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## Annex I: Description of the Action - NDICI CRISIS FPI/2022/433-850

### Support to Early Recovery in War-affected Areas in Ukraine

## I. SITUATION ANALYSIS

The war in Ukraine, which began on 24 February 2022, has already resulted in significant loss of life, unprecedented displacement, internally and towards neighbouring countries, and devastating destruction of homes and critical infrastructure. The security situation and the overall operational environment have deteriorated rapidly over the last two months. The UN Ukraine Flash Appeal shows that at least 15.7 million people are in immediate need of emergency assistance and protection<sup>1</sup>.

According to the latest [estimates](#), over 6 million people have already left Ukraine as refugees and over 8 million moved within the country, mostly to the western regions of the country<sup>2</sup>. Many of those displaced are women and children. They leave behind shattered landscapes: as of 18 April, over 1,000 education facilities, 206 medical institutions, 154 factories and enterprises, 68 administrative buildings, and 115 cultural buildings were damaged or destroyed<sup>3</sup>. The total amount of direct documented infrastructure damages is \$84.8 billion, while the overall economic losses from the war exceed \$564 billion<sup>4</sup>.

According to the State Emergency Service of Ukraine (SESU), over 300,000 km<sup>2</sup> of the Ukraine's territory, almost half of the country, currently requires explosives ordnance survey and potential demining services<sup>5</sup>. It has been widely reported that mines, booby-traps and improvised explosive devices were left behind, posing a significant danger to the civilians and returnees. For instance, twelve people were injured by landmines recently just in the city of Makariv (Kyiv Region)<sup>6</sup>. Mines and explosive ordnance contamination hinders the agricultural sowing campaign, as well as the restoration of water and sewage facilities.

To address emergency needs particularly for the humanitarian demining, the Ministry of Internal Affairs has assigned SESU to be the main focal point for facilitating safe passage, removing rubble and clearing mines and explosive ordnance from war-affected communities. SESU is planning to increase its technical capacities by employing an additional 400 staff to support demining activities in the conflict affected areas of Ukraine. UNDP will provide the necessary equipment and fast-track capacity development trainings to facilitate and accelerate the deployment of additional staff and the application of the newest equipment.

#### *Debris, Demolition and Explosive Ordnance*

This wide-scale, often urban, damage to the built environment, with the associated risk from explosives ordnance (EO), is proving a real and present hazard and hindrance to the first steps of

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<sup>1</sup> Ukraine Flash Appeal (March - August 2022), OCHA, <https://bit.ly/3xQj8YL>

<sup>2</sup> Ukraine Data Explorer, OCHA, <https://data.humdata.org/visualization/ukraine-humanitarian-operations/>

<sup>3</sup> Building Damage Assessment Overview Maps, UNOSAT, <https://www.unitar.org/maps/latest-maps>

<sup>4</sup> Damages to Ukraine's Infrastructure, Kyiv School of Economics (18 April 2022), <https://kse.ua/russia-will-pay/>

<sup>5</sup> 'Almost half of the territory of Ukraine needs demining', State Emergency Service of Ukraine, <https://bit.ly/3v8Qj8c>

<sup>6</sup> Ukraine: Humanitarian Impact Situation Report, OCHA, <https://bit.ly/3KbjFHH>

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recovery. Coupled with the widespread presence of landmines, sub-munitions, and other explosive remnants of war in Ukraine, debris and military waste are the first and most significant threat to first responders as well as residents in war-affected areas. These threats also impede access for humanitarian actors, human rights investigators, and specialised services seeking to assess, contain or remediate other priority threats to public health and safety. In addition, the extensive presence of unstable and damaged buildings presents a considerable danger from uncontrolled collapse.

When combined with risks from unexploded ordnances (according to expert opinion, an estimated 10-30% of ordnance may not detonate as intended) removal and processing of debris poses a significant challenge, while their safe management is a precondition for in-country emergency assistance and the initiation of early recovery efforts.

Due to disruptions to the system of waste management, debris and other forms of waste are currently being piled up roadside, with potential for negative impact on human health, particularly in the hot summer months, as well as possibilities for detonation of unseen explosive ordnance hazards.

Notwithstanding the large needs, the national agencies (such as the State Emergency Services of Ukraine) tasked with clearing EO, debris and damaged buildings are significantly limited in both their resources as well as capacity to provide this service. This includes lack of EO related tools and equipment and debris clearance capabilities.

### *Environmental Threats*

Ukraine is a highly industrialised country where the damage wrought by the war on industrial, commercial and energy facilities is leading to critical environmental risks that threaten the lives of first responders, residents of war impacted areas, returning IDPs/refugees as well as humanitarian actors.

Due to the damaged infrastructure, chemicals and hazardous substances are leaking into the natural environment impacting on land, water and air resources. This contamination of water supplies, agricultural land and air results in human health issues associated with environmental risk factors. These environmental risks can be acute, for example where burning fuel supplies or leaking chemical tanks cause direct and immediate negative health impact on humans.

Moreover, the collapse of solid waste collection and appropriate landfills is causing significant environmental risks to the local population through decomposing wastes in the streets and potential leachate contamination of the groundwater supplies. In the cities of Irpin, Bucha, Hostomel, Makariv, Moshchun, Volovets, for instance, there is a potential threat of water contamination due to the disrupted waste management system. Also, in some of the above-mentioned cities, limited access to drinking water could potentially lead to severe health problems for the population.



*Figure 2: Destroyed waste collection sites and the waste transport near Kyiv.*

The government agencies responsible for the monitoring of these environmental risks are seriously under-resourced with a lack of environmental monitoring stations and capabilities to deal with the most acute environmental risks, often in industrial settings. This results in compounding negative human health risks to first responders, residents, returning IDPs/refugees as well as the humanitarian sector. These critical environmental and social/community health risks and impacts need immediate attention to reduce further risks.

#### *Damage to Essential Services and Utilities*

Wide-scale damage to the energy and water networks is crippling essential public functions required to enable the Government's support for the first responders and humanitarian actors in war-affected areas of Ukraine. This includes hospitals, clinics, fire stations and police stations not being able to operate due to a lack of electricity, gas or water. Initiation of early recovery efforts is hindered by this lack of critical services and utilities. Needs include the restoration of solid waste collection and appropriate disposal facilities since uncontrolled and uncollected wastes in the streets and open public spaces lead to serious negative public health risks.

Environmental degradation during the war has a gender impact, which is essential to take into account for minimizing damage and accelerating sustainable recovery. The UNEA-2 resolution<sup>7</sup> on protection of the environment in areas affected by armed conflict recognizes "the specific negative effects of environmental degradation on women and the need to apply a gender perspective with respect to the environment and armed conflicts." However, such an understanding is still not widely embraced in the environment and conflict policies and measures on the ground.

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<sup>7</sup> [https://wedocs.unep.org/bitstream/handle/20.500.11822/11189/K1607252\\_UNEPEA2\\_RES15E.pdf?sequence=1&isAllowed=y](https://wedocs.unep.org/bitstream/handle/20.500.11822/11189/K1607252_UNEPEA2_RES15E.pdf?sequence=1&isAllowed=y)

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Essential utilities and services must therefore be restored quickly, both to facilitate emergency assistance and humanitarian response, and to provide the foundation for safe return and gender-responsive reconstruction efforts.

## II. STRATEGY

### 2.1 The EU Programme of Support to Ukraine

The project herein has been designed to respond to, and align with, the specific objectives of the overarching *EU Emergency Support Programme in favour of Ukraine*, which will:

1. Contribute to meeting the immediate needs of the Ukrainian population directly or indirectly affected by the armed conflict.
2. Increase the country's resilience

Since 2015, UNDP has been leading a joint multi-agency United Nations Recovery and Peacebuilding Programme (UN RPP) for eastern Ukraine, with significant support from the European Union. The programme is focused on the main priority needs for stabilisation, peacebuilding, economic recovery, and governance in Donetsk and Luhansk oblasts. The experiences, methodologies, and lessons learned from the implementation of the RPP will inform and benefit the present action, with additional emphasis on green and resilient recovery.

### 2.2 The UNDP Resilience Building and Recovery Programme

UNDP launched its Resilience Building and Recovery (RBR) Programme for Ukraine on 11 April 2022 to immediately respond to the development and humanitarian challenges. The overall objective of the Programme is to preserve development gains in Ukraine as fully as possible, mitigating risks of descent into a governance and service delivery crisis, embedding activities for recovery from the onset of the humanitarian effort, and facilitating a swift return to development pathways and processes for national attainment of the SDGs.

UNDP is well placed to deliver on a humanitarian-development-peace (HDP) nexus approach for Ukraine, on the basis of long-established partnerships with the key national actors – Government, private sector and civil society – whose resilience must be bolstered to lead the country from crisis response to recovery. UNDP has a well-established and trusted relationship with the Government of Ukraine at all levels, with existing programmes and projects to support the Presidency and Cabinet of Ministers, key line ministries, and 34 local government units encompassing 332 municipalities. UNDP's work for private sector development has been conducted with and through 27 Business Membership Organisations, on behalf of more than 15,000 micro- and small-medium enterprises (MSMEs). Likewise, [15 civil society organizations in different regions of Ukraine](#) have been supported by UNDP, helping to ensure that the views of a vibrant third sector are more clearly reflected in development processes and national democratic governance agenda.

At the request of the Cabinet of Ministers of Ukraine, UNDP is currently providing technical assistance to the development of a National Recovery and Development Strategy, with work ongoing

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to agree on scope, methodology and partners. UNDP is also supporting national partners with Building Damage Assessment (BDA), Human Impact Assessment (HIA) and environmental damage assessments.

