The index indicator measuring trust in national authorities is 2,1 for Ivano-Frankivsk as compared to the national average of 2,4.

⁴ 3,9 for Zakarpattia as compared to 4,4 in national average.

composition of the coordinating bodies at the oblast level is men-dominated, limiting women's participation in the decision-making on the topic that immensely affects their lives.

In the wider context of these challenges and opportunities, UNDP and the Government of Ukraine have since long partnered in implementing initiatives and reforms in many different areas and actions towards achieving national development priorities. For more than 10 years, UNDP has a long-standing partnership with the Kherson Oblast State Administration and the Kherson Oblast Council, renewed in 2020 with the purpose of fostering local sustainable development and SDGs acceleration at the sub-national level. The key lessons learned from the previous actions are that inclusive community-based approach, which foresees community mobilization and citizens engagement in the development actions, helps to build strong local ownership of achieved results and thus ensure their sustainability. The long-standing partnership with the regional and local authorities, as well as the preparatory work already completed during Phase I of the project, will allow for an acceleration of the project implementation.

The extended partnership between UNDP and Kherson Oblast has resulted in substantial support to the region, which in 2020 was selected as a pilot region for a new initiative aimed at counteracting the negative consequences of the COVID-19 pandemic – the Local Socio-Economic Recovery (LSER) project. UNDP's ongoing engagement includes advisory support for a socio-economic impact assessment at the oblast level, support to various crisis response and recovery measures (in close cooperation with the Governor's office, and the oblast administration), as well as support to local response and recovery projects selected on a competitive basis. In addition, the Kherson Oblast State Administration, jointly with Kherson Oblast Reform Office, developed a number of projects to reinforce the region's economy to overcome the COVID-19 impact in 2020-2021. Recently, the LSER project has also been extended to Ivano-Frankivsk oblast, and whose activities will offer direct synergies with the actions that UNDP will launch in the region within SCR-II (including COVID-19 assessment and identification of investment-ready local response and recovery initiatives).

Since January 2021 UNDP is implementing the pilot phase (Phase I) of the SCR project, which is funded by the UK Government through FCDO. Within this comparatively short action period, a basis for a larger intervention has been prepared in several ways: a) by collecting and reviewing the data on baseline values of key indicators, which measure community resilience and citizens' trust in authorities; b) by implementing local initiatives at a smaller scale and testing the solutions for better services provision, as well as applied approaches to inclusive and participatory decision-making, implementation and monitoring; c) by preparing the ground for a capacity building programme for local authorities and community leaders. Within the scope of this project, UNDP assumed the role of implementing agency for a number of pre-selected local initiatives identified by the Reforms Office in Kherson Oblast and by UNDP within the abovementioned LSER project and approved for funding by the UK Government through its Embassy in Kyiv. The pre-selected local initiatives are supporting key functions of Ukrainian government institutions, such as public service provision, healthcare/public health, and education, and targeting geographical areas and populations that in various regards are disadvantaged or underserved. Several of the project activities revolve around extending public administrative services to remote areas and population groups that have limited means and abilities to travel long distances to regional centres. The purpose of the pilot phase is to strengthen the community resilience in the face of multi-factor crises by improving the access to quality public services for the direct benefit of the local population and citizens of Ukraine visiting Kherson oblast, including those living in Crimea, paving the way towards further scaling and engagement in line with Ukraine's decentralization reform and national development priorities at large.

Project purpose and envisaged impact/outcome

The project aims at *strengthening the community resilience and promoting citizens' trust towards authorities by building respective capacities to provide high quality public services and creating enabling conditions for socio-economic development.*

The systemic approach, employed by UNDP Ukraine as part of its various interventions (e.g. the UN Recovery and Peacebuilding Programme), is based on building sustainable solutions and models through improving local capacities and empowering regional and local authorities to provide high quality services to the population. This approach also aims at creating an enabling environment for local development, improving access to social infrastructure and economic opportunities for the citizens. Therefore, the current project will combine different types of support towards local self-sustainable long-term solutions, including provision of tools (equipment, software, etc.) for improved public services provision, as well as extensive capacity building and advisory support.

At the **outcome** level, the project will contribute to achieving the following strategic objectives: (a) to build the resilience of communities in Kherson, Ivano-Frankivsk, and Zakarpattia oblasts in the face of multi-factor crises and (b) to improve the level of trust in local, regional and national authorities and strengthen social cohesion among the citizens of Ukraine, including those living in Crimea by maintaining and sustaining cross-border connections. The results that align with these overarching ambitions will be attained through a set of interventions targeting the regional administration, local communities and authorities, focusing on strengthening capacity in responding to COVID-19 as well as enhancing the access of the most vulnerable women, men, girls and boys to quality public services and public service delivery.

The following positive changes will result from Phase II of the project:

- At least 45 territorial communities provided with capacity-building support and more than 100 representatives (at least 50% women) of the regional and local authorities improved professional knowledge in the areas of socio-economic development, public services provision, gender-responsive budgeting, and communication skills that are based on the principles of gender equality and non-discrimination.
- No less than 75% of the trained representatives of the regional and local authorities apply their new knowledge and skills in practice to ensure that public services meet the needs of women and men from diverse population groups.
- At least 150,000 citizens (at least 50% women) benefit from the improved access to public services and improved economic opportunities as result of implemented local initiatives. The project final beneficiaries will include the residents of Kherson, Ivano-Frankivsk, Zakarpattia oblasts, ethnic minority groups, hosted IDPs, and citizens of Ukraine from other regions visiting the oblasts, including the citizens living in Crimea.
- At least 75% of the final beneficiaries are satisfied by the quality of public services provided (data will be disaggregated by sex, age, disability status and geography).
- At least 300,000 of the targeted population (at least 50% women) is covered by information campaigns, and the trust in authorities will increased by at least 3 p.p. compared to the baseline (which will be established within Phase I of the SCR project using the data of the SCORE survey in Kherson oblast conducted in January-March 2021).

