

Methodological recommendations

ON THE ASSESSMENT OF NEEDS FOR THE RECOVERY OF TERRITORIAL COMMUNITIES BY CIVIL SOCIETY ORGANIZATIONS



The Methodological Recommendations were developed based on an analysis of Ukrainian legislation, a study of domestic and international project management experiences in the field of recovery work, interviews and surveys of communities affected by the armed aggression of the Russian Federation, and interviews with experts in urban planning, education, and healthcare, as well as with civil society organizations implementing similar projects. Data and practical recommendations were also drawn from the experience of the UST team and the practical implementation of projects by its members in regions affected by the war with Russia during 2022–2024.

AUTHOR TEAM:

Olena Koltyk,

Head of the UST coalition, expert in sustainable reconstruction, Director of the Department of Waste Management and Environmental Safety (2020–2022).

Anna Novosad,

expert in the field of education, co-founder of the savED charitable foundation, which focuses on restoring educational infrastructure; Minister of Education and Science of Ukraine (2019–2020).

Oleksii Honcharuk,

expert in public administration, author of several institutional reform concepts, Prime Minister of Ukraine (2019–2020).

Matviy Khrenov,

expert in the field of healthcare, founder of the Ukrainian Healthcare Center.

Andriy Kaminsky,

expert in public and private law, legal advisor at the communal enterprise "Energy Efficiency Project Implementation Group for Administrative and Public Buildings of Kyiv" of the Executive Body of the Kyiv City Council (Kyiv City State Administration) (2019–2023).

Andrii Samusenko,

expert in the field of public procurement, authorized person for public procurement at the communal enterprise "Energy Efficiency Project Implementation Group for Administrative and Public Buildings of Kyiv" of the Executive Body of the Kyiv City Council (Kyiv City State Administration) (2021–2025).

Andriy Koval,

lead Engineer at Helvetas, expert in the field of urban planning.

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INTRODUCTION

Restoring the infrastructure of territorial communities after a conflict is not just a physical process but a key component of re-establishing social stability, economic viability, and preserving the nation's potential. In conditions of prolonged armed conflict, infrastructure destruction, and displacement of a large portion of the population, the issue of organizing effective recovery acquires strategic significance. Post-war reconstruction should be based on principles of transparency, promptness, and a comprehensive approach that allows for the quickest possible restoration of vital functions for citizens.

One of the main challenges of this process is the necessity of accurate assessment of community needs, as only precise and detailed understanding of the damages, resource requirements, and priorities allows for the creation of an effective recovery strategy. Such an assessment not only contributes to the proper allocation of resources but also helps prevent inefficient use of limited resources, takes into account the specific needs of each community, and avoids duplication of efforts.

Recovery should occur with consideration of modern approaches, such as "build back better," which involves not only restoring what was destroyed but also creating more resilient structures adapted to new development conditions. This principle requires the integration of environmental, social, and economic aspects into the recovery process, allowing communities not just to return to their previous state but to become more resilient and ready for future challenges. Additionally, modern recovery methods take into account new technologies, innovative solutions in management, construction, and infrastructure, which significantly improve the quality of life for residents.

For successful recovery, it is important not only to identify physical needs but also to consider the social context, the level of trust in organizations and local authorities, and opportunities for local entrepreneurs and contractors. After all, the primary goal of conducting works and implementing projects should be the restoration of life within communities. Existing recovery management processes often suffer from a lack of coordination among different actors, which in turn leads to delays, increased costs, and low quality of completed works. Therefore, the methodology proposed in this report includes not only technical but also organizational, managerial, and coordination aspects capable of ensuring maximum recovery efficiency under limited resources.

This document offers a systematic approach to assessing the needs in infrastructure recovery, aimed at ensuring sustainable development and continuous interaction among all participants in the recovery process. Considering available resources and experience, the proper application of this methodology allows for the creation of an effective and transparent platform for restoring not only physical objects but also social systems, which are the foundation of stable development at the local level.

Section 1:

General Approach to Assessing Needs and Prioritizing Recovery in Physical Infrastructure and Social Systems

1.1 General Approach to Needs Assessment

1.1.1 Needs assessment is the first and critically important stage of recovery, as it ensures a strategic approach to allocating limited resources, allows for the correct prioritization, and effectively addresses the most urgent issues. Under conditions of limited funding and numerous needs, it is essential not only to identify problems but also to prioritize them according to criteria that enable efforts to focus on the most significant and urgent tasks.

1.1.2 The process of needs assessment includes several key stages:

1. **Identifying Needs:** The first step involves identifying issues caused or exacerbated by the war. These may include problems with access to education, healthcare, housing, energy or utility services, as well as damaged infrastructure. Various information sources are utilized for this purpose, including local government authorities, volunteer organizations, and open data.
2. **Assessment and Prioritization of Needs:** After identifying needs, it is necessary to assess them based on several key criteria:
 - **Scale:** The number of individuals affected by the issue.
 - **Severity:** The level of urgency and importance of the issue for the community's functioning.
 - **Dynamics:** The potential for the issue to worsen if left unaddressed.
 - **Community Capacity:** The ability of the community to resolve the issue locally, including whether it has the resources and capability to address the problem independently or requires assistance from the state, international partners, or civil initiatives.
3. **Resource Assessment:** Based on the prioritization of needs, the required resources are identified. This includes funding, material resources, human resources, technologies, and services that can be mobilized to address the issues.
4. **Formalization of Needs and Preparation of a Request for Assistance:** Following the needs assessment, a request for assistance is developed, containing all necessary details to mobilize resources. The request should be specific, well-structured, and tailored to attract appropriate donors or partners.

1.1.3 After completing the needs assessment, it is important to consider **modern recovery principles** that support not only the restoration of destroyed infrastructure but also the sustainable development and social cohesion of communities. These principles help make the recovery process more efficient, resilient, and focused on long-term outcomes, which will have a positive impact on the overall development of the community.

1. **Build Back Better:** One of the key principles recommended for application in recovery processes following conflicts or natural disasters. Recovery should not be limited to merely rebuilding what was destroyed. It is essential to consider the principles of sustainable development, reduce vulnerability to future threats, and improve infrastructure and social systems so that they become more resilient, efficient, and capable of withstanding potential future shocks.
2. **Green Recovery and Sustainable Development:** Considering environmental aspects in recovery is crucial not only for environmental protection but also for long-term economic benefits. Utilizing renewable energy sources, energy-efficient technologies, and constructing "green" buildings not only reduces energy costs but also increases the resilience of infrastructure to future challenges. Recovery should incorporate the principles of **green construction, the use of biomass, solar energy**, and the restoration of natural ecosystems.
3. **Euro-Integration Principles:** As Ukraine moves toward integration with the European Union, it should align with European standards in the recovery process. This includes compliance with EU environmental, social, and economic standards, particularly in areas such as sustainable development, water resource management, energy, transport infrastructure, and housing construction. Ensuring **inclusivity, accountability, and transparency** in recovery management is also a critical aspect.
4. **European Bauhaus:** The ideas of the European Bauhaus, which combine aesthetics, sustainability, and inclusivity, can be utilized to establish new standards for the architecture and design of restored objects. This approach emphasizes the creation of beautiful, accessible, and environmentally friendly spaces, which is particularly important for urban restoration.
5. **Urgency and Adaptability:** In situations where recovery takes place under constantly changing conditions, an adaptive management approach must be applied. This means that the recovery plan should be flexible and capable of quickly adjusting to new challenges, shifting priorities based on changes in circumstances or resources.
6. **Principle of Inclusivity and Community Participation:** Recovery must be inclusive and focused on the needs of all population groups, particularly vulnerable groups such as children, women, the elderly, and persons with disabilities. It is essential that the recovery process involves active participation from local communities, as this enhances the effectiveness of recovery efforts and fosters social cohesion.
7. **Principle of Transparency and Accountability:** The recovery process must be transparent to the public to ensure trust in authorities and donors. This includes open mechanisms for reporting, access to information on resource utilization, and accountability for decisions made.

1.2 Identification and Documentation of Needs

1.2.1 For the purposes of these Methodological Recommendations, **a need** should be considered a significant issue affecting a substantial number of people, caused or exacerbated by the armed aggression of the Russian Federation against Ukraine.

For example: "lack of access to education for X children," "limited access to emergency medical care for X residents of a settlement," "lack of housing for X people," etc..

1.2.2 To identify needs, all available information sources should be used, such as open data, data from local authorities and self-government bodies, as well as individual reports from citizens. Primary information about the existence of a need must be verified by at least one reliable source (preferably official).