The UNDP RBR Programme is a multi-sectoral programme comprised of three outcomes to achieve its intended results. The strategy of the Programme is to maintain and bolster the resilience of UNDP's long-standing national and local partners in Ukraine – the Government, the private sector and civil society – ensuring that they have the capacities and resources to lead crisis response and recovery efforts in line with principles of national ownership and aspiration toward sustainable and inclusive development pathways in view of Ukraine's commitment to the EU Green Deal and the larger EU association agreement:

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

**Outcome 2: Ukraine's high human capital, productive capacities, and natural resources are leveraged to meet immediate humanitarian needs of diverse groups and strengthen social and economic recovery**

**Outcome 3: Ukrainian institutions and civil society have the capacity and resources to maintain and strengthen the social fabric, uphold human rights for all people, and ensure the inclusion, protection and empowerment of all, including population groups with intersecting and multiple vulnerabilities.**

The Programme provides a human-centred and a whole of society approach to advance the HDP nexus across Ukraine in close cooperation and coordination with UN agencies, funds and programmes and development partners. Work of the first phase of the Programme is organized under five pillars, to be implemented through a number of national projects and programmes, and via an area-based development approach in selected target areas:

1. Government capacities for crisis management and recovery planning
2. Support to the provision of essential public services
3. Emergency infrastructure works to support IDP management and public service provision
4. Incomes, livelihoods and private sector resilience
5. Maintenance of the social fabric

The proposed partnership with the EU for the project herein will contribute to achievement of key results under pillar 3 of the UNDP Resilience Building and Recovery Programme for Ukraine, via an area-based development approach.

## 2.3 Project Response

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In response to the development challenges identified, and as part of the UNDP Resilience Building and Recovery Offer, the project will support resilience building and green recovery through three key components:

1. Support to Debris removal, which contains explosive ordnance.
2. Identification, mapping and neutralization of urgent environmental threats.
3. Restoration of critical utility services (e.g., power, water and sanitation, district heating and communications).

Activities will be implemented through the selection of target areas for intervention by the Project Board (see Section VIII, Governance Arrangements). Initial target areas for the project are agreed as areas to the north-west of Kyiv, including Bucha, Hostamel, Irpin, Volovets where UNDP-supported work is already underway in respect of debris and EO clearance. Further target areas will be agreed by the Project Board, on the basis of Government requests and donor agreement

### **Component 1: Debris and Explosive Ordnance Clearance**

The first component concerns the removal of debris and dealing with damaged buildings from target areas with integrated explosives ordnance support. The outcome of this activity will be a safer environment for residents, authorities and those providing humanitarian support – streets and properties with neither EO presence nor harmful debris are of utmost importance to protect civilians and first responders and enable safer return and recovery.

UNDP will bring to bear many years of in-house experience for emergency demolition and debris works, including the recycling of the debris into a (re)construction material. The use of recycled debris in reconstruction works supports the circular economy approach of a green recovery as well as reducing the cost of overall reconstruction by providing a lower cost aggregate compared to quarries. Furthermore, recycling of debris affords employment and business opportunities for Ukrainian contractors as well as laying the foundation for the recycling of construction and demolition waste in the future. Therefore, opportunities to recycle the debris into (re)construction material, based on several decades of similar experience within UNDP, will be explored and trialled within this component.



*Figure 2: Demolition works in the city of Irpin*

The removal of debris and demolition of structures requires a range of approvals and consents from the relevant property owner, be they private or public. To support these procedures and legal instruments, UNDP will work with the EU-funded APENA2 programme with whom UNDP has already commenced working to support the development of relevant regulations and laws in Ukraine for the immediate recovery phase.

UNDP is the coordinator of the Mine Action sub-cluster in Ukraine, a body composed of partners currently working or joining the sector. Within this forum, UNDP has established a sub-working group on 'EO and Debris Management' to complement the existing working groups on 'Information Management' and 'Explosive Ordnance Risk Education'. Close dialogue between those partners involved or anticipated to be involved in debris removal (e.g., UNDP, UNMAS & Halo Trust) and those that have been part of recent developments of relevant International Mine Action Standards (IMAS) and Technical Notes for Mine Action (TNMA) concerning the EO and debris removal (e.g., GICHD), will complement experience from local partners to identify key equipment and supplies required by the State Emergency Service of Ukraine.

## **Component 2: Identifying, Assessing and Mitigating Critical Environmental and Social/Community Health Risks and Impacts**

War damage to infrastructure with subsequent negative impact on both community health and the natural environment are compounding with each day that military activities continue. In order to reduce the immediate and potential risks to both communities and the environment, there is an urgent need to support relevant authorities to develop and implement coherent plans to identify and assess the source of risks and associated impacts and to map, hazard-rank, contain, mitigate or repair the damage done.

Through the activities of this component, UNDP will support the relevant government authorities (e.g., Coordination Centre for Environmental Damage, State Emergency Service, Ministry of Internal

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Affairs, etc.), with mapping of environmental and community health risks sources and impacts, prioritisation of risk reduction works and implementation of such works.

The strategic assessment exercise will provide direction for the repair and containment works such as stopping chemical leaks from damaged industrial sites into groundwater supplies, reducing harmful emissions from damaged installations and industrial processes and removing military wastes of potential harm. UNDP will accelerate understanding the responsibilities associated with gender roles and ensure identification and response to the gendered impacts of environmental degradation in conflict- and post-conflict settings, ensuring tailored action that improves the lives of women and men.

Drawing on UNDP's global experience in responding to urgent challenges in a post-conflict environment, access to critical equipment (like mobile technology to assess atmospheric hazards; colorimeters, photometers, and test strips to test water contamination, etc.) will be procured by UNDP.

This will enable authorities to undertake monitoring of and community health risks and impacts with subsequent risk prioritisation to determine immediate works required. This will combine initial desk research assessment based on GIS information and on-the-ground review of the impacts of the war that are threatening community health and the environment.

UNDP is in discussions with key partners for this component to ensure a coherent and comprehensive approach is adopted with partners such as UNEP, the Conflict and Environment Observatory, Zoï Environment Network, Ukraine's Ecoaction. Furthermore, the OSCE will be invited to join the programme based on the OSCE's previous work on environmental assessment and recovery priorities for Eastern Ukraine.

### **Component 3: Restoration of Critical Utility Services**

Drawing on UNDP's global experience of responding to recovery needs in a post-conflict environment, including implementation of its signature product for community infrastructure rehabilitation, the project will support the identification and assessment of utility restoration needs, initially in the region north-west of Kyiv and then in other war-affected areas. The component will be directed through the relevant government authorities, municipalities, and utility service providers, which the programme will support to coordinate, plan and prioritize, and implement the programme activities. This will include the provision of temporary equipment and repairs to infrastructure elements such as transformers and water pumping or heat substations, heat and water pipelines and power wires, decontamination of water supply and sanitation infrastructure, as well as the potential provision of off-grid, including renewable power supply options to keep this infrastructure operational and ensure basic load provision in the affected localities, serving both first responders/emergency personnel and returnees.

UNDP will support the authorities in their delivery repair, restoration and ensuring safety activities by:

- Supporting basic social and emergency services providers such as mine action authorities, municipal offices, utility companies, civil society organizations with the



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- needed equipment for operation such as PPE, materials, tools, and consumable items to restore or continue their operation.
- Supporting designated authorities in the repair and restoration of essential utilities to deliver safe humanitarian first responses and to ensure the provision of safe water supply and energy-efficient/renewable power supply to critical public installations such as hospitals, clinics, as well as fire and police stations.
  - In order to enhance the public authorities in debris management, UNDP will deploy pre-qualified experts from its local/international partners specializing in early recovery, debris and demolition as well as repair of services and utilities.
  - Enabling the sharing of information gathered in the preparation and implementation of the activities with development partners who are preparing reconstruction of infrastructure for the medium term, such as IFIs.

## 2.4 Project Approach

### 2.4.1 National Ownership

The approach and all activities of the project have been developed and aligned with the Government of Ukraine's Recovery and Development Plan, and to the vision and mandate of respective and relevant Ministries and agencies with whom UNDP has a long, strong, and ongoing engagement.

The first pillar of UNDP's overall Resilience Building and Recovery Programme for Ukraine relates to the need to ensure that the Government of Ukraine remains resilient and effective in crisis coordination and management, fully able to sustain public service provision. Although UNDP, and other UN actors, are assured of early access to war-affected areas, the burden of early response will continue to fall on national, not international, actors.

The strategy of the project herein, therefore, is to work with and through relevant Government counterparts at the national and local levels to ensure their capacity to achieve the three component outputs envisaged. A full list of proposed partners can be found in section III, *Results and Partnerships*, below.

### 2.4.2 Green Recovery

While the project has been designed to provide immediate assistance necessary to enable humanitarian access and support the protection of civilians and their return, UNDP's approach embeds early recovery activities from the outset, and green recovery principles wherever possible.

The project will support relevant authorities to put in place capacity to handle debris and decontaminated materials/soil removal, recycling of debris and safe disposal in a sustainable manner. This will include training of specialists and operators, provision of dedicated facilities and infrastructure with environmentally safe and hazard-free processes for handling these wastes and materials. Wherever possible, war debris will be recycled for use in future reconstruction. The restoration of essential utilities will meet all applicable EU standards and requirements as well as other international obligations in regard to climate change and carbon emissions.

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Results from this programme can support the Government of Ukraine's ambitions for a green and resilient recovery in alignment with the EU Green Deal and demonstrate these opportunities with real results.

### 2.4.3 Gender Equality

Advancing gender equality and women's empowerment is central to the mandate of UNDP and its development approach to deliver on the 2030 Agenda for Sustainable Development. UNDP has a longstanding programmatic experience and wide-ranging partnerships with key constituencies in government, business, and civil society, in addition to joint programmes with UN agencies, to advance gender equality. UNDP will accelerate understanding the responsibilities associated with gender roles and responding to the specific negative effects of war-related debris and explosive ordnance, as well as conflict-induced environmental damage for both men and women.