The underlying theory of change (described below) will be verified through this intervention. More specifically, whereas the project will yield tangible results in response to concrete needs of beneficiaries and rights holders, it also incorporates the element of analysis initially included in Phase I of the project and which is serving to reaffirm that the underlying assumptions are appropriate and instrumental in reaching the abovementioned strategic objectives.

Project outputs/activities and UNDP's role

UNDP will operationalize its well-established presence in the targeted regions and will galvanize catalytic partnerships with a range of public actors, extending from the Governor's office and the oblast administration to authorities and institutions at sub-regional and community levels. Various forms of assistance and capacity building will be delivered through activities that serve to support these stakeholders in optimizing public services delivery to diverse groups, especially the most vulnerable, and strengthening vital management functions, targeting geographical areas and populations that in various regards are disadvantaged or underserved. Whereas several of the project's sub-activities are practical in kind and aspire to introduce or reinforce practical solutions, tools, and institutional infrastructure in communities and at the local level, this approach is thoroughly anchored and feed into public domains that are characterized by a high degree of susceptibility towards external cooperation and support. The project design will stimulate local and regional authorities to assume a high degree of ownership already at the initial stages of implementation. Investing in human *and* institutional resources is considered an enabler towards such delivery and does invariably comprise an integral facet of all outputs and activities.

Through the initial engagement in Kherson region, important headway has been made with the support of UNDP in terms of framing practical domains of engagement as well as securing necessary buy-in around priorities and technical matters. This includes support related to the oblast administration in effective implementation of the *Action Plan for addressing the negative impact of COVID-19 on the socio-economic development of Kherson oblast* through its interlinkages with the regional development strategy and ongoing reforms, which in many ways will contribute to building community resilience and strengthening public service delivery at the local level. UNDP's continued engagement at this level, in Kherson as well as on basis of dedicated engagement with corresponding counterparts in Ivano-Frankivsk and Zakarpattia oblasts, will consist of advisory support, through a needs-based approach driven by stakeholders and with a focus on practical elements of gender-responsive planning, monitoring, and evaluation.

Active support and advice to such processes focusing on the oblast administration will simultaneously generate added value for other project actions that serve to enhance and build capacity of a wider segment of regional and local/public service delivery authorities (and staff in key functions), which for instance will be targeted with best practice training that individual participants will be able to reinvest and apply directly in their respective organizations (through acquired skills in areas such as the effective provision of public services that are based on gender analysis and respond to different needs of women and men from diverse groups, customer orientation, inter-municipal cooperation, as well as transparent, open and accountable governance in the budget process, including gender-responsive budgeting, among others).

More specifically, the project will draw on best practices, successfully tested by UNDP under the UN Recovery and Peacebuilding Programme (UNRPP), implemented in eastern Ukraine, as well as the LSER pilot project which UNDP is implementing in Kherson oblast and recently also expanded to Ivano-Frankivsk. In particular, the findings and recommendations from the analysis carried out within LSER (in Kherson and which are planned also in Ivano-Frankivsk), including the sub-national COVID-19 socio-economic impact assessment and the aligned *Response and Recovery Plan* (SERP), constitute resources that will inform subsequent operationalization of appropriate response and recovery measures under this project. Solutions that will be adopted from UN RPP, for instance, include a curricula of training and platforms for e-learning (on topics related to administrative and social services provision). In September 2020, a pilot group of 20 representatives of local authorities from Donetsk and Luhansk oblasts began the certified online programme "Territorial communities' development in decentralization context" organized by the UN RPP together with the Regional Centre for Professional Development of Kyiv oblast. The programme consists of 9 thematic modules (108 academic hours) and aims to expand the capacity of local government, contribute to the economic development of territories, and improve citizen participation at the local level. Graduates will receive State Standard certificates upon completion of the training. The project will also seek to draw on the contents of the "[School of Local Economic Development](#)", launched by the UN RPP together with the NGO "DESPRO" in eastern Ukraine, aiming to help communities more effectively plan and implement policies for local economic development. The school will train the representatives of local authorities, civil society organizations and local businesses in a wide array of areas, including: sustainable economic development; gender equality in local self-governance and public service delivery; marketing and branding of territories; financial instruments for local development including gender-responsive budgeting; inter-municipal cooperation; effective management of community resources, and the creation and launch of water supply services in the community.

At the local level and with emphasis on disadvantaged or underserved communities, the project's overarching results ambitions will be addressed through the implementation of small-scale initiatives that aim at supporting key functions of Ukrainian government institutions. Like in the project's pilot phase, the focus will be on strengthening public service delivery and increasing the operating capacity of authorities to deliver high-quality citizen services based on the principle of leaving no one behind, as well as socio-economic recovery from the multi-factor crisis caused by the COVID-19 pandemic. The action will cover at least half of all territorial communities of Kherson oblast (no less than 25) and will address the needs of all population groups, with a specific focus on the needs of women and other vulnerable groups. An additional 20 territorial communities in Ivano-Frankivsk and Zakarpattia will also be covered. Progress made on initiatives that were launched during Phase I in Kherson oblast will be carried forth and provided with relevant support to enable scaling (where relevant) and sustaining of results (e.g. further development and promotion of the Kherson oblast Children's Hospital website, provision of mobile facilities for delivery of administrative services in remote locations, etc.).