Therefore, for collecting and confirming information, it is advisable **to establish working contacts with local self-government bodies, charitable, volunteer, and civil society organizations, as well as directly with the management of social facilities (schools, etc.)** that operate systematically in the region.

1.2.3 Methods of information collection: To assess the condition of objects, organizations can use the following methods:

- **Official requests:** Submissions to local authorities to obtain lists of objects requiring repair and information about their current condition.
- **Field visits:** On-site inspections to assess the condition of objects, document damages with photographs, and gather data on the scope of work needed for restoration.

1.2.4 The process of identifying needs can begin with **an analysis of available information** on objects damaged as a result of the Russian Federation's military aggression in the healthcare, education, and energy systems but should not be limited to these areas.

Sources of information on damaged objects can include existing databases (e.g., the Register of Damaged and Destroyed Property (RDDP), maintained by local self-governments, as well as other reliable sources.

For each object, it is important to have the following information:

- A general description of the object;
- The type and degree of damage (minor, moderate, severe) or the cause of the issue if there is no visible damage;
- A detailed description of the issue, whether exacerbated or caused by the damage;
- High-quality photographs of the damages;
- Contact details of the person responsible for the object (name, position, and contact information).

The degree of damage should be classified as follows:

- **Minor damage:** The facility is fully operational but with some limitations (e.g., broken windows or roofs that can be repaired relatively quickly).
- **Moderate damage:** The facility can function fully if restored within a reasonable timeframe (e.g., several months).
- **Severe damage:** The facility is completely destroyed..

It is important to understand that information about an object's damage/destruction does not necessarily imply a need for its restoration. Demographic factors, the current situation, and community development forecasts must also be considered for a deeper understanding of the circumstances.

1.2.5 To proceed with a comprehensive needs assessment, it is crucial to understand the broader context of the situation in the region and the country. Therefore, before prioritizing, a general analysis of the situation in the region and individual communities should be conducted. *лід провести загальний аналіз ситуації в регіоні та в розрізі окремих громад.*

Territorial communities within the region should be categorized as follows:

- Communities where hostilities occurred;
- Communities that were temporarily occupied;
- Communities with destruction resulting from shelling;
- Other.

For communities that experienced hostilities or were temporarily occupied, it is essential to consider how the situation evolves after de-occupation or stabilization—whether it is possible to restore basic infrastructure and support the initial stages of recovery.

Additionally, **population mobility**, including the return of refugees and internally displaced persons (IDPs), should be taken into account, as it may change the needs and priorities of the community. If a significant portion of the population has not yet returned, the restoration of certain facilities may be postponed until the situation stabilizes.

1.2.6 The foundation for a general assessment of the situation in the region/communities includes demographic data, such as:

- The population of the region over the past five years (2018-2022);
- Data on the number of people who left the region/community following the full-scale invasion of Ukraine by Russia;
- Data on the number of people who moved to the region/community following the full-scale invasion;
- The gender and age structure of the population over the past five years (2018-2022);
- The number of people living in urban areas over the past five years (2018-2022);
- The number of people living in rural areas over the past five years (2018-2022);
- The expected population after the active phase of hostilities ends (2023-2025).

Collecting and summarizing this data should be a priority. These data points should form the basis of community profiles that will aid in analyzing the context during the prioritization of specific projects.

1.2.7. Collected information on needs should be systematized in a database that can be supplemented and updated throughout the process.

In the context of war and limited access to affected areas, the use of modern technologies for data collection and processing (e.g., drones for monitoring damages, GIS (Geographic Information Systems), mobile apps for citizen reporting, etc.) can significantly enhance the efficiency of information gathering and updating.

1.2.8 A need must meet feasibility criteria for implementation. To be included in the list of priorities, a need must meet the following criteria:

- **Economic feasibility:** For each project, it is necessary to determine whether the allocation of resources to restore a particular object or system is optimal, considering the expected return and social importance.
- **Inclusivity:** Decisions on restoring objects should take into account the community's input and active participation in the process. This will increase acceptance of decisions and contribute to social cohesion.
- **Social cohesion:** Prioritization of restoring objects and infrastructure that foster social cohesion within the community. This may include restoring public spaces, centers for vulnerable groups, or sports facilities.
- **Stimulation of the local economy:** Evaluating how the proposed solutions will contribute to the revival of the local economy and the creation of jobs, especially in communities with high unemployment levels following hostilities.
- **Sustainable financing:** Assessing the long-term financial implications and the community's ability to maintain the restored objects in the future. For example, whether the community budget has funds to support restored schools, hospitals, or other facilities.

At the same time:

- The proposed solution is the best available alternative;
- The proposed solution does not harm other people/communities;
- The proposed solution carries no risks or potential negative consequence.

1.3 Assessment of Needs and Their Prioritization

1.3.1 Given that the basic unit of self-government in Ukraine is the community, the assessment of needs should primarily be conducted within individual territorial communities, except in cases where the problem spans two or more communities.

1.3.2 To determine the level of priority for a need and create a corresponding ranking, the following formula is recommended, where each indicator is assigned a score from 1 to 4:

PRIORITY LEVEL OF NEED



1.3.3 **Scale** – the number of people affected by the issue. In the absence of precise data, scale can be estimated using approximate categories, such as dozens, hundreds, thousands, tens of thousands, or hundreds of thousands of individuals.

If the number of affected people cannot be accurately assessed, methods such as surveys, data from authorities, or sociological studies can be used to refine the scale.

Organizations may adapt these criteria to the scale of their projects. For instance, in small communities or for minor projects, the scale can be reduced to enable a more precise evaluation of the issue and its priority.

To determine the scale of a need, the following questions should be asked:

- How many people are directly or indirectly affected by the issue?
- How many people have had to change their usual way of life due to the issue?
- How many people are exposed to danger because of the issue?

If it is impossible to assess the scale of the issue's impact or if it has no significant effect on people's lives and quality of life, the scale can be rated as 0 points.

Example of problem scale classification:

- **Local scale (1 point)** — Up to 200 people affected by the issue.
- **Regional scale (2 points)** — From 200 to 2,500 people affected by the issue.
- **Subnational scale (3 points)** — From 2,500 to 10,000 people.
- **National scale (4 points)** — More than 10,000 people.

1.3.4 **Severity** the degree of criticality, urgency, and importance of the issue. Severity is assessed based on the analysis of consequences that could lead to irreversible outcomes, such as loss of life, irreparable harm to health or property, or the inability of the community to function normally.

Several criteria can be used to determine the severity of the issue:

1. Direct impact on people's lives:

- **Critical severity (4 points):** The issue causes fatalities or significantly increases the likelihood of death.
- **Significant severity (3 points):** There is a serious threat to people's health, such as chronic diseases or other irreparable harm.
- **Moderate severity (2 points):** The issue may harm health or cause substantial material losses but does not result in irreparable harm.
- **Low severity (1 point):** The issue has no significant impact on people's lives or health and does not create serious property or lifestyle problems.

2. Impact on community life:

- **Critical severity (4 points):** The issue makes normal life in the community impossible, forcing people to leave due to the lack of basic conditions.
- **Significant severity (3 points):** The issue partially restricts the functioning of one or more vital community areas (e.g., education, healthcare, utilities), leading to population outflows.
- **Moderate severity (2 points):** The issue causes inconveniences or limitations in some areas but does not halt their full operation.
- **Low severity (1 point):** The issue does not significantly impact the community's quality of life and does not create major inconveniences.

3. Sector-specific criteria

Depending on the sector (education, healthcare, energy), specific criteria outlined in sectoral sections can be applied to more accurately assess the severity of the issue in each area.

4. Level of public engagement and motivation to address the issue:

- **Critical level (4 points):** Community members organize protests or active actions (e.g., demonstrations, road blockages, appeals to law enforcement).
- **High motivation (3 points):** People take active but non-extreme measures (e.g., petitions, collective appeals to authorities).
- **Moderate motivation (2 points):** Residents limit their actions to formal measures (e.g., letters, petitions) without organizing broader activities.
- **Low motivation (1 point):** People take no active steps to address the issue, indicating low significance or lack of serious discomfort caused by the problem.

5. Citizen involvement in prioritization

If it is impossible to assess the severity of the issue using the above approaches, surveys can be conducted among community members to determine which problems they consider most critical.

- **Critical severity (4 points):** The issue is identified as the most significant problem.
- **Significant severity (3 points):** The issue ranks among the top three problems.
- **Moderate severity (2 points):** The issue is ranked in the top ten problems.
- **Low severity (1 point):** The issue is not mentioned at all, indicating its low importance.