UNDP will ensure proper consideration of the different needs and experiences of women, men, girls, and boys as part of an inclusive approach to planning, implementing, and monitoring project activities to ensure the protection for all and to leave no one behind. Explosive ordnance represents a key barrier to development in numerous countries worldwide, affecting the lives of communities long after the conflict is over. Due to their gender-specific mobility patterns, roles and responsibilities, women, girls, boys and men are impacted differently by explosive ordnance. Moreover, it is important to address gender norms and stereotypes that create bias against women obtaining mine action work which is still perceived as "a man's job".

There is growing awareness within the mine action sector that taking a gender and diversity responsive perspective will make mine action more inclusive and effective. In 2021, in line with the *United Nations Gender Guidelines for Mine Action Programmes*<sup>8</sup>, UNDP has developed the handbook, "*Gender guidelines for mine action operators*"<sup>9</sup>, which provides practical support to mine action operators and guarantees zero discrimination in their activities across all four pillars of mine action: demining, explosive ordnance risk education, advocacy, and victim assistance.

Besides claiming thousands of victims, dangerous war debris prevents displaced populations, the majority of whom are women and children, from returning to their homes, and limits their access to livelihoods. In Ukraine as in many other countries, women are primarily responsible for environmental management due to the traditional gender division of labour that puts a disproportionate burden on women to provide food and other products needed for subsistence. Thus, identifying and responding to the gendered impacts of environmental degradation in conflict- and post-conflict settings is critical for a tailored action on improving the lives of women and men.

## 2.5 Theory of Change

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<sup>8</sup> [https://www.unmas.org/sites/default/files/mine\\_action\\_gender\\_guidelines\\_web\\_0.pdf](https://www.unmas.org/sites/default/files/mine_action_gender_guidelines_web_0.pdf)

<sup>9</sup> <https://www.ua.undp.org/content/ukraine/en/home/library/recovery-and-peacebuilding/gender-guidelines-for-mine-action-operators.html>

The overall objective of the project is to put in place the preconditions for safe access to war-affected areas for first responders, humanitarian actors, remaining civilian residents and spontaneous returnees. The project will enable all groups to move freely and safely in the urban environment, with essential utility services available to support everyday life and underpin reconstruction and early recovery activities. The theory of change of the project can be summarised as follows:

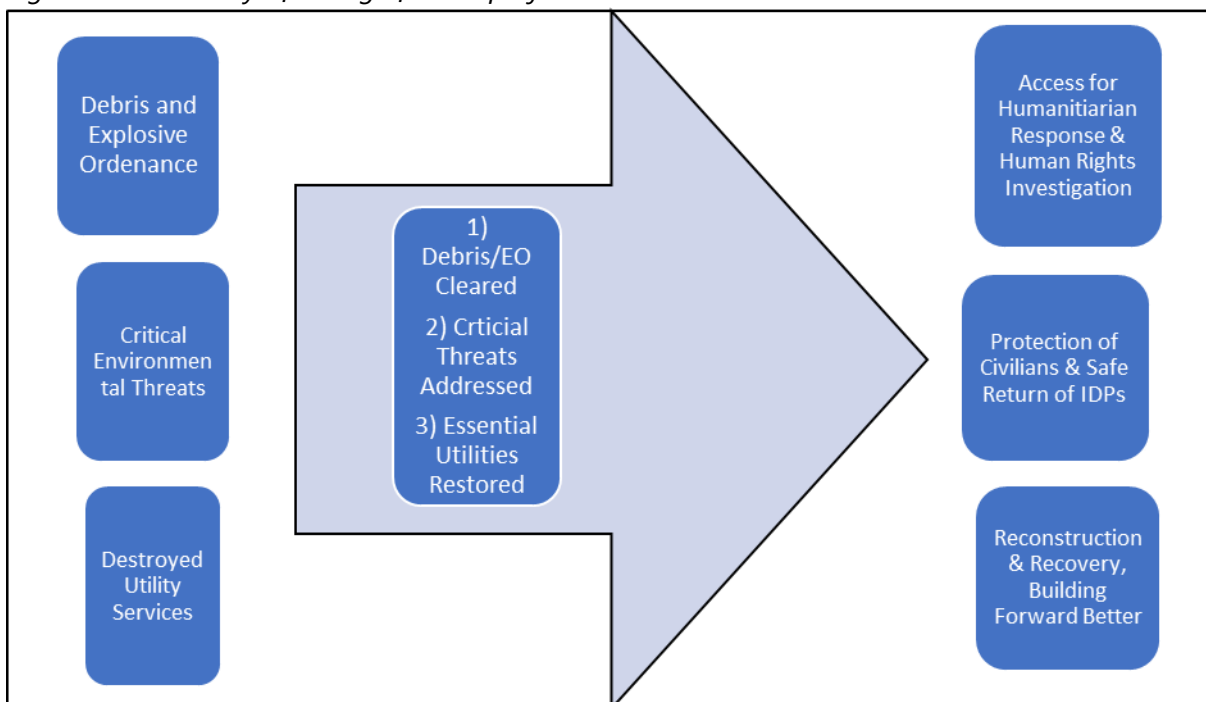
*If debris can be cleared, explosive ordnance neutralised, and dangerous structures demolished, and  
If critical environmental threats to public safety are identified, contained and/or remediated,  
and  
If public access to essential utility and communications services are restored, then*

*The protection of civilians will be assured in the target area, and preconditions in place to facilitate safe return of IDPs/refugees, reconstruction, and early recovery efforts.*

The project is predicated upon two key assumptions:

1. Directly war-affected areas requiring the type of assistance foreseen by the project remain under the political control of the Government of Ukraine.
2. The Government of Ukraine will continue to extend early access to directly war-affected areas to UNDP for the purposes of the project, and that relevant Ministries, Departments and Agencies continue to collaborate with UNDP as partners to its implementation.

Figure 3: The theory of change for the project.



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### III. RESULTS AND PARTNERSHIPS

#### *EXPECTED RESULTS*

The overall objective of the proposed project is to facilitate work by public authorities to ensure safe access to war-affected, uncontested areas for both national first responders humanitarian actors, and to thereby establish the basis for safe IDP and refugee return and early reconstruction and recovery efforts.

The project seeks to achieve three specific outputs corresponding to the three key project components outlined above:

**Output 1.** Civilians, first responders and humanitarian actors benefit from safe access to target war-affected areas following removal of debris and explosive ordnance to facilitate the return process, early recovery and reconstruction.

**Output 2.** War-affected communities are at reduced risk of exposure to environmental risks and environmental management/recovery plan is designed.

**Output 3.** Public and environmental health of citizen protected from further exposure through the restoration of critical public services such as water supply, waste treatment, electricity and other public service delivery.



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developing and trialling a field survey tool for local engineers and technicians to use for building assessments based on UNDP's in-house Household and Building Damage Assessment (HBDA) tool (used previously in numerous post-disaster programmes around the world).

The lite version of the HBDA (termed here BDA) will focus on physical damages to the buildings and surroundings to provide the basis for developing scope of work packages for the demolition contractors. The BDA survey includes the following data collection per building, all of which is uploaded to a centralised database for amalgamation with the satellite imagery damage assessments. While useful for the tasks at hand, the results of the BDA will also be used to inform government-led recovery and development plans.

### **Building Damage Assessment (BDA)**

#### ***(Debris Management Planning)***

#### **Data Collection per damaged building/structure:**

1. *Is the building inhabited, used*
2. *Validate the extent of damage as provided by UNOSAT*
3. *Any sign of ERW / unexploded ordnance*
4. *Does the building have a party wall (i.e. is the building linked to or sharing the same wall as neighbouring property)*
5. *Purpose of the building (Residential, commercial, administrative public, hospital, school, industrial, etc)*
6. *Main construction material*
7. *Number of floors/ storeys including ground floor*
8. *Type of roof ( flat concrete, tiled roof, other)*
9. *Does the building have a basement*
10. *Any evidence of asbestos or potential asbestos*
11. *Any evidence of any hazardous waste such as chemicals, oils, pharmaceuticals etc..*
12. *Does the building pose a threat to the public from ( unstable structure that could collapse, debris piles that could collapse, asbestos, hazardous materials or wastes, other)*
13. *Any access restrictions (narrow alley, damaged neighbouring buildings preventing access, other)*

*Figure 5: UNDP BDA survey data collection*

The combination of satellite imagery analysis and ground truthing with the BDA tool, provides a solid evidence base for the relevant project authorities and UNDP to select the target areas for the programme intervention. This collaboration will be with the Ministry for Communities and Territories Development, Ministry of Interior and related ministries, as well as the State Emergency Service. Priority will be given to areas that will benefit from delivery of humanitarian assistance as well as facilitate access to restoration of critical infrastructure such as water and power. The selection of the target areas will be based on the government priorities, and the response will be coordinated with partner UN agencies, including OCHA, UNMAS and UNICEF, and NGOs working within the humanitarian corridors as well as aligned with humanitarian access requirements.

Once areas are identified, UNDP will establish working relationships with the respective city authorities and humanitarian actors operational in the city to both define critical routes for clearance as well as areas for debris removal with demolition works. This includes routes that require clearance

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to enable repair of critical infrastructure. Throughout the work in the respective target area, UNDP will maintain ongoing liaison with these departments and actors to ensure critical routes are continuously identified and included.

Wherever feasible, UNDP will also collaborate with representative organizations, such as local women's groups, to access the target population effectively and create safeguards and liaison with protection/GBV oriented coordination mechanisms and/or specialist organizations to ensure 'do no harm' approach.