Additionally, a number of relevant local initiatives will be identified in the targeted oblasts on basis of competitive selection and sourced through the ongoing consultative recovery planning process within the regional COVID-19 Working Group for inclusive and gender-responsive socio-economic recovery planning, implementation, and monitoring. In short, challenge-driven and cross-sectoral partnerships (involving both local authorities and CSOs) will be invited to submit initiatives aimed at improving the access to public services (healthcare, education and administrative). Initiatives that target vulnerable groups and marginalized communities, as well as initiatives that seek to generate economic opportunities for local populations will be prioritized. To stimulate wide sourcing of solutions and innovations as well as create fertile conditions for sustainability and catalytic impact,

CSOs across Ukraine will be invited to create partnerships with local authorities of the regions. The initiatives will have to focus on socio-economic recovery/development issues and take into account geographical specificity and territorial potential of the respective regions of Kherson, Ivano-Frankivsk, and Zakarpattia (recreation and tourism infrastructure development, support to the development of agriculture and non-agriculture MSMEs, job creation and income opportunities for marginalized and vulnerable populations, etc.). All territorial communities of the targeted oblasts will be eligible for support during the lifetime of the project. Moreover, any of the suggested local initiatives can generate benefits for the members of one or more territorial communities. The criteria for selection will take into consideration: a) the importance of the problem/needs addressed, b) the expected impact and sustainability of the proposed initiative, and c) its feasibility for implementation. The availability of local co-funding (at least 20%) will be also taken into consideration. Comprehensive support to the implementation of these local initiatives (in aspects such as community mobilization, procurement, data collection and management) will be provided by the project to ensure sustainability and impact. Besides important results, this cross-sectoral approach will also generate added value in the form of capacity building for both local authorities and CSOs, which will strengthen their capacity to identify and implement joint-recovery and -development projects. This approach also reflects the project's ambitions to document and showcase local development solutions that may be replicated and/or scaled elsewhere.

As a vital empirical source to establish a baseline and track the positive changes and progress at the outcome level, the project will use the data collected in Kherson oblast as part of the Social Cohesion and Reconciliation Index⁵ (SCORE) survey. The SCORE for Eastern Ukraine is a joint initiative funded by USAID to support the Democratic Governance in the East program (DG East), implemented by the Centre for Sustainable Peace and Democratic Development (SeeD), and in partnership with UN RPP. The SCORE initiative is offering a solid evidence base for developing policies and programs that strengthen national unity and social cohesion in the target regions of Ukraine, as well as for monitoring the progress of their implementation. It is an analytical tool implemented on an annual basis and designed to improve the understanding of societal dynamics in Ukraine. The SCORE 2021 survey covers the whole of Ukraine, and providing data on national and regional levels. Besides the national and eastern components SCORE 2021 provides additional booster data disaggregated by sex, disability status and age, with a particular focus on the Ukrainian urban population, youth, ATO veterans, people with disabilities and the population of the Azov Sea region.

The basis of achieving the above-mentioned tangible results is structured around **five interrelated activities**:

Activity 1. Support to public administration management of COVID-19 recovery planning and response

The project will support the currently ongoing process of crisis response and recovery (planning, implementation and monitoring) in Kherson oblast and disseminate the work to Ivano-Frankivsk oblast. The Governor's office and the Working Group, established at the oblast level within the project's pilot phase (and through LSER), will be provided with needs-based advice and access to the best national and international practices, including solutions piloted by UNDP in other regions of Ukraine. Support will focus on the implementation and timely review of the Action Plan for addressing the negative impact of the COVID-19 pandemic on the socio-economic development, Anti-crisis measures for 2021, as well as the Regional Strategy Implementation Plan for 2021-2023 and sectoral programmes approved at oblast level. The project will ensure that the process is participatory and

⁵ <https://app.scoreforpeace.org/en/ukraine/2021/1/map?row=tn-3-0>

inclusive, and suggested measures are gender-responsive and leave no one behind. The project will also support the oblast authorities in their effort aimed at mobilising additional resources for the implementation of response and recovery measures from alternative sources (including the State Fund for Regional Development, donor funding, etc.), as well as in increasing the transparency of spending of the public funds allocated for such measures.

Activity 2. Capacity building for regional and local authorities

The project will implement a capacity building programme focusing on Kherson and Ivano-Frankivsk oblast that encompasses various online and offline training activities (seminars, workshops, etc.) tailored for local community leaders, including the heads of territorial communities, deputies of local councils, representatives of relevant departments of regional administrations and staff responsible for public services provision as planning and implementation of COVID-19 socio-economic response and recovery. Gender-responsive COVID-19 response and recovery planning, implementation, and monitoring will be a key ingredient. No less than 50 participants representing at least 50% of the territorial communities of the target region will be selected based on transparent eligibility criteria ensuring gender parity and diverse representation. They will access training and benefit from relevant mentoring following completion of the training. Online training will be delivered through the digital platform “The School of Resilient Communities”, developed and launched by UN RPP to boost the effectiveness of local governance and to promote community prosperity. The capacity building programme will build on additional achievements and successfully tested approaches applied by UNDP in Eastern regions of Ukraine, including the certified programmes "Territorial communities' development in decentralisation context", “School of Local Economic Development”, “Responsible local government: openness, transparency, innovation, partnership”.

Activity 3. Support to local initiatives in prioritised areas in Kherson, Ivano-Frankivsk, and Zakarpattia

In close collaboration with the regional and local stakeholders, the project will identify local initiatives aimed at improving the public services provision for women and men from diverse population groups and/or addressing the socio-economic impact of the COVID-19 pandemic on the local communities based on the principle of leaving no one behind. This will include local micro-projects aimed at: (a) improving the access to healthcare, educational and administrative services in the three targeted oblasts and Ukrainian citizens living in Crimea (e.g., mobile solutions for administrative services provision, digitalization and remote access to services, etc.); (b) creating new economic opportunities for the local population through support to the development of tourism- and social entrepreneurship initiatives. Selection criteria will include relevance and expected impact, inclusivity, and gender-responsiveness of suggested approaches and solutions, as well as feasibility and sustainability of results. Availability of local co-financing and/or the possibility of government cost-sharing will be considered as an evaluation criterion. The selected local initiatives will be further supported by the project through procurement of goods and services required for their implementation, provision of supplementary services, consultancy and training. Overall, UNDP will coordinate the effective and timely implementation of the selected and supported projects and ensure that populations have equal access to the generated benefits, including the most vulnerable groups.