1.3.5 Dynamics — refers to the capacity of a problem to expand and cause delayed consequences if not addressed in a timely manner. Assessing dynamics helps predict how the situation may evolve in the future, considering potential delayed effects such as environmental, economic, or social changes.

- **Critical dynamics (3 points)** — If the problem has a high potential to affect a larger number of people within a year or has delayed consequences (e.g., environmental or social impacts).
- **Moderate dynamics (2 points)** — If the problem could expand, but to a lesser extent or without serious delayed consequences.
- **Low dynamics (1 point)** — If the problem grows slowly and has a minor impact on the affected population.

- **No dynamics (0 points)** — If the problem does not spread or have potential delayed consequences.

1.3.6 **Community capacity** to independently address the problem is evaluated based on three main criteria: financial capacity, human resources, and technical capabilities.

- **High capacity (1 point)** — If the cost of solving the problem is less than 1% of the community's annual budget and there are sufficient personnel and resources to resolve it.
- **Moderate capacity (2 points)** — If the cost of solving the problem is between 1% and 10% of the community's annual budget and additional resources or specialists need to be mobilized.
- **Low capacity (3 points)** — If the cost of solving the problem exceeds 10% of the community's budget and requires significant external resources or support.

If there is already an agreement with a specific donor regarding the resolution of the problem, this should be noted in the database.

1.3.7 Specific criteria for assessing severity and dynamics for each sector (education, healthcare, housing) are recommended. These criteria are detailed in the subsequent subsections. See subsection 1.4 for more details.

1.3.8 When needs have identical priority scores and further differentiation is required, three additional criteria can be applied:

- **Strategic relevance indicator:** If one of the needs aligns with a strategic direction of sector development, it should be given higher priority. For example:
 - Education: Ensuring offline education.
 - Energy: Energy independence and security.
 - Healthcare: Provision of primary care locally.
- **Interdependence or impact indicator:** Higher priority can be assigned to a project whose resolution has a greater influence on other projects (immediate effect, delayed effect, or inability to implement one project without another).
- **Damage indicator by sector:** If needs have identical scores and align in terms of relevance and interdependence, priority can be given to the community with a higher level of destruction.

Section 2:

Specifics of Needs Assessment and Prioritization in Recovery Sectors

2.1 Education Sector

2.1.1 Needs assessment in the education sector within a region should start with the largest segment—school education, as it is mandatory and involves the highest number of students. Considering the scale of the war’s devastating impact, this approach enables quick data collection on the situation in each territorial community to identify where access to education faces the most significant challenges and why.

It is recommended to collect data on each general secondary education institution (GSEI) in the communities, focusing on the following indicators:

- **The number of students** in GSEIs studying in-person, remotely, in a mixed format, or abroad. Analyze the number of students studying remotely or in a mixed format to determine the reasons for such changes, which will help assess the severity of the problem in each specific case.
- **School enrollment levels** at the beginning of the academic year compared to previous years. This will help evaluate changes in access to education.
- **The number of students with special educational needs (SEN)** and the accessibility of GSEIs for these children to prioritize overcoming learning barriers.
- **The number and condition of damaged schools**, enabling an assessment of whether these institutions can be quickly restored and what resources are required. This will help evaluate the scale of the problem and the community's ability to address it independently or with the assistance of state or international partners.
- **Information about the educational process:** needs for teaching aids, especially for remote learning, and the needs of local authorities for restoring educational infrastructure.
- **Infrastructure solutions** for equipping shelters in schools, including the availability of estimates and documentation for restoring damaged facilities.

2.1.2 To determine the scale of educational needs, the following criteria are recommended:

- **The number of children** without access to any form of education (remote, in-person, or mixed). This is one of the main indicators for assessing the severity of the problem. The greater the number of children deprived of access to education, the higher the priority for addressing this issue.
- **The number of children who can only study remotely.** These students face significantly worse conditions than those who can at least partially attend in-person classes, making their problem more acute.
- **The number of children in rural areas**, where access to education is significantly limited, resulting in substantial disparities in education levels, especially compared to urban areas. Priority should be given to these categories, as they often face issues not only due to the physical absence of educational institutions but also due to greater remoteness from resources, which increases the problem’s dynamics.

- **Vulnerable categories of students:** children from families in difficult life circumstances and children who are internally displaced from other regions or communities. For them, the problem of access to education is more acute. The community's ability to independently support such students should also be considered.

2.1.3 Special attention should be paid to vulnerable categories of students, as the severity of their problems may be higher. For example, physical conditions for education may be restored relatively quickly in urban schools, whereas the situation in rural areas may be much more challenging. The prioritization of such issues should consider the scale, dynamics, and severity of the problem in the context of available resources and the community's ability to address the situation independently..

2.1.4 Certain educational needs may be temporarily addressed by establishing partial educational processes, such as creating learning spaces for a few hours per day or organizing digital centers for access to remote learning.

2.1.5 The issue of equipping shelters in schools should be a priority, as shelters ensure safety during the educational process, which is critical not only in wartime but also for the stable development of the education system in the future. Improving the comfort level of shelters should become one of the stages of infrastructure recovery.

2.1.6 Special attention should be given to **supporting hub schools**, as they provide education for children from multiple settlements and are crucial for ensuring access to education with limited resources.

2.1.7 Assessing the needs **of special education institutions** is important to support vulnerable categories of children, especially those who have lost access to inclusive educational institutions due to damage or the lack of specialized resources.

2.1.8 The needs of preschool-aged children should also be included in the assessment, as the lack of access to preschool education significantly affects their subsequent success in primary education. **Flexible solutions** for organizing access to preschool education in the absence of traditional kindergartens will be essential to maintaining equality of access..

2.2 Healthcare Sector

2.2.1 The assessment of healthcare needs at the community and regional levels should be comprehensive and consider the existing context. When evaluating the scale of the problem, it is important to account for the number of people who are unable to receive medical care due to the absence of a specific healthcare facility. This will help determine the scope of the issue. Additionally, it is necessary to consider whether people lack access not only to medical care in general but also to specific types of services.

2.2.2 To assess the accessibility of medical care, it is recommended to analyze the existing patient routes based on the network of healthcare facilities (general, cluster, and supra-cluster hospitals), particularly regarding the absence of medical institutions in certain regions.

2.2.3 The assessment of the problem's **dynamics** should include an analysis of the structure of healthcare service requests over the past five years (2018–2022). Evaluating the top five reasons for requests per 100,000 population will help determine how the

absence of a hospital affects the workload of the medical system and understand the dynamics of the problem's development.

2.2.4 In the healthcare sector, acute problems include the lack of access to emergency care, surgical services, and intensive care, as their absence can lead to fatal consequences. This defines the problem's severity and should be given the highest priority.

2.2.5 Healthcare problems can be further exacerbated by the **lack of qualified medical personnel**. It is recommended to analyze the dynamics of changes in the number of medical workers over five years (2018–2022):

- Number of doctors.
- Number of nurses.
- Number of professionals with higher medical education working in healthcare facilities.
- Number of doctors per 1,000 population.
- Number of mid-level medical personnel per 1,000 population.

Data on the negative dynamics of medical personnel can indicate the presence of a local issue that should be addressed as a priority. This helps assess the **community's capacity** to maintain an adequate level of healthcare services.

2.2.6 Reconstruction of healthcare facilities should be distributed across three key areas:

- **Facility reconstruction:** Healthcare institutions must be repaired to ensure the safe operation of medical staff and the provision of quality care. Facilities should be inclusive, energy-efficient, connected to utilities, and equipped with shelters for patients and staff during air raid alerts.
- **Equipment:** Effective medical care requires not only medical equipment but also IT and auxiliary equipment. This combination ensures uninterrupted access to medical services, including telemedicine. In conditions of energy shortages, the installation of generators and energy storage systems should also be considered.
- **Personnel:** Developing policies to retain medical personnel is critically important. Continuous professional development of medical staff and attracting new specialists should be prioritized. This should be based on data analysis of healthcare service requests and personnel needs.

2.2.7 When planning the network of healthcare facilities in a region, it is essential to ensure optimal logistics between hospitals and other medical institutions to improve access to healthcare services. This will reduce the time needed to transport patients to healthcare facilities and ensure timely medical care:

- **General hospitals:** Provide basic medical care and ensure accessibility for common illnesses.
- **Cluster hospitals:** Offer treatment for more complex conditions, reducing the burden on general hospitals.
- **Supra-cluster hospitals:** Specialize in rare and complex conditions, often located in regional hospitals with highly qualified specialists.

2.2.8 Developing emergency medical **departments is a critical aspect**, ensuring they are equipped with the necessary tools and staffed with qualified personnel to handle critical situations.