*Activity 1.2 Liaison with the National Mine Action Authority (NMAA) and other national, regional and local counterparts*

Before debris removal and demolition works can progress, the project will liaise with the NMAA and city authorities / military on known occurrences of EO or adjacent to identified critical routes. This activity includes requests for survey of critical routes for EO presence and subsequent support to SESU and NMAA as required for the areas to be EO cleared. Within this activity, a budget line has been allocated for the procurement of EO related supplies and equipment to support SESU in EO survey and clearance works. Typical supplies and equipment have preliminarily been identified as follows based on received requests from SESU:

- ✓ Operative pyrotechnic vehicle type pick-up
- ✓ Light pyrotechnic vehicle type pick-up for transporting explosive ordnance
- ✓ Remote Controlled Mechanical Terrain Demining Vehicle type MV-4
- ✓ Armored protection (body armor and helmet) IV or V level of protection
- ✓ Protective shockproof glasses per each pyrotechnician
- ✓ Protective knee and elbow pads
- ✓ Explosive Ordnance Detector Vallon VMH3CS
- ✓ Explosive Ordnance Detector Vallon VMX10 – Large Loop
- ✓ Car radiostation type Motorola
- ✓ Portable radiostation type Motorola
- ✓ Exploder
- ✓ Device for checking the integrity of the electrical network
- ✓ Blasting cable with 2 conductors on coils (2000 m)
- ✓ Hook & line sets
- ✓ EOD tool kit
- ✓ Loading stretcher (tactical)
- ✓ Laptop
- ✓ Printer
- ✓ Garmin-type GPS navigator
- ✓ Laser ranger
- ✓ Compass
- ✓ Binocular
- ✓ Trauma bag for demining purposes
- ✓ Individual first aid kit

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- ✓ Uniform (summer and winter set)

A key role in this activity is the Government Relations Advisor to ensure alignment of activities with government priorities and requirements, as well as facilitate component implementation.

Within this component, the UNDP Mine Action team will provide EO risk training, with a focus on gender equality in mine action among other topics, for UNDP demolition and debris contractor(s).

### *Activity 1.3: Support to Debris Removal and Demolition in selected communities*

Based on the results of a field mission conducted by UNDP in May (11-13 May 2022) initial selection of project target communities in the Kyiv region has been undertaken with the local authorities and State Emergency Services of Ukraine. Once the target areas are confirmed as cleared of surface and visible EO, demolition and debris experts under the management of the Lead Debris Engineer, will be deployed to survey areas to confirm and prepare scope of works and identify risk/hazards, analysing their impact on the lives of women and men from diverse groups. This will result in the development of scope of works for demolition and debris removal contractors that will be assigned with subsequent UNDP supervision. Note that given EO can occur within the actual debris (and not have been visually identified by the preceding EO survey), EO experts will be assigned for stand-by support during the debris removal and demolition works.

On completion of these initial target areas, the works will be scaled up to additional geographical areas of Ukraine with a focus on recently liberated urban areas.

UNDP has a suite of procedures, systems, method statements, risks assessments and forms for contracting and monitoring demolition contractors in post-conflict and post-disaster works, also within urban contexts where the presence of EO is a risk. These will be adapted and utilised in the ongoing *Emergency EO Clearance and Debris Removal* intervention and thus be ready for use in this project as well.

UNDP in Ukraine has already commenced the procurement procedures for contracting skilled and experienced demolition contractors and by mid of July 2022 will have Long Term Agreements (LTAs) in place for the deployment of qualified demolition contractors to complete the debris clearance and demolition works. These demolition contractors are confirmed in possession of the required heavy plant and machinery such as bulldozers for debris removal, excavators for demolition works and trucks for the transportation of debris to the designated debris laydown areas. UNDP will encourage contractors to achieve gender parity in teams, challenging gender bias against women obtaining mine action or debris clearance work.

This activity includes an agreement with city authorities' location for laydown of debris removed from target areas where such laydowns are safe and minimal negative human/environmental impacts. Support will be provided as required to establish the debris recycling facilities including potential procurement of required plant and equipment (as defined in the below activity 1.5).



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During the work, all debris and waste will be brought to the designated debris recycling site for further sorting and processing before either recycling or disposal as applicable. Most of this early clearance work will be carried out by heavy plant and machinery such as bulldozers, excavators and trucking.

Asbestos has been identified as a key potential hazard for the debris and demolition works, wherefore UNDP is already working with the EU APENA2 project and national asbestos experts on developing the necessary guidelines and procedures for managing debris with potential asbestos contamination. Within this activity, qualified experts for the identification of asbestos contaminated debris or other types of chemical hazards will be deployed to support the debris removal and demolition works to facilitate these materials being managed in accordance with international practice and disposed of accordingly. Furthermore, all demolition contractors on LTAs have confirmed experience and skills in the handling of asbestos.

Once debris and demolition works are completed, the areas will be deemed safe for public access.

*Activity 1.4: Maintaining cleared areas to facilitate continued safe access.*

Appreciating the continuous flow of returns to liberated areas, it is expected that debris will be regularly placed by homeowners into the streets as their homes are repaired and reconstructed. Within this activity, UNDP will carry out regular inspections of cleared areas to identify any new impediments, which are recorded and developed into scope of work for relevant UNDP contractors to complete.

Working with the relevant city authorities, UNDP's Engineering Specialists (of which 3 are planned to cover the various target areas) and UNDP demolition contractors will be deployed to maintain these safe areas as and when the requirement arises. Expectations are for deployment every 3 – 4 weeks within a single target area.

*Activity 1.5: Safe Transport, Storage, Recycling and Disposal of Debris and Waste*

UNDP will work with the city authorities for the identification of safe locations to stockpile the debris and waste arising. UNDP is already in the process of developing maps of pre-war solid waste disposal sites as well as construction and demolition waste sites in the *Emergency EO Clearance and Debris Removal* intervention with target areas in the northwest of Kyiv and will expand this to other selected target locations for this project.

In addition to ensuring proper transport of debris and waste that might be contaminated to reduce the risk of further exposure, key to the storage of debris and waste is to ensure the selected site(s) are appropriate for the types of debris and waste stored, including the potential presence of asbestos, chemicals and military wastes. UNDP has in-house selection criteria and survey requirements for selecting debris storage and recycling sites which are currently being adapted for Ukraine in conjunction with the EU funded APENA2 project.

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Once a safe and applicable debris and waste storage and recycling location has been selected with the city authorities and based on existing local solid waste management plans whenever available, design for the site will be developed and works implemented to prepare the site, or upgrade if already in use. Typical works include fencing and installation of a gate to control debris entering the site, levelling of the site for applicable stockpile of the various types of debris as well as allocation of a recycling space to carry out debris sorting and recycling activities.

Within this activity, a budget has been allocated for the procurement and establishment of a debris recycling process at one site to serve one or more target areas for debris removal and demolition. This will include a loader, a scalper, a crusher and a screening unit where the output of the debris recycling plant is a (re)construction material that can typically be used for road repair, engineering fill and production of low strength concrete for infrastructure repair. These recycling processes are similar to previous debris recycling programmes established by UNDP in past post-conflict and post-disaster contexts.



*Figure 6: Example mobile debris recycling plant deployed in Kosovo<sup>10</sup> for processing the urban demolition waste and debris.*

For the management of the debris recycling activities and to ensure minimal health and safety as well as environmental risks, UNDP will draw on in-house adapted procedures and systems as well as those prepared by others, for example, UNEP's Environmental Management Guidelines for Debris Recycling Sites from Iraq and [UNIDO's Guide on Gender Mainstreaming](#) Environmental Management Projects.

All non-recyclable debris and waste will be transported to and disposed of at authorised landfills in accordance with the direction of the city authorities.

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<sup>10</sup> All references to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

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Early in the discussions with the selected city for the location of the debris recycling site, agreement will be reached on the continued operation of the debris recycling site and plant/equipment to ensure that debris recycling can continue after cessation of funding. This will either be through additional funds sought, sale of the recycled (re)construction materials to fund the operations (depending on rate of reconstruction demand for such materials) and handover to private contractors for continued operations.

**Output 2: Critical environmental threats are identified, assessed, and action taken to contain, mitigate, or remediate impact to ensure public health and safety**

*Activity 2.1: Risks and impact assessment and mapping*

To gain oversight of current and potential environmental risks and impacts, a GIS/data mapping exercise will be carried out inviting all current and planned environmental impact mapping initiatives (including those by Government Ministries and departments) to join for the purpose of developing a GIS model. The model will be multi-layered associated for each type of environmental risk as well as potential and actual impacts type overlain with key infrastructure damage including water, gas and power networks. With the Coordination Centre for Environmental Damage, this model will be maintained on an ongoing basis throughout the project period.

Within this mapping exercise is included the development of a categorization approach to the various environmental risks and subsequent risk assessment, including but not limited to industrial, urban, debris, oil-/chemical spills, fires, hazardous substance releases into the air, water and soil. The risk assessment will thus inform the designated authorities and implementation agencies on where efforts are to be directed for purpose of eliminating, reducing and/or containing risks. Field data collected during the Building Damage Assessment (BDA) will be utilised, as well as data integrated from other organisation's assessments whenever relevant and available.

The mapping will be structured by layers as follows, and in accordance with the International Finance Corporation Guidance Note 1 on "*Assessment and Management of Environmental and Social Risks and Impacts*":

- All source of risks/threats to public health and safety.
- Already existing impacts (referred to as damage); and,
- Potential impacts (including worsening of the existing ones), including different impacts on women and men from diverse social groups.

Preliminary discussions have already been held with organisations already carrying out mapping of environmental impacts, such as UNEP, the Conflict and Environment Observatory and Zoï Environment Network, who have indicated an interest in joining this project.

The output of this activity is a regularly updated GIS map for the critical environmental social/community health risks and impacts, as well as an updated target list for works related to reducing and managing environmental risks.

*Activity 2.2: Provide certified mobile stations for measuring environmental data for the State Operational Centre*

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Once the environmental mapping and analysis is completed (Activity 2.1) and critical environmental risks are identified in each region or accessible area, a quick assessment of environmental measuring data and equipment will be done in close coordination with the government, namely the State Environmental Inspectorate. Based on needs, UNDP will purchase certified mobile stations for measuring environmental data (damage) and other handheld monitoring tools and devices that would allow for more in-depth assessment of impact. This could include water quality testing kits for heavy metal contamination or soil contamination analysis equipment that may be needed to determine levels and concentration of certain pollution loads.