Activity 4. Awareness raising, monitoring and assessment of community resilience

External communications and continuous showcasing of achievements and results constitute a vital feature of the intervention's impact and sustainability aspirations. Increasing the population's awareness of the project's benefits will be a key target of the communication activities. A

communications plan will be developed in line with UNDP principles of [gender-responsive communications](#), including key performance indicators to enable tracking and follow-up on reach and coverage. The project will ensure effective communications and visibility, including the donor's visibility, by developing and disseminating high-quality audio-visual materials through traditional press and social media (Facebook, YouTube, etc.), press-releases and articles on progress and achievements with related human stories, including those that showcase success stories of addressing gender inequalities or illustrating women's leadership and empowerment. Whereas the selected and supported local initiatives will render tangible results in terms of deliverables and development of specific products and services, monitoring and follow-up assessment of community resilience will capture, in particular, the changes in citizen's perceptions and trust in national authorities.

Activity 5. Project management and administration

The project will be implemented as part of UNDP's Inclusive Development, Recovery and Peacebuilding thematic portfolio and within the operational structures that have been established during the pilot phase. The Project Team will include dedicated staff responsible for ensuring overall project management, administrative support, communications and monitoring, as well as effective coordination and logistical support through the existing local office of UNDP in Kherson oblast as well as UNDP regional staff based in Ivano-Frankivsk. All staff will have competency in gender mainstreaming in their fields of expertise. This will also include support to the implementation of activities in the targeted communities, assisted by UNDP's central management, finance, and procurement functions. In addition to managing the procurement goods and services, critical activities that are part of the implementation framework include the development of dedicated action- and procurement plans, preparation of tender documentation as well as ensuring that any goods and services are transferred to the project's recipients.

Purpose (Results Offer)

This should be no more than one sentence, clearly stating the change that the project will deliver. This is the reason the project should go ahead.

The project's purpose is to strengthen the community resilience in the face of COVID-19 and multi-factor crises by improving access to quality public (administrative, educational and healthcare) services. It will directly benefit the local population of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts and citizens of Ukraine visiting Kherson oblast, including those living in Crimea, paving the way towards further scaling up and engagement, in line with Ukraine's decentralization reform and national development priorities at large.

Context and Need for the Project

Provide (max. 1 page) the background to the issue this project will change, what the expected outcome will be, and (where applicable) why the UK should fund this project. Include a detailed analysis of the problem to be addressed by the project and how it is interrelated at all levels. Refer to any significant plans/strategies undertaken at national, regional and/or local level relevant to the project and describe how the project will relate to such plans.

Obstacles to inclusive sustainable development in Ukraine and its regions include obsolete infrastructure, inefficient public administration, corruption and limited financing available for reforms. Threats to inclusive growth and development also include conflict and territorial disputes, which spur ethnic tensions and consume resources in ways that are corrosive to regional development and effective service delivery of the Ukrainian state towards its citizens. The situation is exacerbated by the challenges related to COVID-19 which emphasized the urgent needs to push acceleration of reform

aspirations in multiple key regards, including reforms in the areas of healthcare, social protection, judicial, taxation, and education systems; establish stronger coordination between the national and the local governments and across sectors; reform of the social assistance system, modernization of support for the most vulnerable populations, first of all children, combined with integrated social services; digitalization of administration processes.

The COVID-19 pandemic drastically affected the regional and local authorities, in particular putting additional strains on the local budgets and the existing under-investment in the health system. In addition, administrative services have commonly been suspended or only partially provided due to the lack of (institutional and human) resources to operate under the present critical circumstances. The effective provision of public services (administrative, educational and healthcare) becomes critical for local authorities in all regions, including those targeted by this project. Moreover, a significant share of the rural population leaving in remote locations in the targeted regions and the provisioning of public services to vulnerable populations constitutes a pertinent task

The development context of Kherson oblast is also characterized by geopolitical facets. Abrupt imposition of physical boundaries in 2014 effectively constrained cross-border connections and restricted access to public authorities for the citizens of Ukraine living in Crimea, also contributing negatively to erosion of social cohesion in the Kherson region. As the oblast administration of Kherson charts its paths to inclusive development and growth, continuous efforts in building resilience and counteracting threats to social stability at the local level are imperative. Nevertheless, improving public service delivery and easing access to quality public services to local communities and populations – also taking into account the needs of Ukrainian citizen living in Crimea – is integral to the upholding of cross-border connections and a vital means to strengthening perceptions of the Ukrainian state.

Project outcome

Please state the challenge that the project intends to address and anticipated change that will result from the project.

Lack of trust towards the state and authorities at all levels can be a source of high vulnerability for the communities exposed to the impact or directly affected by multi-factor crisis and attempts to undermine social cohesion. Thus, the primary expected **outcome** of this project is increased community resilience and citizens trust and confidence in local, regional and national authorities.

Theory of change (max. 200 words)

Please explain the logic of the project, explaining how the project's activities will lead to outputs and how the outputs will achieve the outcome (use the suggested logical chain).

The theory of change-assumptions outlined below is informed by the same intervention logic as the pilot phase. More specifically:

IF better access to quality public services (administrative, educational and healthcare) and economic opportunities are provided to the population of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts and visiting Ukrainian citizens, including those living in Crimea,

AND the capacities of local administrations in Kherson, Ivano-Frankivsk, and Zakarpattia oblasts to provide high-quality public services, manage and lead the socio-economic development of their communities as well as effectively communicate with citizens are strengthened through provision of specialized training and support,

AND the effective public services delivery and extended opportunities meet the people's needs and expectations,

THEN the public perceptions of the local, regional and national authorities and their ability to serve the Ukrainian citizens in Kherson, Ivano-Frankivsk, and Zakarpattia and other regions, including Crimea, are improved,

WHICH WILL THEN lead to increased trust and confidence in the local, regional and national authorities, so the communities are more resilient to the multi-factor crisis.