2.2.9 During the pandemic and the onset of war, **telemedicine** proved effective in providing access to healthcare services. As it enables care for patients in remote areas, its development should be a priority to improve access to healthcare for all population groups, especially vulnerable ones.

To advance telemedicine, healthcare facilities must be equipped with the appropriate technology, and additional training for medical staff on organizing and using telemedicine services should be conducted. Local authorities and regional health departments should ensure the organization of training for medical personnel.

2.2.10 Hospital safety is a crucial aspect of healthcare system recovery. Particular attention should be paid to providing **shelters** in medical institutions for patients and staff, as well as developing evacuation plans for emergencies.

2.3 Housing Sector

2.3.1 The assessment of needs in the housing sector must be comprehensive and consider all risks associated with damaged residential buildings. Key aspects for assessing the scale include the number of damaged houses, the nature of the damage (minor, moderate, severe), and demographic factors. It is also essential to evaluate how many people are left without access to housing and basic utilities (water supply, heating, electricity).

2.3.2 To evaluate housing accessibility, it is necessary to analyze the **availability of vacant residential units**, the state of utilities and infrastructure, and the needs for repairing and restoring damaged buildings. Forecasting housing needs should be based on the potential return of internally displaced persons (IDPs) and refugees, as well as on the restoration of buildings post-war. Considering the dynamics of population return, housing accessibility assessments must account for short-term and long-term changes.

2.3.3 Priority for restoration should be given to housing rendered uninhabitable due to significant damage or the absence of basic utilities. The prioritization assessment should consider scale (number of affected individuals), severity (absence of housing or utilities), and dynamics (possible changes in needs depending on social and demographic factors). Housing requiring urgent restoration should take precedence.

2.3.4 Special attention should be given to restoring housing for **vulnerable populations**: large families, people with disabilities, the elderly, and IDPs. Assessing the severity of needs for these categories requires considering not only their housing needs but also the need for infrastructure restoration (e.g., access to healthcare and transportation).

2.3.5 Within the recovery of the housing sector, priority should be given to restoring infrastructure and utilities such as water supply, heating, electricity, and sanitation. Restoration of utilities must be prioritized in regions where shelling or infrastructure destruction has severely limited or eliminated access to essential services.

2.3.6 To assess the **scale of housing damage**, it is crucial to consider the number of buildings needing repair and the extent of their damage. Tools such as damaged property registries, citizen reports, and local government records should be used to more accurately identify needs.

2.3.7 Data on housing damage and restoration must be regularly updated. Given variable social and demographic factors, the **dynamics** of damage may change depending on the current state of recovery and resource availability. This will allow for timely adjustments to housing restoration priorities.

2.3.8 Assessing a **community's capacity** to address housing restoration should include an analysis of available local resources and the potential for external assistance. For communities with high levels of destruction and limited resources, support from the state or international organizations and donors should be planned.

2.3.9 When housing restoration takes significant time, the creation of **temporary or mobile housing units should be considered**. This will help reduce social tension and provide temporary housing for the population until the main housing restoration is completed.

2.3.10 The restoration of housing should prioritize the **safety of residents**. Safety assessments must include checks of residential buildings for compliance with modern safety standards and inspections of engineering networks (heating, water supply, sewage) to prevent emergencies after restoration.

2.3.11 The assessment of the need for housing sector restoration must consider potential **long-term challenges**, such as climate change, economic instability, or changes in social infrastructure. It is essential to ensure that restored structures are resilient to future challenges.

Section 3:

Interaction of Civil Society Organizations (CSOs) with Various Stakeholders During the Preparation and Recovery Process

3.1 General Approaches to Stakeholder Interaction

In the process of recovering territorial communities, it is crucial to effectively coordinate work with key stakeholders at all levels—national, regional, and local. This facilitates efficient planning, resource management, and securing the necessary funding for recovery projects. The structure of interaction with various stakeholders should correspond to specific tasks at each level and include effective management tools that ensure the achievement of strategic recovery goals.

3.2 Roles and Responsibilities of Stakeholders at Different Levels

3.2.1 **National Level** At the national level, several key bodies are responsible for recovery and reconstruction in the country, including:

- ➊ **Ministry for Communities and Territories Development of Ukraine (Ministry of Infrastructure):** The primary central authority responsible for coordinating

recovery and reconstruction at the national level, as well as allocating funding and resources for recovery.

- **State Agency for Restoration and Infrastructure Development of Ukraine (Restoration Agency)** A specialized body for coordinating donor assistance, as well as technical and financial support from international partners.

Tools used at this level:

- **DREAM System** — a digital platform that ensures accountability and transparency in the recovery process. It is used for registering damaged objects, assessing their condition, and monitoring the recovery process.
- **National Register of Damaged and Destroyed Property** — an official database documenting damaged or destroyed objects as a result of armed aggression. The register is used to record the scale of destruction and assist in planning recovery efforts, providing essential information for decisions on compensation and restoration works.

3.2.2 Regional Level At the regional level, the primary roles are performed by Regional Military Administrations (RMAs) and Regional Offices for International Cooperation (ROICs):

- **Regional Military Administrations (RMAs)** — ensure the implementation of the national recovery strategy at the regional level, coordinate with local authorities, and support national initiatives on the ground.
- **Regional Offices for International Cooperation (ROICs)** — focus on attracting international donors and coordinating projects funded by international organizations and agencies.

Tools for interaction:

- Regional platforms for data exchange and project coordination.
- Strategic documents supporting recovery at the regional level.

3.2.3 Local Level (Communities) At the level of territorial communities, local authorities and civil society organizations (CSOs) play a key role in the recovery process. Local authorities handle operational recovery management, while CSOs often act as facilitators, assisting in prioritizing and organizing community-level projects.

Key documents for community-level recovery::

- **Territorial Community Recovery Plans** — these should reflect the specific needs of the communities and focus on aspects such as infrastructure restoration, housing, education, healthcare, and other essential areas.
- **Recovery Programs** — approved by local authorities and aligned with national strategies and tools.

3.3 Interaction of Civil Society Organizations with Stakeholders

In the recovery process of territorial communities, civil society organizations (CSOs) play a crucial role in collaborating with various stakeholders, ensuring coordination, community participation, and support at all stages of recovery. It is essential that interactions with each stakeholder group are effective, aligned with set objectives, and contribute to achieving strategic goals.

3.3.1 Local Authorities

Local authorities are the primary executors and coordinators of recovery efforts at the territorial community level. They define recovery priorities and manage resources to implement projects. CSOs should ensure active participation of local authorities in planning processes, which allows for consideration of real community needs and the creation of inclusive recovery strategies.

- Collaboration with local self-government should focus on ensuring accountability in recovery processes and maintaining the relevance of needs assessments.
- CSOs should be involved in project preparation and provide a platform for community feedback to align recovery strategies effectively.
- Supporting local authorities in organizing training sessions and preparing project proposals is vital for enhancing the capacity of local structures.

3.3.2 Regional Authorities (RMAs, ROICs)

Regional Military Administrations (RMAs) act as coordinators of recovery at the regional level, supporting the national strategy and engaging with international partners. Regional Offices for International Cooperation (ROICs) attract resources from international donors to support recovery.

- CSOs are encouraged to cooperate with RMAs and ROICs to effectively implement national strategies at the regional level.
- Interaction with regional authorities is crucial for collecting up-to-date data on damaged objects, assessing needs, and coordinating projects.
- Collaboration with regional offices for international cooperation will help CSOs attract donor resources to support recovery efforts.

3.3.3 Donors and International Organizations

Donor organizations and international partners are key players in financing and providing technical support for recovery efforts at all levels.

- For CSOs, collaboration with donors is necessary to secure resources and ensure project sustainability.
- CSOs should maintain close interactions with donors to coordinate recovery funding, avoid duplication of efforts, and promote efficient resource utilization.
- Preparing project proposals aligned with donor priorities and community needs is a critical step in obtaining funding.
- Coordination with international organizations will ensure project implementation adheres to international standards and attracts additional resources.

3.3.4 Civil Society

Civil society plays a vital role in ensuring citizen participation in recovery processes, setting clear priorities, and mobilizing resources. CSOs facilitate this process.

- It is recommended to form platforms in collaboration with other CSOs for active interaction, overall coordination, and community participation in recovery processes and project proposals.
- Conducting training for local communities will enable them to participate effectively in identifying recovery priorities.
- Ensuring citizens have access to information about recovery processes and initiatives is essential to fostering social cohesion.

3.3.5 International Partnerships and Expert Organizations

International partners and expert organizations provide support in developing methodologies, consulting on innovative approaches, and assisting in project evaluation.