Training and technical support to the state officials on the usage of the certified mobile stations, equipment and tools from the Coordination Centre for Environmental Damage will be implemented. All data collected should be compatible with and feedback into the national database of the Inspectorate and/or other government institution that works on environmental data/statistics.

Accompanying these mobile stations will be the required Personal Protective Equipment (PPE) and Respiratory Protective Equipment (RPE) as well as associated and required vehicles, communications equipment, etc., to safely carry out the environmental monitoring works.

#### *Activity 2.3: Reducing environmental risks*

Coordinating with the State Operational Centre and drawing on the hazard ranking of the identified environmental risks, this activity will deploy pre-qualified contractors and partners for immediate environmental/safety risk reduction and decontamination works, engaging both women and men.

This may be for the containment of hazardous substances and materials which are leaking into the groundwater or atmosphere, or decontamination of polluted water sources to prevent risks to human health and the natural environment, soil decontamination or waste management, particularly hazardous waste. The most critical risks will be identified in Activities 2.1 and 2.2, and based on the severity of their probability and impact, containment, mitigation or treatment options will be considered for each. The needed resources will then be identified, and detailed management plans elaborated for each specific region and each specific type of environmental risk.. Works will be initiated once the plans are in place and priorities determined.

Once works have been completed, monitoring of the site will be regularly carried out with full reporting back into the environmental risk and impacts map, as well as record of works undertaken.

### **Output 3. Restoration of essential utility services to support the humanitarian effort and first reconstruction and recovery processes**

#### *Activity 3.1. Restoration of water supply systems*

To ensure the continuous supply of drinking water, support will be provided to the needed water service providers to restore the provision of water services. UNDP will support the purchase of the water cleaning equipment and special vehicles. All the equipment purchased will be compatible with existing water management systems, especially in terms of data and software applications.

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### *Activity 3.2. Rehabilitation of the wastewater networks and improvement of the waste management system*

To facilitate the smooth return of the citizens to the small cities around Kyiv, the necessary support will be provided to the restoration of wastewater networks wherever damaged and where central wastewater treatment plants are still operational. If the latter are not, UNDP will explore any quick fixes needed for these plants and provide equipment and spare parts for their restoration.

Depending on the situation and needs at the local level and on the extent of damage to transportation equipment and treatment infrastructure for municipal solid waste, UNDP will liaise with the local authorities and, within the overall regional solid waste strategy, replace or repair any damaged waste collection and transportation equipment (trucks, bins, etc.) as well as assess and rehabilitate waste management facilities (sorting, material recovery, landfill or other). This activity will be closely linked and integrated with the debris recycling and recovery activity in that the facilities could be integrated if possible, and the activities should be coordinated in all cases.

### *Activity 3.3. Rehabilitation of damaged electricity/renewable energy systems*

Quick fixes to the local electricity network in terms of addressing hanging or low transmission lines and the replacement of damaged transformers or other electric equipment (including battery storage installations) will be undertaken by UNDP whenever possible. At the same time, UNDP will assess whether there is any potential to upscale existing renewable energy systems, including power banks and battery systems, that could be rehabilitated or expanded to bridge the energy gap. City heating systems may also need to be fixed in anticipation of the next winter season.

### *Activity 3.4. Rehabilitation of damaged social infrastructure and utility connections*

Based on the damage assessments mentioned in Activities 2.1 and 2.2, UNDP will plan and design the restoration of additional public facilities, including heating systems, schools, municipal buildings, health care centres, as well as essential utility connection to broader social infrastructure and housing stock, if requested by local authorities to support processes of return and recovery, and as agreed by the Project Board. These designs will integrate environmental considerations including energy. The scale and scope of this activity will depend on budget availability and the data collected from the field.

## **PARTNERSHIPS**

UNDP is currently working with and developing this proposal in conjunction with and as support to the following Government of Ukraine Ministries and departments and selected local cities councils and authorities:

- *State Emergency Service* for:
  - o The definition of critical target areas
  - o Facilitation of approvals for access; and,
  - o Updating the notification system for the public about emergency situations and threats as these are realised during project activities.
- *Ministry of Environmental Protection and Natural Resources* as the lead government institution to:
  - o Provide guidance on addressing environmental impacts, management and monitoring

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- Locating temporary and long-term sites for waste disposal and debris recycling
  - Identifying markets for recycled debris reuse
  - Provide national solid waste and environmental strategies and guidance which the response should align with; and,
  - Determine the damage and losses of water area, subsoil, natural reserves, forest fund.
- *State Environmental Inspectorate* on environmental damage for:
    - Identification and analysis as feed input to mapping
    - Subsequent monitoring of sites once cleared
    - Collection of laboratory samples at the place of accident; and,
    - Determining needed mobile monitoring stations, equipment and tools for environmental data collection
  - *Municipal Authorities/Local administration and utility service departments/companies in the target areas* for:
    - Identification of local target areas for the debris removal and demolition works
    - Identification of critical utility services for inclusion in the project
    - Access and support for the implementation of the project in the respective target areas; and,
    - Coordination of project activities with key relevant local and regional stakeholders and counterparts.
  - *Ministry of Health* for:
    - Coordination on public health measures and mitigation;
    - Focus on awareness raising on asbestos management and treatment, as well as health impacts
  - *Ministry of Energy*
    - Coordination on energy-sector measures including through state energy companies; and,
    - Facilitation of resource mobilization efforts.
  - *Ministry for Communities and Territories Development of Ukraine* for
    - Ensuring the works are aligned with economic redevelopment and recovery planning for target areas.
  - *General Prosecutor Office of Ukraine* for
    - Ensuring the works are aligned with plans for documentation and investigation activities relating to human rights violations in target areas.
  - *Parliament Commissioner for Human Rights of Ukraine* for
    - Ensuring integration of Human Rights Based Approach and Leave No-one Behind methodology and framework of the project activities are integrated (access to public information provided by relevant national partners, needs of vulnerable groups considered etc.).
  - *State Operational Centre* to:

- Prepare methodology and legal framework for the recording of the record, organize information and form a single register of environmental damage caused by the war.
- Provide reports and spreading information to the public on the results of monitoring of the environmental damage.

In order to adequately assess and address critical environmental risks to public safety, UNDP stands ready to call on support and partnership with specialized international agencies such as UN Environment Programme (UNEP), the Conflict and Environment Observatory and Zoï Environment Network, International Atomic Energy Agency (IAEA), Food and Agriculture Organisation (FAO) and World Health Organisation (WHO).

UNDP is fully integrated within the humanitarian architecture in Ukraine, leads the mine action sub-cluster, and will ensure coordination with relevant UN agencies including UN High Commissioner for Refugees (UNHCR), UN Children’s Agency (UNICEF), UN Mine Action Service (UNMAS), Office of the High Commissioner for Human Rights (OHCHR) and Office for the Coordination of Humanitarian Affairs (OCHA), as well as other international organisations such as International Committee of the Red Cross (ICRC), Organisation for Security and Cooperation in Europe (OSCE) and Geneva International Centre for Humanitarian Demining (GICHD).

**RISKS AND ASSUMPTIONS**

Detailed descriptions of the risks are listed in the risk log below.

#	Description	Date Identified	Risk category	Impact & Likelihood	Risk Treatment / Management Measures	Owner
1	Possible air and artillery strikes on Project’s locations, increasing violence and insecurity due to further escalation of the war in Ukraine	Project starting date	7. Safety and Security (7.1 Armed conflict)	<p><b>Effect:</b> The possible air and artillery strikes on Project’s locations could cause injuries of personnel, contractors and stakeholders, damage equipment and machinery and/or result in lack of access to targeted areas by UNDP.</p> <p><b>Likelihood:</b> 3  <b>Impact:</b> 4  <b>Risk level:</b> Substantial</p>	<ul style="list-style-type: none"> <li>- UNDP will work in close coordination with UN Dept for Safety &amp; Security (UNDSS), national and local counterparts to secure a safe environment for the implementation of the project’s activities.</li> <li>- Project should keep the areas of operations flexible so that existing resources can be directed elsewhere while incorporating accessibility factor in the selection of target areas during preparation phase. Comprehensive assessment of security risks prior to selecting target locations will be conducted. Operations in areas with high chances of bombardments will be denied.</li> </ul>	Project manager
2	An economic crisis which was caused by the war in Ukraine	Project starting date	7. Safety and Security (7.3 Crime)	<p><b>Effect:</b> The increased crime level in the country and poor asset management, including insufficient security measures could potentially lead to theft of equipment and machinery</p>	<ul style="list-style-type: none"> <li>- The equipment and machinery of contractors will be insured against theft.</li> <li>- Analysis of conditions and risk factors and adequate</li> </ul>	Project manager