Implementing organisation and partner(s)

Organisational Background and Capacity to implement the project

UNDP and the Government of Ukraine have partnered in implementing initiatives and reforms in many different areas for the achievement of SDGs. Over the last two decades, UNDP built long-lasting partnerships with national, regional and local authorities throughout the country, non-governmental development actors and local communities. Through long-term presence in each Ukrainian oblast and the quality of its partnerships, UNDP has been able to introduce and promote best practices of sustainable development at regional and local levels. For more than ten years, UNDP has a long-standing partnership with the Kherson Oblast State Administration and the Kherson Oblast Council, renewed in 2020 with the purpose of fostering local sustainable development and SDGs acceleration at the sub-national level. Similarly, in both Ivano-Frankivsk and Zakarpattia, UNDP benefits directly from a long record of engagement in public and private spheres, including at local community level and with key public stakeholders and institutions within the oblast administrations.

UNDP's permanent local presence in the Kherson region, in addition to well-established partnerships at all levels with official authorities and non-government institutions, are examples of engagement that reflect a long-running record of providing assistance and support. At present, UNDP also provides extensive assistance to the Kherson region through the Local Socio-Economic Recovery (LSER) engagement facility which focuses on support to local and regional authorities in addressing the impact of COVID-19. As part of this project, UNDP is providing advisory support to the socio-economic impact assessment at the oblast level, supports developing crisis response and recovery measured hand-in-hand with the Governor's office and responsible departments of the Oblast Administration, as well as the local response and recovery initiatives.

As demonstrated by the timely and effective launch of the SRC project's pilot phase in January 2021, UNDP Ukraine is well-positioned to implement the set of activities inherent in the forthcoming extension phase. The project activities will be implemented, where possible, in collaboration with existing UNDP partners in the region and, where relevant, draw on partnerships maintained through UNDP's elsewhere in Ukraine. This will also help to avoid duplication of activities and overlapping of other projects and organizations, building strong synergy with related initiatives.

Beneficiary Groups

Describe the level of participation of beneficiary group(s) in planning the project

Does the plan reflect the wishes/needs of the beneficiaries

Beneficiaries are those organisations, groups or individuals who are benefitting from the change that the project will deliver

The following groups of population will benefit from the proposed project activities:

- Local communities of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts with special focus on rural and vulnerable populations;
- Citizens of Ukraine living in other regions of Ukraine and visiting Kherson oblast, including those living in Crimea;
- Regional and local administrations of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts.

Cross-cutting themes (conflict sensitivity, gender and human rights)

Please explain how conflict sensitivity and gender issues will be fostered by the project

Gender mainstreaming is an integral aspiration of all activity implementation as well as in the project's overall design. The project's implementation is guided by a two-fold gender-objective, serving to ensure that : a) both women and men working in the local public authorities have equal access to the knowledge and learning opportunities that will improve their skills and strengthen their capacity to deliver quality public services; b) women, men, girls, and boys have equal access to the improved public services in the targeted regions and other benefits generated by the supported initiatives.

Linked to the objective of strengthening community resilience, the project will likewise employ an inclusive and human rights-based approach to ensure that women, men, girls and boys from diverse groups benefit from the implemented local solutions aimed at improving access to public service delivery and provisioning. In practical terms, data disaggregated by sex, disability status and age will be gathered at the activity level, and gender parity will be sought at training, events, campaigns, and gender-related topics will be covered in capacity development programmes to strengthen duty bearers gender mainstreaming competency, etc. Moreover, the project's communications products (including reports, briefs, articles, stories, research, video/photos, and follow up documentation) will be developed in line with UNDP's principles of gender-responsive communications.

Ensuring that human rights are fully respected is an integral part of the project design. A key premise is that the project through an inclusive and transparent process, and jointly with the local authorities and stakeholders, will address the needs of the most vulnerable women and men during the present times of (COVID-19) crisis and post-crisis recovery to ensure that their human rights are fully respected and protected. Practically, a number of working principles below will be applied at all stages of the project implementation: i) Legality, universality, and indivisibility of human rights; ii) Participation and access to the decision-making process; iii) Non-discrimination and equal access; iv) Accountability and access to the rule of law; v) Transparency and access to information. This rights-based approach is also informed by the mutually reinforcing principles of 'do no harm' and conflict sensitive programming, and which will serve to practically ensure that the design and implementation of activities take into account the voices and perspectives of different population groups as well as the various ethnic and sociocultural aspects that define the area-based development challenges of the targeted oblasts, including the geopolitical tensions of the greater Kherson and Crimea region. To this purpose, UNDP will draw on the wealth of experience accumulated within the UN RPP and its long record of implementing activities in the volatile and complex environments of

eastern Ukraine. UNDP specialists with extensive practical experience of work in conflict-affected areas will be engaged and consulted to ensure the conflict-sensitivity at all stages of project implementation. In particular, equal opportunities for local community members and hosted IDPs, as well as equal access to improved public services for the local population of Kherson oblast and the citizens of Ukraine coming to the region from the temporarily occupied territories will be ensured.

Added Value

Please explain any additional benefits resulting from the project that have not already been identified

The project's various practical elements will result in multiple direct benefits to communities and populations, directly through initiatives at the local level as well as through increased capacity of public authorities. By increasing the presence and quality of public service provisioning (in remote and rural areas), disadvantaged populations (including children and women) and notably Ukrainian citizens residing in Crimea will enjoy better access to basic administrative citizen services (such as documentation that confirms individuals' national identity and legal status).

Additionally, the project's focus on the creation of economic opportunities, healthcare, and education related to areas of importance to individuals and socioeconomic development at large, not the least in the context of COVID-19 response and recovery.