- Interaction with international partners is recommended to obtain technical and expert support, ensuring better recovery approaches.
- Collaboration with international organizations will help introduce new ideas, methodologies, and resources to support recovery at all stages.
- Cooperation with expert organizations enhances project quality and ensures compliance with international standards.

3.4 Stakeholder Analysis Matrix

For effective stakeholder engagement, a matrix is proposed to identify the level of involvement, influence, and importance of each stakeholder in the recovery process.



Meeting of the Helvetas project team with the management of the CPR "Mriya" and representatives of the Baryshivka Settlement Council



Example of a Stakeholder Analysis Matrix

Stakeholder	Role in the recovery process	Impact on the recovery process	Level of interaction	Expected results
Local authorities	Coordination at the community level	High	High	Approval of projects, support of initiatives
Regional offices of international cooperation (ROIC)	Support in attracting donors	Medium	High	Involvement of international resources
Donors	Recovery financing	High	High	Providing financing, technical support
Public organizations	Assessment of needs, facilitation	Medium	Medium	Community support, organization of educational programs
Expert organizations	Consultations, methodological support	Medium	Medium	Development of new recovery methods



Strategic meeting to identify stakeholders' needs at various levels in the Chernihiv region, organized by the UST team

Section 4:

Recommendations for Organizing Transparent Procedures During the Recovery Process in Compliance with Local Legislation and International Partners' Requirements

4.1 Procurement Procedures

4.1.1 The fundamental principle of sound procurement practices is competition. Open, transparent, and fair procurement procedures are a reliable foundation for contract awards for construction works and create market conditions for private enterprises. These practices also ensure accountability and promote the efficient use of funds, which is crucial for international donors, funders, and the countries where projects are implemented. All procurements carried out under funded projects should adhere, among others, to the principles of openness, transparency, and fairness.

4.1.2 It is recommended to conduct procurements based on the following principles:

- **Fair competition among participants:** This is ensured by inviting contractors who are not related to one another (e.g., do not share common beneficial owners or **directors**);
- **Maximum economy, efficiency, and proportionality:** Proposals should avoid unnecessary expenses and reduce costs without compromising quality, ensuring only necessary expenditures for achieving the goal;
- **Openness and transparency at all procurement stages:** A standardized form for inviting contractors, evaluation reports, and contract award reports should be created and published;
- **Non-discrimination and equal treatment of participants:** Proposals should be evaluated uniformly according to the defined contract award criteria;
- **Objective and impartial selection of the winning bid:** Procurement organizers must not have any personal interest in selecting a specific contractor, avoiding favoritism, discrimination, bias, or conflicts of interest;
- **Prevention of corruption and abuse:** Impartial and independent proposal evaluations, reporting, and adherence to evaluation criteria minimize the risk of non-compliance with this principle during procurement.

4.2 Procurement Planning

4.2.1 The procurement process is carried out in accordance with the requirements of the Laws of Ukraine "On Access to Public Information," "On the Protection of Economic Competition," and "On the Prevention of Corruption." A responsible specialist ensures the full implementation of the procurement process, starting with planning and identifying needs to determine the procurement approach.

4.2.2 The need is formulated for works based on the principle of expediency. The principle of expediency, for the purposes of this methodology, means that when determining the need, including the functional characteristics of the subject of procurement, only those works that are necessary for ensuring the activities of the CSO and the performance of its assigned functions are taken into account.

4.2.3 The description of needs, prepared in writing by the responsible specialist, should be detailed, clear, and include:

- **Work description:** Functional characteristics, volume, or quantity of required works, including technical requirements or standards where applicable;
- **Purpose and justification for procurement:** Arguments and information supporting the necessity of the works.
- **Timeframe and conditions:** Deadlines for completion, location, and method of execution.

4.2.4 It is prohibited to include requirements in the needs description that could unjustifiably limit the pool of potential contractors.

4.2.5 The needs description becomes part of the procurement documentation for cost determination.

4.2.6 Deadlines for work completion and payment terms are determined by the CSO unless otherwise specified by a donor or partner.

4.2.7 After planning and defining needs, the responsible person determines the procurement subject requirements, including expected costs, based on data from authoritative bodies. Depending on cost thresholds and complexity, the organization selects a procurement method.

4.2.8 Depending on the speed of implementation and the comprehensive coverage of candidates for performing the work, procurement is carried out through the following methods:

- **Use of commercial platforms:** procurement of works is carried out under the conditions defined by the CSO, which do not contradict the legislation of Ukraine.
- **Request for price proposals:** in accordance with the regulations of interaction between CSO and authorities, a clear request for information about the availability of local subcontracting organizations with the necessary experience and high ratings of their implemented projects should be created in order to invite them to participate in the awarding of the contract for performing the required works.
- Furthermore, the CSO, within its powers and capabilities, may monitor open procurement platforms to form a list of subcontracting organizations whose type of activity corresponds to the subject of procurement, with the aim of inviting them to participate in the awarding of the contract for performing the required works.
- Publication of the procurement announcement on the Civil Society Organization's own website and on the website of the authority: for transparency and openness of the process, in order to ensure impartial evaluation, the civil society organization publishes an invitation to participate in the selection of a contractor and reports on all stages of the procurement process.

4.3 Selection of the Winner

4.3.1 Regardless of the chosen method of procurement, it is necessary to create a request for price proposals, which contains all the required information about the subject of procurement:

- ➔ Draft procurement contract;
- ➔ A description of the required works in accordance with the needs description;
- ➔ Information on the required quantity/volume of procurement;
- ➔ Requirements for the content of the commercial proposal of the potential contractor;
- ➔ Indication of the price of works (for each item);
- ➔ Indication of the total cost of works, including all transportation costs and ancillary services, if applicable, according to the conditions defined by the CSO;
- ➔ If the potential contractor can propose an alternative that meets the request, the commercial proposal should provide information about each applied alternative;
- ➔ Requirements for the potential contractor and the availability of documents necessary to carry out the types of activities specified by the procurement conditions according to the legislation (licenses, certificates, permits, etc.);
- ➔ A warning to the potential supplier of goods/service provider that submitting a commercial proposal is considered voluntary consent to process personal data, if such data is included in the request and/or commercial proposal;
- ➔ The technical specification consists of a defect report;
- ➔ Requirements for participants: information about the experience of performing similar contracts; information about the availability of qualified personnel to perform the works; warranty letters and references;
- ➔ The final deadline for submitting proposals.



NGO BF "New City" – restoration of private houses in the village of Stara Hnylytsia, Chuhuiv district



NGO BF "Building the Future Together" – roof restoration of a medical facility (polyclinic) in Mala Danylivka

4.3.2 The list may be adjusted depending on the specifics of the procurement subject, but it must be structured in a way that allows participants to compete with each other and include requirements that specifically relate to the announced subject of procurement.

4.3.3 When submitting proposals from participants, it is necessary to monitor the following possible operations:

- Receiving proposals (technical documents and documents with requirements for participants that confirm the ability to perform the works, price proposals, and documents confirming the participants' compliance with the customer's requirements);
- Receiving requests for clarifications regarding the work specification.

4.3.4 After receiving the participants' proposals, the authorized person, with the support of auxiliary structures, evaluates them and selects the contractor within the framework of the announced procurement, concludes the contract, and publishes the procurement report in accordance with the above-mentioned procurement regulations.

4.3.5. The authorized person, together with the auxiliary structures, may conduct an interview with the authorized representatives of the contractor after recognizing them as the winner. The purpose of the interview is to ensure the technical, qualification, and other capabilities of the contractor. After the interview is completed, the authorized person and the auxiliary structures conduct a vote to confirm the status of the winner for the contractor or to cancel the contractor's winning status and reject their proposal. The interview and vote can only be conducted before the contract is concluded.

4.3.6 Upon final selection, the CSO sends an official letter to the winner regarding contract conclusion, following subsection 7.2.3 of this methodology.

4.4 Potential Risks and Recommendations for Mitigation

4.4.1 Risks That May Arise During the Procurement Process:

- Delayed Identification of Procurement Needs by the Procuring Entity:
 - Risk Mitigation: Reallocate financial appropriations with the approval of relevant structures to meet existing needs.
- Insufficient Funding:
 - Risk Mitigation: The CSO ensures expenditure optimization within the available appropriations and initiates the reallocation of financial savings resulting from achieved economies.
- Inadequate Qualification of Procurement Participants.

Risk Mitigation: The authorized person conducts a new procurement process, following prior coordination with the responsible unit/management for the procurement.