	induces the increased crime level in the country			<p><b>Likelihood:</b> 2  <b>Impact:</b> 2  <b>Risk level:</b> Low</p>	security measures at the project sides will be considered.	
3	Disruption/absence of basic energy supply in target areas caused by on-going war in Ukraine	Project starting date	7. Safety and Security (7.1 Armed conflict)	<p><b>Effect:</b> Disruption/absence of basic energy supply in target areas could possibly harm or suspend project operations in the identified areas</p> <p><b>Likelihood:</b> 4  <b>Impact:</b> 2  <b>Risk level:</b> Moderate</p>	Project will assess availability of essential services during the selection of target area. The contractors will be equipped adequately to be able to operate during electricity shortages.	Project manager
4	Limited access to the goods, services and equipment markets caused by the on-going hostilities	Project starting date	4. Operational (4.15 Procurement)	<p><b>Effect:</b> The impact on project can be significant, as it could prevent mobilization of Project's inputs in the form of goods and equipment in the target areas which will suspend or harm the Project interventions</p> <p><b>Likelihood:</b> 2  <b>Impact:</b> 4  <b>Risk level:</b> Moderate</p>	UNDP through project will carefully monitor the availability and supply of needed goods, services and equipment within both Ukraine as well as regionally in Europe and inputs available in the market to shorten the delivery period	Project manager
5	Failure to verify progress/result on the ground due to security conditions and multiple performers involved	Project starting date	4. Operational (4.14 Monitoring)	<p><b>Effect:</b> Perceived impact of the project might be difficult to measure due to multiple Government and community agents being involved in the debris management activities and inability to attribute the achievement of high-level results to Project's interventions. Deterioration of security situation might impact planned monitoring activities, particularly site visits.</p> <p><b>Likelihood:</b> 2  <b>Impact:</b> 1  <b>Risk level:</b> Low</p>	Project should develop and apply a remote monitoring mechanism whenever needed and possible, and invest into participatory monitoring to involve all relevant beneficiaries and stakeholders	Project manager
6	As the work will be performed by multiple agents, there is the risk that some works will be reported by contractors as completed for enrichment purpose	Project starting date	2. Financial (2.1 Corruption and fraud)	<p><b>Effect:</b> Misuse of funds caused by false reporting will lead to reputational and financial losses.</p> <p><b>Likelihood:</b> 1  <b>Impact:</b> 3  <b>Risk level:</b> Low</p>	<ul style="list-style-type: none"> <li>- Project should develop a strong monitoring mechanism and assess the risk of fraud of every partner prior to engagement.</li> <li>- Project should consider applying payment modality whereby UNDP pays per output/quantity collected instead of for time spent on the site.</li> </ul>	Project manager
7	Risk of injuries and casualties from EO or during transportation, storage, and/or	Project starting date	3. Operational (3.7 Occupational safety, health and	<p><b>Effect:</b> Loss of life, including injuries or deaths, in addition to damage/ loss of facilities or equipment</p> <p><b>Likelihood:</b> 1  <b>Impact:</b> 4  <b>Risk level:</b> Low</p>	<ul style="list-style-type: none"> <li>- UNDP will work in close coordination with UNDSS, national and local counterparts to secure a safe environment for the implementation of the project's activities.</li> </ul>	Project manager



	disposal of hazardous or dangerous materials		well-being)		- Proper tool, safety equipment and first-aid kits are to be available on-site	
8	Risk of unintended negative impact on environment	Project starting date	Social and Environmental (Grievances, Pollution and Resource Efficiency)	<p><b>Effect:</b> Adverse impacts to natural habitats, grievances or objections from potentially affected stakeholders, reputational damage</p> <p><b>Likelihood: 1</b></p> <p><b>Impact: 4</b></p> <p><b>Risk level: Low</b></p>	All works will be completed in line with environmental management in mine action standards	Project manager

The core risks for the current project may be roughly broken down into three categories: safety/technical, political, and institutional.

Safety/security considerations include on-going hostilities, possible air and artillery strikes on Project's locations possible increasing of crime level due to worsening of economic situation, lack of access to target area and beneficiaries, disruption/absence of basic energy supply in target areas, inability to mobilize project inputs in the form of goods and equipment in the target areas, etc.

Political risks are linked to the support at the top-level of governance which may shift due to various circumstances, and the speed of transformations may also fall.

Finally, in terms of institutional risks, stakeholders may fail to cooperate well. This, in turn, could lead to uncoordinated efforts, competition instead of cooperation and synergy, and patchwork solutions instead of comprehensive approaches.

Assumptions that underly the project include the following:

- Providing the dedicated response units of relevant public authorities and emergency services with the necessary equipment as requested, including but not limited to PPE, debris removal machinery, or by using UNDP procured contractors or NGOs specialized in post-disaster clean-up work to undertake the clearance
- Coordination with other development partners working on similar activities particularly in terms of debris disposal sites that should be identified with local authorities, assessed and prepared/rehabilitated to accommodate the type of debris that will be collected. This will depend on the contamination levels, the size and type of debris and the location of the disposal sites.
- Supporting designated authorities in the identification, quantification and classification, of critical environmental threats, including but not limited to oil-/chemical spills, fires, hazardous substance releases into the air, water and soil.
- Enabling the sharing of information gathered in the preparation and implementation of the activities with development partners who are engaged in addressing persistent environmental risks in the medium term.
- The security situation does not deteriorate and access remains possible for project activities

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## STAKEHOLDER ENGAGEMENT

The intended beneficiaries of the first target area of the project are Government first responders, humanitarian actors and residents of war-affected areas in Kyiv region (Irpin, Hostomel, Makariv, Moshchun), including IDPs and returnees. UNDP will engage with municipal and local authorities to ensure that potentially affected people are consulted and are aware of mechanisms to submit concerns about the social and environmental impacts of a project (UNDP's Social and Environmental Compliance Review and Stakeholder Response Mechanism). UNDP will maintain consultative processes throughout the project implementation, to ensure the relevance of the project to the needs of the affected people and in order to communicate project results, as well as challenges. Other important stakeholders of the project will be the State Emergency Service, the Ministry of Environmental Protection and Natural Resources, local administration and utility service departments/companies, State Environmental Inspectorate, Ministry of Health, Ministry of Energy, Ministry for Communities and Territories Development of Ukraine.

A special UNDP field mission took place between May 11 and May 13 2022 to assess and verify the needs in the cities of Irpin, Hostomel, Bucha, Makariv, Moshchun. The meetings with local communities, representatives from State Emergency Service and Kyiv regional military administration provided an opportunity to discuss priorities and understand responsibility and mandate of all relevant stakeholder. As a result, the requests from local, regional and national authorities have been received to facilitate elaboration of project activities. The most urgent issue on the local level is related to demining activities, demolition and debris removal, as well as restoration of the water supply, waste management facilities.

UNDP will work through conventional channels for information-sharing. These channels include but are not limited to dedicated thematic meetings, official or unofficial working groups, official and unofficial correspondence, internal round-table discussions, pitches and presentations. Since the war remains ongoing, at least for the project launch period, such options as online meetings and webinars will be utilised - firstly, as recommended safeguards to ensure safety of staff and partners, and secondly, as complimentary solutions to offline activities. Video conferencing platforms will be used to conduct regular online meetings with representatives of government representatives, webinars, etc.

In terms of Activity 2.5, the project envisages development and conduction of EO risk training for UNDP demolition and debris contractor(s). The delivered lectures might be recorded in a specific format and further disseminated via the selected platforms – indicated YouTube channels, cloud storage of the participants, learning management systems.

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

The mapping of environmental threats and risks in Ukraine will utilise the latest in satellite analysis technology as well as be built with functional online capabilities enabling all partners, stakeholders and information users to access updated data and information to inform reconstruction and recovery works.

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## **KNOWLEDGE**

Furthermore, the project will develop and share with key stakeholders a suite of damage and environmental risk assessment results which will support and underpin the planning and implementation of recovery activities by a range of national and international partners. These include:

- The results of the Building Damage Assessment and satellite imagery analysis to provide maps and data on location, extent and type of damage in the target areas as well as quantification of debris that will require removal and scale of demolition works. This will be of value to the relevant government departments tasked with planning and implementing recovery works, Donors and interagency partners for oversight of scale of funding required as well as humanitarian agencies within the Shelter Cluster for detailed planning of clearance works with subsequent reconstruction activities; and,
- The ongoing outcomes of the critical environmental risk assessments for social and community health which will be of benefit to relevant governmental departments working with protection of citizens, repair of critical utilities and management of environmental threats. Furthermore, Donors and partner implementing agencies will benefit from these risk assessments to support their planning of any recovery works that may lead to human health risks as well as further degradation of the natural environment.

The data and documentation gathered will be invaluable to the relevant authorities tasked with gathering evidence for environmental damage caused from the military activities.

## **SUSTAINABILITY AND SCALING UP**

The sustainability of the project results will be ensured by implementation of a number of interrelated activities aimed at building capacities of the SESU, NMAA and other relevant government entities, national and local, to play an effective role in both early recovery and national development of Ukraine.

The project focuses on using best European practices on damage assessment, debris and demolition, facilitating safe access as well as mapping and hazard ranking of the environmental threats to their reducing and future infrastructure restoration.

Project activities will be coordinated with other UNDP projects to ensure sustainability and scaling up of the results. Working together with all three thematic portfolios of UNDP Ukraine, namely, the Inclusive Development, Recovery and Peacebuilding Portfolio, Democratic Governance Portfolio, Energy and Environment Portfolio will help enhance project outcomes and good resource management.

The strategic development approach initiated through the project will lead to the scaling up of results in terms of national damage assessment, leading to a multiplier effect in enhancing the Ukrainian early recovery efforts as well as the strengthening the capacities of key government institutions for more effective results-based management.

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## IV. PROJECT MANAGEMENT

### ***Cost Efficiency and Effectiveness***

One of the project's main objectives is to facilitate work by public authorities to ensure safe access to uncontested war-affected areas for national and international first responders. Successful implementation of the project will also lead to establish the basis for IDP and refugee return and produce an evidence base that can support early reconstruction and recovery efforts. Finally, the project will be based on UNDP's portfolio management approach to improve cost-effectiveness by leveraging activities and partnerships with other initiatives/projects.

### ***Project Management – Project Office***

#### Staffing and Offices

The Project will be managed by a team working within the UNDP Ukraine Energy and Environment portfolio, working from UNDP's office in Kyiv. The Project will be managed by an International Project Manager, working under the overall supervision of the Deputy Resident Representative and reporting to the Team Leader of the UNDP Energy and Environment Portfolio. A large team of international and national experts will be fully engaged in ensuring efficient and timely implementation of this project.