Cost <i>What is the TOTAL cost of the Project Please detail the cost to the FCDO and, if relevant the cost to co-funders If relevant, please provide costs for future Financial years. Please note, FCDO cannot guarantee funding for future years. Project funds are paid quarterly in arrears.</i>	FY 21/22	£ 1,299,715		
	Cost to FCDO	£ 1,299,715	Cost to Co-funders	-
Projected expenditures				
	Expenditure Category	Year 1 (£)	Total (£)	% Total
1.	Personnel/Labour	127 923	127 923	100
2.	Equipment/Materials	743 147	743 147	100
3.	Training/Seminars/Workshops/Conferences/Study visits	85 500	85 500	100
4.	Consultancy	47 148	47 148	100
5.	Project administration	14 806	14 806	100
6.	Other support requested (grants)	75 000	75 000	100
7.	Other support requested (audio-visual and printed materials, translation services)	18 448	18 448	100
8.	Other support requested (indirect costs, coordination levy)	187 743	187 743	100
Co-Funding <i>Has funding for this project been sought from other donors (EU, DfID, other countries), Private institutions or the host government? If Yes, please provide details including source and amount. If No, why not, and were options for doing so explored?</i>	No co-funding from additional donors has not been sought for this project. Possibilities to integrate elements of co-financing and/or government cost-sharing will be explored within Activity 3.			
Project duration	Planned start date:	1 April 2021	Planned completion date:	31 March 2022
The Activity Based Budget must match the activities and timings set out below				
Will the Implementing Partner be sub-contracting any other agencies to carry out elements of the project	Yes.			

<p>activities? If Yes, please provide details <i>Good procurement procedures must be followed – please refer to Annex C of the FCDO Grant Contract</i></p>	<p>UNDP will sub-contract a specialized company to develop a website for Kherson Children Hospital in line with technical assignments developed by UNDP in close cooperation with local stakeholders. UNDP will also sub-contract relevant organizations or individual experts to develop the content for the website.</p> <p>UNDP will sub-contract specialized companies and/or educational institutions, as well as individual experts to deliver capacity building activities (training and seminars on public services provision, vaccine educations, etc.)</p> <p>UNDP will sub-contract a specialized company or individual expert(s) to conduct surveys, collect data and other information and conducts assessments of population perceptions at end of the projects.</p> <p>UNDP will contract individual consultants to develop audio-visual materials to support the project’s communication activities.</p>
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Project Plan

Based on the information provided in the Summary, use the table below to set out the Purpose, Outputs and Activities to be delivered. Give the Indicator(s) for the Purpose and each Output, along with the Baseline information, what the target to be reached is, and when it will be delivered by, along with milestones (checkpoints) at which progress will be measured.

This will allow you to monitor and measure progress throughout the Project, and provide clear evidence of the Project's success

Indicator = what will be measured (e.g. the number of people who will be trained; the increase in positive perceptions of an issue)

Baseline = the current status (e.g. no training exists; current perceptions are x% positive)

Sources = where will the information on the baseline data and targets come from (e.g., data from research carried out by the implementer; open-source data)

Milestones = the key points at which progress will be tracked (can be specific dates/events or the regular quarterly reports – but provide indicative dates for the latter)

Target = what the project will deliver (eg 100 people trained; 50% increase in positive perceptions)

Date = the date by which it will be delivered

Outcome: Community resilience and citizens' (both women's and men's) trust in local, regional and national authorities increased as result of their ability to provide better public services and create new gender-responsive socio-economic development opportunities for the population of Kherson, Ivano-Frankivsk, and Zakarpattia oblasts.

Indicator(s)	Baseline ⁶	Sources	Milestones	Target & Date
1. Share of population who fully or somewhat trust in local authorities (village/town administrations), disaggregated by targeted oblasts and sex	a) 47% (39% men, 52% women) b) 58% (58% men, 57% women) c) 48% (50% men, 47% women)	Social Cohesion and Reconciliation Index (SCORE) survey; project's assessments	NA	By end of March 2022 a) 50% (42% men, 55% women) b) 61% (61% men, 60% women) c) 51% (53% men, 50% women)
2. Share of population (men, women) who fully or somewhat trust in regional authorities (oblast state administration), disaggregated by targeted oblasts and sex	a) 26% (18% men; 31% women) b) 33% (31% men; 34% women) c) 27% (29% men; 27% women)	Social Cohesion and Reconciliation Index (SCORE), project's assessments	NA	By end of March 2022 a) 29% (21% men; 34% women) b) 36% (34% men; 37% women) c) 30% (32% men; 30% women)
3. Share of population (men, women) who fully or somewhat trust in national authorities,	a) 18% (15% men; 21% women)		NA	By end of March 2022

⁶ SCORE Ukraine 2021: a) Kherson; b) Ivano-Frankivsk, c) Zakarpattia

(Cabinet of Ministers of Ukraine), disaggregated by targeted oblasts and sex	b) 14% (15% men; 13% women) c) 19% (18% men, 20% women)	Social Cohesion and Reconciliation Index (SCORE) survey; project's assessments		a) 21% (18% men; 24% women) b) 17% (18% men; 16% women) c) 22% (21% men, 23% women)
4. Share of population (men, women disaggregated by targeted oblasts, who strongly or somewhat agree that reforms in Ukraine are gradually improving the country's situation	a) 32% (29% men, 34% women) b) 42% (39% men, 44% women) c) 27% (26% men, 27% women)	Social Cohesion and Reconciliation Index (SCORE) survey; project's assessments	NA	By end of March 2022 a) 35% (32% men, 37% women) b) 45% (42% men, 47% women) c) 30% (29% men, 30% women)

Output 1: Support to public administration management of COVID-19 recovery planning and response

Indicator(s)	Baseline	Sources	Milestones	Target & Date
1. Number of regional COVID-19 Response and Recovery Plans updated	0	Project records; Kherson Oblast State Administration	1 by 31 December 2021	1 by 31 March 2022
2. Number of partnership-building events (conferences, round tables) organized/supported by the project	0	Project records; Kherson Oblast State Administration	1 by 30 September 2021	1 by 31 March 2022
3. Number of new local initiatives identified and included in the COVID-19 Response and Recovery Plans for Kherson oblast	0	Project records; Kherson Oblast State Administration	20 by 30 September 2021	30 by 31 March 2022
Activities linked to Output 1	Activity			Completion date
	1.1 Advisory support on local socio-economic recovery			31 March 2022