Section 5:

Organizational Model Involving Various Stakeholders in the Construction Process

5.1 Interaction with Local Authorities

5.1.1 After the project selection stage, the CSO sends a letter to the local council, informing them of its intention to implement the project according to the list of selected objects and specifying the activities planned for these objects. The letter should request information from the city council regarding the availability or absence of budgetary funding for the listed activities. The CSO must take measures to prevent double financing of planned activities.

5.1.2 If the local council has allocated funding for activities on the selected objects, such objects are excluded from the project.

5.1.3 If the local council has allocated funding but the amount is insufficient to fully implement the activities, the CSO drafts a Memorandum of Co-financing and sends it to the local council.

5.1.4 The Memorandum must specify the funding amounts for each object from each party.

5.1.5 Activities under the Memorandum must be implemented in a way that allows identifying each party's contribution to the work.

5.1.6 Based on the response from the local council, the CSO finalizes the list of objects.

5.2 Interaction with Object Owners or Asset Managers

5.2.1 After finalizing the list of objects, the CSO drafts an Agreement of Interaction to be signed with the object owners or asset managers.

5.2.2 The Agreement should include clauses requiring the owner or asset manager to provide unrestricted access to the object for representatives of the CSO, contractors, and other involved parties.

5.2.3 It is recommended that the Agreement also address access to water, electricity networks, and material storage areas required for the work.

5.2.4 Upon signing the Agreement, the CSO begins preparing the technical assignment as per Section 6 of this Methodology and selects the contractor as per Section 4.

5.2.5 The CSO periodically surveys the object owners or asset managers regarding the status of the work and any complaints or issues.

5.3 Interaction with the Donor

5.3.1 After finalizing the list of objects and signing agreements with their owners or managers, the CSO sends a letter to the donor outlining the list of objects and planned timelines for drafting the technical assignment.

5.3.2 After drafting the technical assignment and determining the estimated cost as per Section 6, the CSO sends another letter to the donor specifying the list of objects, planned activities, expected costs, and timelines for procurement.

5.3.3 Following procurement and contract signing, the CSO informs the donor about the timelines for work execution.

5.3.4 Upon completion of the work, the CSO provides the donor with an interim report.

5.3.5 The report should include the object's address, brief photo documentation of the object "before" and "after," a list of implemented activities, the contractor's name, and the total cost of the work.

5.4 Interaction with the Contractor

5.4.1 After signing the contractor agreement, based on the recommendations in Section 7, a handover act for the object is signed.

5.4.2 The handover act is signed by the object owner or manager, the CSO, and the contractor.

5.4.3 The act must state that the owner or manager transfers the object for work, the CSO accepts and transfers it to the contractor, and the contractor accepts the object for work.

5.4.4 After the completion of the works, the CSO and the contractor sign the acts of completed works. The signing of interim acts of completed works is allowed. By signing interim acts of completed works, it is understood that the contractor has completed a certain part of the work according to the signed estimate, which can be identified. In this case, the acts of completed works are numbered.

5.4.5 The CSO cannot sign interim work completion acts if the work has not been completed or if the contractor provides a list of work and/or costs that do not correspond to the signed cost estimate.

5.4.6 After all construction work is completed, a "Commissioning Act for Renovated, Reconstructed, or Modernized Fixed Assets" is signed.

5.4.7 The commissioning act is signed by the object owner or manager, the CSO, and the contractor. The act includes information about the types of work completed, their total cost, absence of complaints, the project name under which the work was financed, and a statement that the act serves as the basis for commissioning the renovated, reconstructed, or modernized fixed assets.

Section 6:

Technical Guidelines: Preparation of Technical Assessments (Technical Assignment), Cost Estimates, and Defect Reports as Essential Documentation for Launching the Reconstruction Process

6.1 Preparation of the Technical Assignment

6.1.1 The CSO procures services for conducting technical inspections of damaged objects to identify damaged building structures and engineering networks caused by the armed aggression of the Russian Federation. This includes photo documentation of building damages and assessing the actual scope of construction work required for the restoration of the object.

6.1.2 Based on the technical inspection, a technical report and a damage assessment act for the object are prepared.

The inspection and assessment of the object's technical condition are conducted in accordance with DSTU B V.1.2-18:2016 "Guidelines for the Inspection of Buildings and Structures to Determine and Assess Technical Condition" and the "Methodology for Inspection and Preparation of Results" per the Ministry of Community and Territory Development of Ukraine Order No. 144 dated July 6, 2022.

6.1.3 A contract is signed between the CSO and the company for conducting the technical inspection of the damaged objects. The CSO independently develops a draft of such a contract.

6.1.4 The deliverables of the contract include a technical inspection report, a damage property act, and a defect report listing the scope of construction work recommended for restoration. Before drafting the defect report, the types of work to be carried out on the object are agreed upon with the owners or managers of the objects.

6.1.5 During the preparation of the technical inspection report, the damage property act, and the defect report, the list of work required for restoration must be documented and photographed in the report.

6.1.6 After receiving the defect report, the CSO coordinates the scope of work with the owners or managers of the objects. Upon such approval, the CSO calculates the approximate estimated project cost.

6.2 Recommended Requirements for Cost Documentation

6.2.1 The CSO independently establishes requirements for cost documentation based on one of two approaches:

- Cost documentation may be calculated considering the KNU "Guidelines for Determining Construction Costs" approved by the Ministry of Community, Territory Development, and Infrastructure of Ukraine Order No. 281 dated November 1, 2021.
- Cost documentation may be prepared in a free form using Excel. Regardless of the approach, the cost of construction work and materials must not exceed the average market price for the region.

o ensure compliance with the above requirements, the CSO may independently analyze market prices or require participants to provide a market price analysis for the month of proposal submission.

6.2.2 If using the KNU "Guidelines for Determining Construction Costs," the cost documentation must include the contract price, an explanatory note, a local estimate, and a summary resource statement.

6.2.3 If cost documentation is prepared in a free form in Excel, it should include: a description of the work based on the defect report, a list of required materials, transportation costs, consumables and equipment, administrative expenses, and planned profit.

6.2.4 The estimate documentation, if prepared in an arbitrary form in Excel format, must contain the name of the work according to the defect report and a list of materials required for its implementation, transportation costs, consumables and mechanisms, administrative costs, and planned profit..

6.2.5 Practical recommendations for determining the cost of individual components in the cost documentation:

- ➔ Wages should not exceed the regional average monthly wage in construction.
- ➔ Transportation costs should not exceed 5% of the total cost of work per the defect report and material list.
- ➔ Consumables and equipment costs should not exceed 7% of the total cost of work per the defect report and material list.
- ➔ Administrative expenses should not exceed 5% of the total cost of work per the defect report and material list.
- ➔ Planned profit should not exceed 5% of the total cost of work per the defect report and material list.

Section 7:

Recommendations for Collaboration with Construction Contractors

7.1 Evaluation of Potential Construction Contractors for Collaboration

7.1.1 It is recommended that the CSO prepare a list of potential contractors to whom requests for commercial proposals for carrying out work on objects will be sent.

7.1.2 When identifying potential contractors, the CSO may consider the following criteria:

- Contractors that have worked with local councils or their structural units in the construction sector;
- To find such companies, the CSO is advised to use the Prozorro electronic system by filling out relevant fields, such as entering the local council's EDRPOU code to view their construction procurement and participants involved. Alternatively, the CSO may request a list from the local council;
- Contractors that have successfully completed projects with the CSO or other NGOs in the construction field;
- Additional queries may be sent to other NGOs to identify such companies.

7.2 Assessment of Construction Contractors

7.2.1 After preparing a list of potential contractors, the CSO conducts a preliminary pre-tender evaluation.

7.2.2 During the pre-tender evaluation, the CSO is recommended to verify contractors against the following criteria:

1) Organizational Status:

- The contractor is not registered in or established under the laws of the Russian Federation, Belarus, or Iran;
- The contractor is not registered in areas of Ukraine defined as “temporarily occupied” or “active combat zones.”;
- The contractor is not bankrupt, nor has any ongoing bankruptcy proceedings.

2) Ownership and Governance:

- The ultimate beneficial owners, controllers, or senior officials (e.g., director, general director, board members) are not citizens of the Russian Federation, Belarus, or Iran, unless residing lawfully in Ukraine;
- No links to terrorist activities or individuals subject to international sanctions or restriction;
- No inclusion in the Unified State Register of Persons Committing Corruption or Related Offenses;

- No involvement in legal disputes, searches, or listings as missing persons.

Recommended Sources for Verification: Ukrainian Register of Legal Entities, Opendatabot, YouControl, and other public sources such as media reports.