The project team will be composed of dedicated international experts with experience and knowledge in respect of assessment methodologies, debris and waste, EO and mine action, emergency water and energy solutions. The team will also include dedicated national project staff and finance/admin support. These are envisaged and have been budgeted for as follows:

#### *Fulltime Posts*

- International Project Manager (P5) will be responsible for the implementation of the project and overall coordination.
- Technical Lead/Component Coordinator on EIA will have the direct responsibility, under the direct guidance of the Project Manager (PM), to design and plan the implementation of project activities under the Environmental Impact Assessment stream and to oversee and monitor the implementation of these activities.
- GIS Specialist will be responsible for building and maintaining GIS databases and utilizing the GIS software to analyze the spatial and non-spatial information in the databases.
- Knowledge Management Specialist will be responsible for a wide variety of activities related to identifying, managing, packaging, and disseminating key information to advance technical practice and provide practitioners with the tools they need to conduct better development work.
- Community Mobilization Officer will be responsible for implementation of project activities to strengthen community security and social cohesion by overall mobilization of the communities.
- Technical Lead/Component Coordinator on Debris Removal will have the direct responsibility, under the direct guidance of the Project Manager (PM), to design and plan the

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implementation of project activities under the debris removal stream and to oversee and monitor the implementation of these activities.

- Debris Lead Engineer will be dealing with organisation and management of the waste disposals, collection and recycling facilities, as well as waste treatment and street cleaning operations.
- Circular Economy Manager will be responsible for the continuous mainstreaming and implementation of the circularity principles across the project activities.
- Capacity Development Officer will be responsible for the administration and management of the work in support of activities related to operations, quality management in mine action & capacity development including landmine / Explosive Remnants of War (ERW) threat analysis & operational planning.
- EOD Risk Education Officer will be responsible to facilitate the training and education and awareness of landmines Explosive Remnants of War (ERW) and Improvised Explosive Device (IED) resulting in reduced risk behaviour within mine and ERW affected communities.
- Team Lead/Component Coordinator on Utilities Restoration will have the direct responsibility, under the direct guidance of the Project Manager (PM), to design and plan the implementation of project activities under the Utilities Restoration stream and to oversee and monitor the implementation of these activities.
- 3 Engineering Specialists – Engineers - will be responsible for coordination of all recovery and restoration activities to ensure that it is planned and executed according to specifically designed drawings and timeframe, to ensure a uniform high standard of construction is achieved.
- Project Officer will be responsible for the overall support of implementation of the described project and other related outputs related in the portfolio, performing a variety of standard operational services within the projects frameworks ensuring high quality and accuracy of work.
- Project Associate will be responsible for the overall support of implementation of the the described project and other related outputs related in the portfolio, performing a variety of standard operational services within the projects frameworks ensuring high quality and accuracy of work.
- Communications Officer will be responsible for the communications activities to address the impact of EO and war debris on women and men from diverse groups and to challenge gender bias against women obtaining mine action or debris clearance work, facilitating the dissemination of the results achieved and promote effective liaison with the main stakeholders (e.g., donor, project partners, etc.).
- M&E Specialist will be responsible for the design, coordination and implementation of the monitoring and evaluation, research, and learning framework of the Project.
- Gender Specialist will be responsible for the provision of technical advisory services to support the youth and gender activities.
- Operations Associate will be responsible for the overall strategic administrative, finance and human resources management, efficient procurement and logistical services, and consistency with UNDP rules and regulations within the projects frameworks ensuring high quality and accuracy of work.
- Finance Officer will be responsible for the financial health of Project by managing all the necessary financial procedures.

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- Drivers/Administrative Clerks (2) will be coordinating all activities, and professionals such as secretaries and technical people to perform specific tasks, it still has many miscellaneous administrative clerk duties required such as filing or organizing supplies.

#### *Part-time posts*

- Security Specialist (25%) will be responsible for crisis preparedness and contingency planning, emergency operations and activities relative to the safety and security of all UNDP staff and personnel, eligible dependents, eligible partners and contractors, resources, UNDP premises, assets, project facilities, programmes, and projects in addition to promoting, enabling and supporting UNDP programme delivery throughout the individual country of responsibility while ensuring compliance with all United Nations security policies, procedures and regulations.
- Field Security Associate (10%) will be responsible for support to the project management on security responsibilities to protect and minimize the risk to staff, project personnel, property and operations in all locations and at the same time to enable programme delivery throughout Ukraine.

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

In addition, the following administrative, office and supplies are necessary in order to implement the action and as such they will be covered by the project's budget as direct costs:

- Equipment and Furniture
- Audio Visual & Prints
- Rental & Maintenance of office premises
- Premises Alternations as required
- Miscellaneous Administrative Expenses
- Rental & Maintenance of plant, equipment and tools
- Travel, vehicles (procurement, fuel and maintenance)
- Security (e.g. PPEs, helmets, AVs, fuel for the AVs, maintenance, medical kits, etc.).

#### Security Costs

Security Costs required by UNDP for the implementation of the project in a country with an ongoing armed conflict, include but are not limited to services of international and national security staff (as listed above), trainings for project management and administration personnel, contribution to cost-shared security budget of local offices and shared equipment (emergency trauma bag, first aid kits, etc...see Annex 3 for detailed list).

#### Related and Complementary UNDP Projects

UNDP is already engaged in a number of activities directly relevant to the work outlined in this proposal. Namely, UNDP's assistance encompasses, but is not limited to:

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- ✓ Technical support availed to the Government to develop scope and methodology for the proposed national Recovery and Development Plan.
  - ✓ Work with the Cabinet of Ministers and line Ministries – including counterparts to be engaged here – on crisis coordination, debris/EO removal, various damage assessments, and recovery planning streams.
  - ✓ Recently commenced Japan funded “Safe Access” project with US\$4.5M for clearance of EO and debris from roads, streets and public spaces in Bucha, Irpin and Hostomel (commenced April 2022 for 6 months period).
  - ✓ UNDP is the lead Agency for mine action and leads the mine action sub-cluster within the humanitarian response architecture. Support to debris/EO management is one of several programmatic interventions envisaged to facilitate humanitarian access and support early recovery, within a broader package of support to existing structures such as those of the National Mine Action Authority and capacities of the State Emergency Services.
  - ✓ Within the EU-funded RPP Programme, UNDP is already fully engaged in a partnership with the State Emergency Service to meet urgent requests for recovery related equipment; and,
  - ✓ Within damage assessments, UNDP is supporting the establishment of methodologies and technical standards by:
    - Supporting government institutions to coordinate and lead sectoral damage assessments (Ministry of Energy and the Ministry of Environmental Protection and Natural Resources);
    - Building a repository of relevant baseline and GIS datasets from open sources including the use of Secondary Data Review, machine learning, and natural language processing.

#### Financial Management and Audit arrangements

Financial management of the project will be conducted in accordance with UNDP Financial Regulation and Rules (FRR).

## V. RESULTS FRAMEWORK<sup>11</sup>

<p><b>Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:</b></p> <p><b>UN Partnership Framework Outcomes:</b></p> <p><i>1.2. By 2022, national institutions, private business and communities implement gender-responsive policies and practices to achieve sustainable management of natural resources, preservation of ecosystems, mitigation, adaptation to climate change and generation of green jobs</i></p> <p><i>4. By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support</i></p>
<p><b>Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:</b></p> <p><i>3.3. Share of population benefiting from improved coverage by cost-efficient and sustainable energy in the public sector, by sex</i> <i>Baseline (2016): 0 Target (2022): 15% (women), 15% (men)</i></p>
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b></p> <p><i>3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels</i></p> <p><i>3.3 Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels</i></p> <p><i>5.1 Energy gap closed</i></p>
<p><b>Project title: Support to Early Recovery in War-Affected Areas of Ukraine</b></p>

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<sup>11</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
<b>Output 1</b> Civilians, first responders and humanitarian actors benefit from safe access to target war-affected areas following removal of debris and explosive ordnance to facilitate the return process, early recovery and reconstruction.	<b>1.1</b> Number of cities with damage assessments completed	Partners reports, site visits	0	May 2022	15	15	<i>UNOSAT/NASA Satellite Imagery Analysis with UNDP interpretation and modelling with ground truthing</i>
	<b>1.2</b> Area of land cleared of debris and EO items (m2)	Records of service providers, site visits	0	May 2022	600,000	600,000	<i>Satellite image verification with ground truthing</i>
	<b>1.3</b> Number of women and men in target areas estimated to be at risk of accidents from debris or explosive ordnance	UkrStat, local authority reports, records of service providers	20 000	May 2022	0	0	
<b>Output 2.</b> Critical environmental threats are identified, assessed, and action taken to	<b>2.1</b> Coordination Center for Environmental Damage is fully operational (Yes/No)	GoU data	Under development	May 2022	Yes	Yes	<i>GoU reporting</i>
	<b>2.2</b> Environmental risks to public safety are mapped and ranked to better inform decision-making (Yes/No)	UNDP records	0	May 2022	<i>All risks mapped and assessed in</i>	<i>All risks within target areas</i>	<i>Satellite imagery analysis, GoU input, partner contributions and ground truthing</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
contain, mitigate, or remediate impact to ensure public health and safety					<i>target areas</i>		
	<b>2.3</b> Number of public officials with improved ability to collect environmental data and measure environmental damage, disaggregated by sex	Training records	0	May 2022	75	75	<i>Training records and follow up surveys</i>
	<b>2.4</b> Number of hot spots with high environmental risks reduced	<i>Works Completion records</i>	0	May 2022	<i>Environmental risk reduction at 30 hot spots</i>	<i>Environmental risk reduction at 30 hot spots</i>	<i>Contractor work records and completion certificates with final environmental monitoring records</i>
<b>Output 3.</b> Restoration of essential utility services to support the humanitarian effort and first reconstruction and recovery processes	<b>3.1</b> Number of war-affected people who benefited from restoration of basic services, disaggregated by sex and type of service	<i>Work completion records</i>	0	May 2022	20,000	20,000	<i>Contractor work records and completion certificates with final environmental monitoring records</i>
	<b>3.2</b> Number of wastewater networks rehabilitated	<i>Work completion records</i>		May 2022	2	2	<i>Contractor work records and completion certificates with final environmental monitoring records</i>
	<b>3.3</b> Number of in-house networks of the community utility companies restored	<i>Work completion records</i>		May 2022	2	2	<i>Contractor work records and completion certificates with final environmental monitoring records</i>
	<b>3.4</b> Electricity/RE systems rehabilitated or upgraded	<i>Work completion records</i>		May 2022	2	2	<i>Contractor work records and completion certificates with final environmental monitoring records</i>