	1.2 Workshops on COVID-19 recovery planning and response		31 March 2022
	1.3 Partnership building online conference		28 February 2022
	1.4 Advisory support on resource mobilization		31 March 2022
Output 2: Multi-component capacity building for regional and local authorities			
Indicator(s)	Baseline	Sources	Target & Date
1. Number of capacity building seminars for the representatives of regional and local authorities conducted	0	Project records	2 by 30 September 2021 6 by 31 March 2022
2. Number of territorial communities provided with capacity building support	0	Project records	25 by 30 September 2021 45 by 31 March 2022
3. Number of representatives (men, women) of the regional and local authorities trained on gender-responsive socio-economic development	0	Project records	50 by 30 September 2021 (at least 25 women) 100 by 31 March 2022 (at least 50 women)
4. Share of trained representatives (men, women) of the targeted regional and local authorities applying their acquired knowledge and skills in practice	0	Project records; post-training capacity assessment	50% by 30 September 2021 (50% among men; 50% among women) 75% by 31 March 2022 (75% among men; 75% among women)
Activities linked to Output 2	Activity		Completion date
	2.1 Consultancy on multi-component capacity building programme development and implementation		31 March 2022
	2.2 Trainings (capacity-building workshops and seminars)		31 March 2022
	2.3 Experience exchange visits		31 December 2021
Output 3: Support to local initiatives in prioritised areas			

Indicator(s)	Baseline	Sources	Milestones	Target & Date
1. Number of new local initiatives implemented to improve access to public services and/or enhanced economic opportunities	0	Project records	6 by 31 December 2021	20 by 31 March 2022
2. Number of people who benefited from the local initiatives aimed at improving access to public services and enhancing economic opportunities, disaggregated by sex, age, disability status and geography	0	Local and regional authorities, project records; assessment of community resilience	40,000 by 30 September 2021 (at least 50% women)	150,000 by 31 March 2022 (at least 50% women)
3. Share of population (men, women) disaggregated by targeted oblasts, who considers the provision of administrative services in the own locality somewhat or very efficient	a) 65% (60% men, 67% women) b) 82% (80% men, 83% women) c) 48% (47% men, 51% women)	Social Cohesion and Reconciliation Index (SCORE) survey; project's assessments	N/A	By end of March 2022 a) 68% (63% men, 70% women) b) 85% (83% men, 86% women) c) 51% (50% men, 53% women)
Activities linked to Output 3	Activity (see ABB for details on sub-activities)			Completion date
	3.1 Support to cross-sectoral partnerships			31 March 2022
	3.2 Direct procurement and advisory support to local initiatives			31 March 2022
	3.3 Community mobilization and citizens engagement in implementation and monitoring of local initiatives			31 March 2022
Output 4: Awareness raising, monitoring and evaluation of project results				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
1. Number of people (men/women) reached by information on the new	0	Project records, project's assessments	NA	300,000 (at least 50% women) by 31 March 2022

opportunities for receiving new and improved public services				
Activities linked to Output 4	Activity			Completion date
	4.1 Awareness raising campaigns			31 March 2022
	4.2 National Consultant on media outreach			31 March 2022
	4.3 Production of visual materials			31 March 2022
	4.4 Translation			31 March 2022
	4.5 Assessment of community resilience			31 March 2022
	4.6 Communications and Monitoring Associate			31 March 2022
Output 5: Project management and administration				
Indicator(s)	Baseline	Sources	Milestones	Target & Date
N/A	-	-	-	-
Activities linked to Output 5	Activity			Completion date
	5.1 Project Coordinator			31 March 2022
	5.2 Project Administration Officer			31 March 2022
	5.3 Project Finance Assistant			31 March 2022
	5.4 Project driver in Kherson			31 March 2022
	5.5 Central Office in Kyiv			31 March 2022
	5.6 Local Office in Kherson			31 March 2022
	5.7 Fuel and consumables for office car			31 March 2022
	5.8 Travels			31 March 2022
	5.9 Office equipment and supplies			31 March 2022
	5.10 Other services			31 March 2022
Sustainability				
<i>How will the project ensure benefits are sustained once the project funding ends? (max. 200 words)</i>				
The project's pilot phase was directly linked to needs and priorities articulated by the Project Reform Office of Kherson oblast. This ownership will be further reinforced, parallel to direct engagement with a range of public authorities and institutions as well as by extending the implementation to Ivano-				

Frankivsk and Zakarpattia oblasts. Ongoing direct dialogue with regional/community authorities confirm pronounced stakeholder buy-in, and progressive reform ambitions in wider political spheres assert both commitments to the regional development agenda and ownership of its solutions as well as susceptibility towards external cooperation and support. By large, the project builds on operational premises and follows an implementation rationale that will stimulate stakeholders to assume an active role already at the early stages of implementation. Linked to demand-side issues, the final project deliverables are widely conducive to efficiency and quality gains – in short- and long-term perspective – as they will be integrated into existing domains of operation and governance. Sustainability will be ensured in three ways:

A. The local authorities will be not only equipped, but also trained to provide high quality public services and create enabling conditions for socio-economic development.

B. All equipment, software and other items transferred to the local communities will be officially hand over to balance holders responsible for their maintenance and proper use in the future.

C. Strong local ownership over the project results (including those achieved within the supported local initiatives) will be ensured through citizens engagement and also local co-financing provided.

In this regard, the project is offering significant potential for visibility and the opportunity to showcase best practices that may inform scaling and replication.