7.2.3 The CSO drafts a letter of intent to sign the contract, specifies the final deadline for signing the contract, and sends it to the legal address of the winner, their actual address, or to their email. If the procurement winner refuses to sign the contract for any reason, they must notify the CSO by return letter. The absence of the letter and the signed contract from the winner within the deadline specified in the letter from the customer regarding the contract signing is considered a refusal to enter into the contract.

7.2.4 The signed contract must match the contractor's original proposal. Deviations in pricing, scope, or materials are grounds for returning the contract for revisions, with specified deadlines.

7.2.5. To achieve the goals defined in subparagraph 7.2.4. and subparagraphs 5.4.2.-5.4.7., the CSO appoints responsible persons who will check and approve the documents within the project implementation, including:

- Responsible persons for checking the prices of material resources, works, etc., which are specified in the contract prices and their appendices, as well as in the acts of completed works;
- Responsible persons for verifying the volume of construction works actually performed on the objects (including the actual usage of materials, considering construction leftovers), as well as for checking and agreeing on the defect report with the owners of the objects and/or their custodians;
- Responsible persons (authorized persons) for conducting procurements in accordance with this Methodology;
- Responsible persons for drafting contracts necessary for project implementation and legal support.

7.3 Interaction Between CSOs and Construction Contractors

7.3.1 The CSO entered into a construction contract with the contractor, developed in compliance with the Civil and Commercial Codes of Ukraine and Resolution No. 668 of August 1, 2005.

7.3.2 The contract should allow unilateral termination by the CSO in cases such as:

- Failure to commence work within agreed timelines;
- Slow progress rendering timely completion impossible;
- False information provided during execution.

7.3.3 It is also recommended to include separate sections in the project contract regarding the provision of contract conditions, anti-corruption clauses, the type of contract price and the procedure for its modification, the procedure for work acceptance and delivery, as well as the documentation of construction processes.

7.3.4 Regarding the provision of contract conditions enforcement:

- The contracting construction organization deposits a non-interest-bearing deposit into the account of the CSO, in the amount specified by the contract.
- The CSO, determines the required amount of contract performance security.

- ➔ It is recommended to set the contract performance security amount at no more than 5% (five percent) of the total contract value.
- ➔ The CSO, is obligated to return the contract performance security to the contracting construction organization within 10 working days from the completion of all construction works.
- ➔ The contract performance security is not returned, either partially or fully, in cases specified by the contract. The CSO, independently determines such cases.

7.3.4 It is recommended to state in the project contract that the CSO, and the contracting construction organization are obligated to comply with the requirements of Ukraine's **anti-corruption legislation** and not to engage in any actions that may violate the norms of Ukraine's anti-corruption legislation in connection with the exercise of their rights and obligations under the contract.

7.3.5 The CSO determines the type of contract price – **fixed or dynamic**.

In the case of a fixed contract price, the costs for material resources as well as for construction works remain unchanged until the full completion of the contract. If the contracting construction organization exceeds without the agreement of the CSO, any costs related to exceeding the scope of work provided for by the contract price are borne by the contracting construction organization.

In the case of a dynamic contract price, the costs for material resources as well as for construction works may be adjusted. The contracting construction organization is obligated to prove that, during the contract execution period, the costs of material resources and/or works have increased. The fluctuation in the price of the goods on the relevant market must be documented. Such confirmation may include a certificate from the Chamber of Commerce and Industry, the State Statistics Service of Ukraine, etc.

It is recommended to specify in the contract the grounds for adjusting the contract price, both for dynamic and fixed prices.

7.3.6 The CSO creates a work schedule, which is an integral part of the subcontract agreement. The work schedule is divided into stages. These stages of construction works may include: procurement of materials, demolition works, installation works, and the handover of the object to the client (CSO). Ten (10) calendar days before the completion of each stage, the contracting construction organization reports on the progress of their execution. In case of a justified need, the deadlines for completing the stages may be adjusted.

7.3.7 The contracting construction organization carries out the **procurement of materials** specified in the estimate for the execution of construction works. With the agreement of the CSO, the list of construction materials may be modified, but the total project cost should not exceed the initial proposed cost, taking into account any possible changes.

Five working days before the completion of the material procurement stage, the contracting construction organization sends a letter of notification to the CSO about the status of the material procurement stage.

The notification letter is accompanied by photographs or videos, according to which the volume of demolishing work can be identified.

7.3.8 The contractor construction organization performs **installation work** according to the signed estimate. With the approval of the CSO, the volume of installation work may change, but the total cost of project implementation should not exceed the initial proposal cost, including possible changes.

Five working days before the completion of the demolishing stage, the contractor construction organization sends a notification letter to the CSO about the progress of the demolishing work stage. The notification letter is accompanied by photographs or videos, according to which the volume of demolishing work can be identified.

7.3.9 The contractor construction organization performs **installation work** according to the signed estimate. With the approval of the CSO, the volume of installation work may change, but the total cost of project implementation should not exceed the initial proposal cost, including possible changes.

Five working days before the completion of the installation stage, the contractor construction organization sends a notification letter to the CSO. The notification letter is accompanied by photographs or videos, according to which the volume of installation work can be identified.

7.3.10 Upon completion of all construction work, but no later than two working days before the completion of the facility handover stage, the contractor construction organization sends a notification letter to the CSO about the completion of construction work.

The notification letter is accompanied by photographs or videos that allow identifying the completed construction work in full. Furthermore, the contractor construction organization attaches to the notification letter the drafts of acceptance certificates for the construction work. After reviewing them by the CSO, and in the absence of comments regarding the quantity, quality, volumes of construction work, and compliance with the estimate, the CSO sends a notification letter confirming the readiness to sign the acceptance certificates for the construction work.

The construction work is considered completed from the moment the acceptance certificates are signed.



Restoration/insulation of the shelter perimeter, State Emergency Service station in Nova Vodolaha

Appendix 1:

List of Relevant Legislation

Interactions Between Government Authorities

- Constitution of Ukraine
- Law of Ukraine "On Local Self-Government in Ukraine"
- Law of Ukraine "On Information"
- Law of Ukraine "On Access to Public Information"
- Law of Ukraine "On Citizens' Appeals"
- Law of Ukraine "On Waste Management"

Development of Project Agreements

- Commercial Code of Ukraine
- Civil Code of Ukraine
- Resolution of the Cabinet of Ministers of Ukraine No. 668 of August 1, 2005 "On Approval of the General Conditions for the Conclusion and Execution of Construction Contracts in Capital Construction"

Procurement Procedures

- Law of Ukraine "On Protection of Economic Competition"
- Law of Ukraine "On Associations of Co-Owners of Multi-Apartment Buildings"
- Law of Ukraine "On Companies with Limited and Additional Liability"
- Law of Ukraine "On Prevention of Corruption"

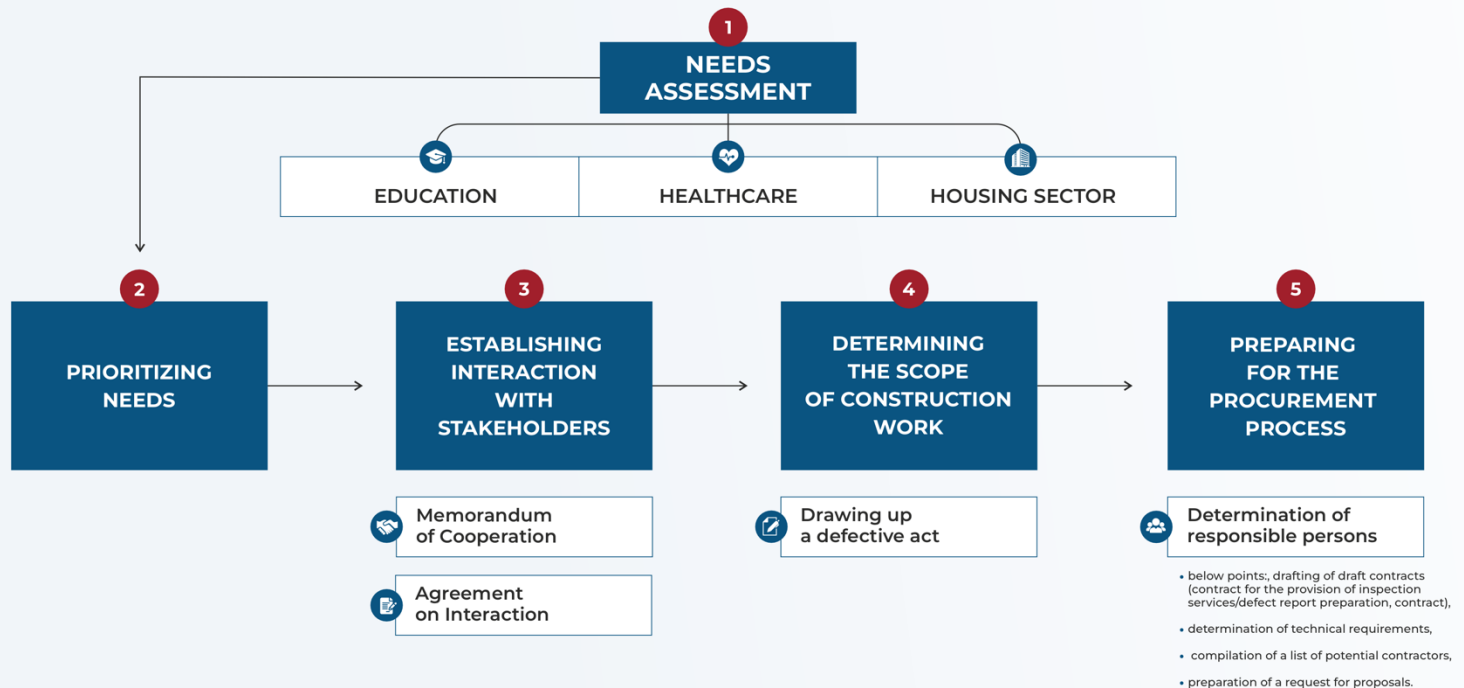
Demolition and Waste Management Related to Damaged Structures