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	FINAL	
	3.5 Damaged public facilities rehabilitated	<i>Work completion records</i>		<i>May 2022</i>	2	2	<i>Contractor work records and completion certificates with final environmental monitoring records</i>

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected, reported into UNDP Ukraine Integrated Monitoring and Reporting Platform (IMRP) and analysed to assess the progress of the project in achieving the agreed outputs.	Semi-annual basis	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
<b>Project Report</b>	A progress report will be presented to the project board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log	Annually, and at the end of the project (final report)	

Monitoring Activity	Purpose	Frequency	Expected Action
	with mitigation measures, and any evaluation or review reports prepared over the period.		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the project board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	The project board meets at least once a year to approve the Annual Work Plans and review progress. The project board recommends changes to the respective project agreements, for consideration and approval of the project signatories.	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

**Evaluation Plan<sup>13</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders
Final Evaluation	None			Final quarter	EU, Go. Ukraine

<sup>13</sup> Optional, if needed

## VII. WORK PLAN

Planned activities	Year 1				Year 2	
	Q1	Q2	Q3	Q4	Q1	Q2
<b>Output 1. Civilians, first responders and humanitarian actors benefit from safe access to target war-affected areas following removal of debris and explosive ordnance to facilitate the return process, early recovery and reconstruction.</b>	[Yellow bar]					
Activity 1.1. Damage Assessment	[Green bar]					
Activity 1.2. Liaison with the National Mine Action Authority (NMAA) and other national, regional and local counterparts	[Green bar]					
Activity 1.3. Support to Debris Removal and Demolition in selected communities	[Green bar]					
Activity 1.4. Maintaining cleared areas to facilitate continued safe access.	[Green bar]					
Activity 1.5. Safe Transport, Storage, Recycling and Disposal of Debris and Waste	[Green bar]					
<b>Output 2. Critical environmental threats are identified, assessed, and action taken to contain, mitigate, or remediate impact to ensure public health and safety</b>	[Yellow bar]					
Activity 2.1. Risks and impact assessment and mapping	[Green bar]					
Activity 2.2. Provide certified mobile stations for measuring environmental data for the State Operational Centre	[Green bar]					
Activity 2.3. Reducing environmental risks	[Green bar]					
<b>Output 3. Restoration of essential utility services to support the humanitarian effort and first reconstruction and recovery processes</b>	[Yellow bar]					
Activity 3.1. Restoration of water supply systems	[Green bar]					
Activity 3.2. Rehabilitation of the wastewater networks and improvement of the waste management system	[Green bar]					
Activity 3.3. Rehabilitation of damaged electricity/renewable energy systems	[Green bar]					
Activity 3.4. Rehabilitation of damaged social infrastructure and utility connections	[Green bar]					

## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project will be governed by the Project Board, which would act as the ultimate decision making body of the project. The Board will be co-chaired by UNDP and the Ministry for Communities and Territories Development of Ukraine (Minregion) and will include membership from all Government Ministries, Departments and Agencies, and local authorities relevant to the situation and needs in specific target areas. It is proposed that the Foreign Policy Instrument (FPI) Focal Point in the EU Delegation to Ukraine have a permanent seat on the Project Board, which will meet every six months, or more regularly if deemed necessary by all partners. The project board meetings would occur virtually, and when possible in person.

The management of the project will be carried out by the UNDP Project team, as presented above, based in Kyiv within the overall framework of the UNDP Country Programme Action Plan 2018-2022. The project will be implemented in line with UNDP's Direct Implementation Modality (DIM); UNDP shall be responsible for the overall management of the project.

Managerial duties will be assigned to a Project Manager. The Project Manager will be responsible for day-to-day management and decision-making for the project and will be ultimately accountable for the management of project resources and ensuring compliance to UNDP's rules and regulations. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project. The project will adhere to the UNDP's Enterprise Risk Management (ERM) Strategy and to the UNDP's Social and Environmental Standards (SES). Risk management will be monitored through the UNDP corporate project risk dashboard. The overall quality assurance function for the project will be the responsibility of the UNDP Country Office. The EU may undertake monitoring visits both through their own staff or through independent consultants for independent monitoring reviews, and these will be carried out in accordance with article 9 of the General Conditions (Annex 2 to EU-UNDP Contribution Agreement).

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## Communication and Visibility Activities

### I. Objective

The overall communication objective is to provide appropriate visibility to the project including the project's support from the EU and emphasising EU support. It is focused on adequately and broadly communicating the objectives, activities, and accomplishments of the project, the role of the partner organizations (the EU as the funder and UNDP as the partner) in the implementation of the project and the impact of their cooperation among project partners and beneficiaries including relevant government agencies, municipalities, utility system and emergency service operators, civil society, opinion leaders, as well as representatives of relevant donor funded projects and members of the international and diplomatic community engaged in support to recovery efforts in Ukraine. All project's communications will be delivered in line with [UNDP principles](#) of gender-responsive communications and non-discriminative language.

The Communication Strategy sets as **its specific objectives**:

1. To build awareness about the activities and achievements of the project supported by EU among target audiences;
2. To ensure public access to the project materials, concepts, recommendations including best international practices, and other relevant information;
3. To raise public awareness of the progress on clearance of debris, explosive ordnance and restoration of safe and reliable utility supply;
4. To raise awareness of people on the impacts of EO and war debris, environmental damage, and critical utilities services damage on women and men from diverse groups and to challenge gender bias against women obtaining mine action, debris clearance, and similar work that is still often considered "a man's job";
5. To contribute to improvement of public awareness of critical environmental threats to public health and safety.

### II. Target audiences

The target audiences were identified in keeping with the main objectives of the project and the project documents which identify these groups as potential beneficiaries that should be targeted by the project. Attention will be paid to languages and different channels of need to reach intended audiences. Targeted audiences are broadly categorised as follows:

- i. End Beneficiaries – this group will need to be informed regularly of the main objectives, progress and outcomes of the project, as well as of the EU support;
- ii. Opinion Makers (national and regional media, civil society, key expert leaders within the sphere), who will need to be informed of the context, result areas and activities for the project, as well as of EU support in the sector;
- iii. Key Stakeholders (national and international) to be informed of key results and the impact of the EU-funded support together with the successes and best practices emanating from the project;



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- iv. Development community and donors/other partner projects – information to this target group will highlight the key achievements of the project made possible through the support of the EU;
  - v. Wide public - this group, with special attention to EU audiences, will need to be informed of the progress, result areas and main instruments in strengthening early recovery efforts in Ukraine.

### **III. Communication Activities and Products**

The main set of activities and products proposed to be carried out/developed to achieve the objectives of this strategy include:

- a. Press releases: In support of key activities and milestones of the project, in the context of the public information, and awareness campaign, the project will issue press releases to mainstream media outlets, which would also be released on the UNDP and EU websites and social media pages. Press releases will consistently acknowledge the support of the European Union.
- b. Website and social media: The communications backbone is provided by EU Delegation to Ukraine channels and UNDP Ukraine website. It will contain an information package on the project and its activities, including contextual information, project's description, infographics and other PDF publications (project's outputs), video materials, project reports, etc. The responsibility for developing and updating the web pages is borne by UNDP Ukraine Communications Unit and the project's communication and gender expert. The Project communications assets may also be promoted on global UNDP platforms and key UNDP thought leaders' channels.

The project will take into account the growing interest in and usage of social media outlets within Ukraine and internationally. That is why social media communication will reproduce mainstream communications materials but will also develop and distribute material geared to the specific media, assuring rapidity and proximity approach using infographics, relevant photos, plain language and project's hashtags. The funding support provided by EU will be reflected in social media communications materials.

The UNDP site is followed by 23,849 visitors on a monthly average basis, and UNDP Facebook page 38,673 followers, while UNDP Ukraine Twitter account has 5,537 followers (as of 11 May 2022).

- c. Media engagement: In addition to the press releases and social media activities, national and regional level journalists will be actively invited to write or broadcast on the project's activities and achievements through participating in project's key events and discussions. Press materials and media engagements will also focus on the EU media markets in particular in both French and English as determined. In Ukraine media, all assets will be translated into Ukrainian for local markets.
- d. Information and Communication Materials. Infographics: High-resolution still and video images of project activities, meeting the EU and UNDP standards, will be taken throughout the course of the project to be used in publications and other information material for improved presentation and increased readability. To demonstrate complicated processes in a simple language, project will use infographics. Materials will reflect and demonstrate the project's commitment and that of the EU and UNDP to gender equality and other cross-cutting issues
- e. Expert discussions: To promote the main objectives, progress and outcomes of the project expert discussions on roundtables, conferences and other events will be held.

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- f. Newsletter: Project will share monthly updates on achieving progress with main national and international stakeholders and raise public awareness. Materials will reflect and demonstrate the project's commitment and support of EU in recovery efforts for Ukraine.
  - g. Integration with the project implementation: The external communication and visibility will be closely linked with the key stages in project intervention so that project activities are regularly feeding into its contents.

#### **IV. Expected outcomes**

Through the implementation of the above-mentioned communication activities, the following key outcomes are expected:

1. High level of awareness of the activities, impact, and outcomes of the project among the target audience.
2. Positive image of the EU and UNDP partnership working together on the early recovery in Ukraine.
3. Enhanced coordination and information exchange on the project's progress implementation among main stakeholders and citizens.
4. Increased public awareness in influencing of critical environmental threats to public health and safety, on the impacts of EO and war debris, environmental damage, and critical utility services damage equally considering women and men needs.
5. Increased public awareness on women and men from diverse groups and improved perceptions on women obtaining mine action, debris clearance, and similar work that is still often considered "a man's job"

#### **V. Reporting**

A detailed account of the implementation of the Project's communication and visibility activities will be included in the Project regular Reporting. Evidence will be provided in the form of online and/or paper press articles, written or recorded interviews, photographs, audio and video files, transcripts, etc.