Monitoring

Please note that the Grant Contract specifies the need for (at least) quarterly reporting on progress and finances

<i>Method</i>	<i>Intervals</i>	<i>Carried out by</i>	<i>Follow up activity</i>
Track results progress: Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. Progress will be reported through UNDP Ukraine Integrated Monitoring and Reporting Platform (IMRP).	Monthly, or in the frequency required for each indicator.	UNDP	Slower than expected progress will be addressed by the project management.
Monitor and Manage Risk: Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log, which form the basis for preparing monthly updates on financial and operational risks. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	On monthly basis, or in the frequency required.	UNDP	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn: Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Monthly, or in the frequency required.	UNDP	Relevant lessons are captured by the project team and used to inform management decisions.
Project Reporting: Quarterly monitoring reports supplemented by interim financial reports and a final completion report (narrative and	Quarterly (project monitoring reports)	UNDP	Consultations on launching a more comprehensive action aimed to increase the

<p>financial) will be presented to the donor and key stakeholders, consisting of progress data showing the results achieved against pre-defined targets at the output level, the project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>End of the project (final report)</p>		<p>community resilience in Kherson oblast (with potential extension of some activities to neighbouring regions) based on the evidence and lessons learned within the current project.</p>
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Evaluation plan

Explain how you will evaluate the project; who will carry it out; how much will it cost (any cost should be included in the budget)

Given the short-term scope of this intervention, UNDP envisages no full end-term evaluation in addition to the project's final report. For the representatives of local authorities participating in the Capacity-building programme, capacity assessments will be conducted at the beginning and at the end of the training programme. To ensure that the results of the assessments are not biased, the assessments will be conducted by an independent consultant. The share of final beneficiaries (men, women) who are satisfied by the quality of public services provided through the initiatives will be measured within a survey conducted by the project and included in the project's final report.

Communication and Visibility

Please describe how you would communicate the goals, activities and results of the project with government

The implemented projects will generate ample opportunity to showcase concrete results of direct benefit to communities and populations. A strategic communications element is central to the implementation and will serve as a vehicle to raise the visibility of project stakeholders and related achievements towards joint advocacy in Kherson, Ivano-Frankivsk, and Zakarpattia oblasts. To this purpose, the project will employ the project communication plan that was developed during the pilot phase and whose scope and outline will align closely with the corresponding framework of UNDP's ongoing LSER project; and, which has in place an operational- and human resources structure that is equipped to manage also the communications activities of this project. The plan will be revised and updated to ensure compliance with UNDP's principles of gender-responsive communications.

UNDP will promote the support received from the FCDO through all project publications and visibility materials in accordance with FCDO visibility guidelines.

Risks <i>What are the key risks in implementing this project and how are you going to manage them</i>	Risk	Impact Low/ Medium/ High	Like-likelihood L/M/H	Management <i>How will the risk be managed and monitored, what are the mitigating actions, and who is the risk owner</i>	Escalation Point <i>At what stage will the management of this risk need to be escalated</i>
<i>Larger/higher value projects will require a full Risk Management Strategy. You should consider whether one is needed for this project. You should also think here about when risks should be escalated</i>	Political instability and turbulence	M	M	The Project will closely monitor political dynamics and engage early with the officials to ensure uninterrupted implementation.	Continuously
	Local stakeholders' engagement Lack of motivation of the regional/local authorities to participate in the project	H	L	The Project will build its intervention on the established partnership over decades with the regional authorities and will target those who already expressed interest in the provided support.	At the beginning on the project
	Deterioration of the COVID-19 situation Countrywide or regional lockdown in the target region caused by the COVID-19 pandemic	M	M	The Project will closely monitor the situation in coordination with the regional partners and the UN system. The Project will apply remote working modality to ensure staff's safety and business continuity of the Project's activities	Continuously
	Health and safety of the project staff with COVID-19 pandemic	H	M	UNDP works remotely since March 2020. All activities, which require travel or math gathering have been postponed or converted in an on-line mode. Health monitoring of the regional staff is being conducted on frequent basis	On weekly basis
	Unwillingness of beneficiaries to provide valid and accurate feedback Interviewing beneficiaries and collecting information about sensitive topics including perceptions of the state may return biased answers	M	M	The design of interview guides used for analytic purposes will be carefully reviewed and piloted, and strategic sampling approaches will inform the selection of respondents	At an early stage of the assessment exercise

	Blocked online content The Crimean de-facto authorities may block content on Ukrainian websites including the one developed within this project.	M	L	The accessibility of the website will be checked with the people arriving from Crimea to Kherson oblast. In case the website is blocked, alternative sources of information will be used for provision of information (social media, messengers)	Immediately
Stakeholders <i>Who are the people or groups with an interest in this project and who will be affected by it and/or can influence its success either positively or negatively? How will you manage your engagement with them</i> <i>Larger/higher value projects will require a full Stakeholder Engagement & Communications Strategy. You should consider whether one is needed for this project.</i>	Stakeholders	Interest L/M/H	Influence L/M/H	Engagement / Communications plan (How to engage, how often and who by/who to)	Owner
	Regional (oblast level) authorities	M	M	The Project will be built its intervention on the established strong partnership with the regional authorities. The leadership of Oblast State Administrations will be regularly updated on the project progress. Representatives of responsible departments of the Administrations will be involved in consultations on various aspects of the project implementation.	UNDP Regional Programme Manager
	Local (community level) authorities	M	H	The Project will be built its intervention on the established partnership over decades with the local authorities and will target those who already expressed interest in the provided support. The leadership of ATCs and deputies of local councils will be involved in project activities, including but not limited to communication activities and capacity building programme.	UNDP Regional Programme Manager
	Reforms Office in Kherson oblast	H	L	The Project will establish partnership and strong working relations with the project managers of the Reforms Office, who will be invited to participate in the project's activities and consulted with on the aspects of the supported local initiatives implementation.	UNDP Regional Programme Manager
Additional documents	<i>Annex A. Activity Based Budget (to be signed by Authorized person).</i>				

Signature of Implementing Agency Lead Contact	
Date	