- Resolution of the Cabinet of Ministers of Ukraine No. 474 of April 19, 2022 "On Approval of the Procedure for Carrying Out Demolition Work on Objects Damaged or Destroyed as a Result of Emergencies, Military Actions, or Acts of Terrorism"
- Resolution of the Cabinet of Ministers of Ukraine No. 1073 of September 27, 2022 "On Approval of the Procedure for Managing Waste Generated Due to the Damage (Destruction) of Buildings and Structures as a Result of Hostilities, Acts of Terrorism, Sabotage, or Work to Eliminate Their Consequences, and Amendments to Certain Resolutions of the Cabinet of Ministers of Ukraine"

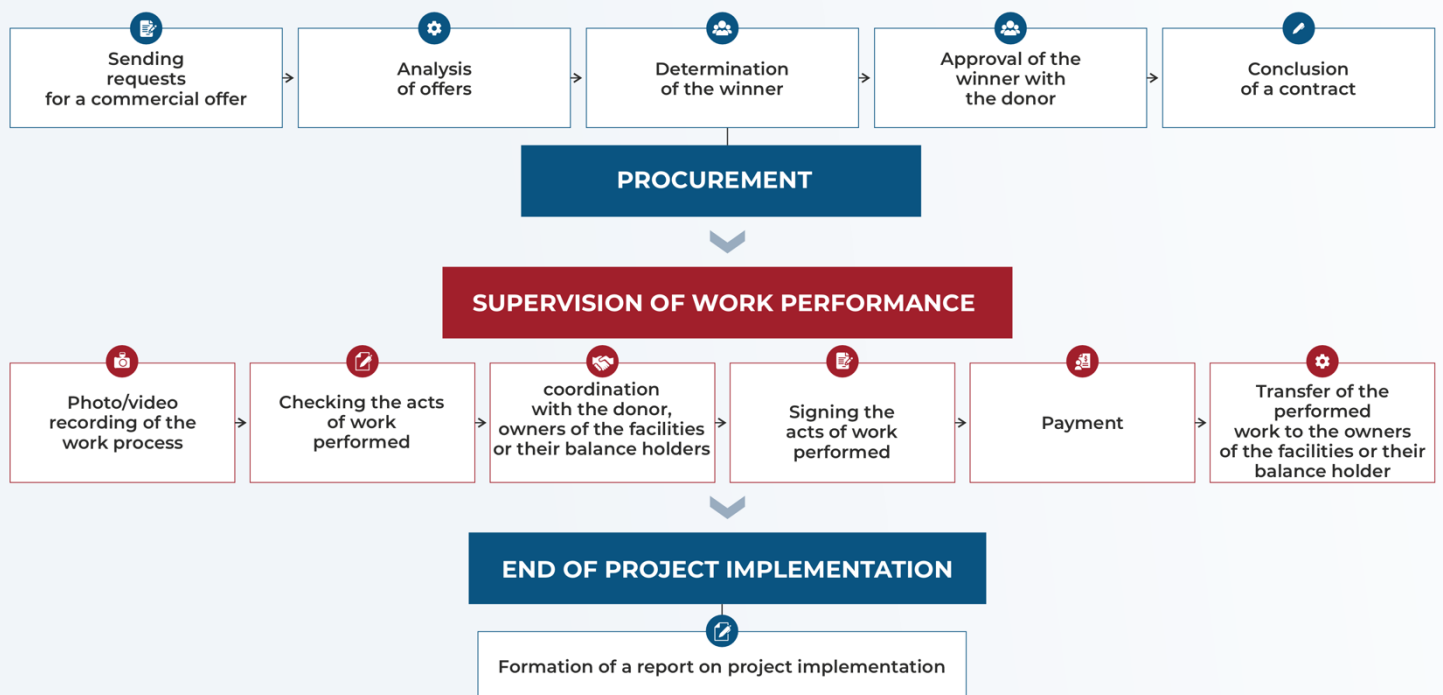
Appendix 2:

Roadmap for the implementation of recovery projects

STAGE I. PREPARATORY PHASE



STAGE II. PROCUREMENT AND MONITORING OF PROJECT IMPLEMENTATION



Appendix 3:

Project Implementation Roadmap

		1*	2	3	4	5	6	7	8	9	10	11	12
I STAGE: PREPARATORY PHASE													
1. ASSESSMENT OF NEEDS IN THE FIELDS OF EDUCATION, HEALTHCARE, AND THE HOUSING SECTOR													
1.1	INFORMATION GATHERING												
1.2	INFORMATION ANALYSIS												
1.3	ESTABLISHMENT OF PRIORITIZATION OF NEEDS BASED ON THE RESULTS OF INFORMATION ANALYSIS												
2. LEGAL REGULATION OF INTERACTION WITH THE OWNERS OF THE OBJECTS OR THEIR BALANCE HOLDERS													
2.1	DEVELOPMENT OF A MEMORANDUM OF COOPERATION OR AN AGREEMENT ON INTERACTION												
2.2	COORDINATION OF ARTICLES/CLAUSES WITH THE PARTIES OF THE MEMORANDUM OF COOPERATION OR THE AGREEMENT ON INTERACTION												
2.3	DEVELOPMENT OF A MEMORANDUM OF COOPERATION OR AN AGREEMENT ON INTERACTION												
3. DETERMINATION OF THE SCOPE OF CONSTRUCTION WORK													
3.1	PREPARATION OF A DEFECT REPORT												
3.2	COORDINATION OF WORK VOLUMES WITH INTERESTED PARTIES												
4. PREPARATION FOR THE PROCUREMENT PROCESS													
4.1	DETERMINATION OF RESPONSIBLE PERSONS												
4.2	DRAFTING OF CONTRACT AGREEMENTS												
4.3	DETERMINATION OF TECHNICAL REQUIREMENTS												
4.4	COMPILATION OF A LIST OF POTENTIAL CONTRACTORS												
4.5	PREPARATION OF A REQUEST FOR COMMERCIAL PROPOSALS												
II. STAGE OF PROCUREMENT AND PROJECT IMPLEMENTATION													
2. START OF THE PROCUREMENT PROCEDURE													
2.1	SENDING REQUESTS FOR COMMERCIAL PROPOSALS												
2.2	ANALYSIS OF PROPOSALS												
2.3	DETERMINATION OF THE WINNER												
2.4	APPROVAL OF THE WINNER WITH THE DONOR												
2.5	CONCLUSION OF A CONTRACT AGREEMENT												
3. CONTROL OVER THE EXECUTION OF WORKS													
3.1	PHOTO/VIDEO DOCUMENTATION OF THE WORK PROCESS												
3.2	VERIFICATION OF ACTS OF COMPLETED WORK												
3.3	COORDINATION WITH THE DONOR, OWNERS OF THE OBJECTS, OR THEIR BALANCE HOLDERS												
3.4	SIGNING OF ACTS OF COMPLETED WORK AND PAYMENT												
3.5	TRANSFER OF COMPLETED WORKS TO THE OWNERS OF THE OBJECTS OR THEIR BALANCE HOLDERS												
4. END OF PROJECT IMPLEMENTATION													
4.1	FORMATION OF A REPORT ON PROJECT IMPLEMENTATION												

* month designation

