



Case study of the Procurement of Goods and Services for the Restoration of Ukraine project

UNOPS impact for vulnerable people |
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In the restated strategic plan, UNOPS commits to deliver impact for the most vulnerable people. We present this case study to the Executive Board to illustrate the UNOPS contributions.

Executive summary

1. The procurement of goods and services for the restoration of Ukraine project delivers vital aid to vulnerable communities in recently liberated and war-affected areas. It prioritizes winterization efforts, ensuring essential services like heating, electricity, and water for over 350,000 individuals. Through strategic procurement, the project also enhances national emergency response capabilities and supports local economic development, thereby aiding in the return of internally displaced persons and refugees. Ultimately, the project aims to alleviate pressure on the war-affected population and contribute to Goal 1 'no poverty'.

Funded by MFA, Denmark
US\$ 21 million

Main service line
Procurement



Context and project outline

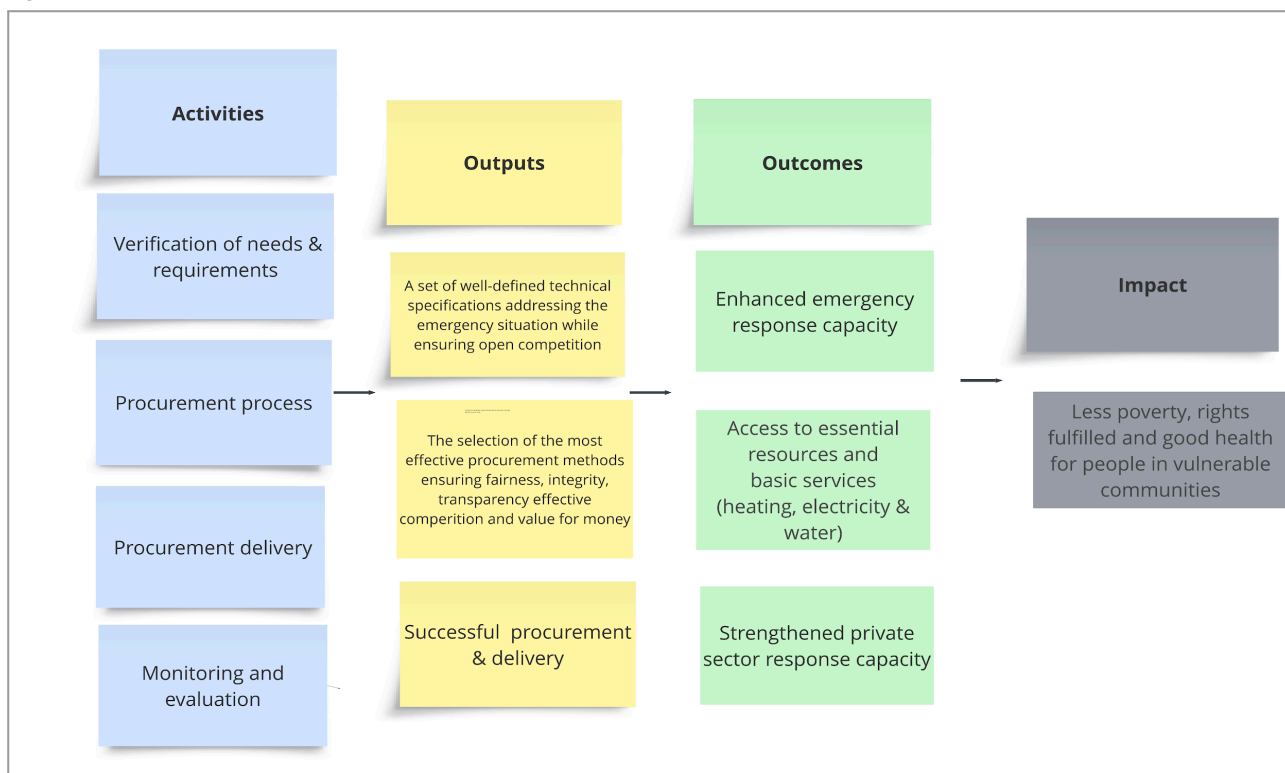
2. The devastating full-scale invasion of Ukraine in February 2022 resulted in extensive civilian casualties and widespread destruction of the civilian and critical energy infrastructure across the country.¹ The impact of the damaged infrastructure was felt keenly, affecting energy, heating and water supply in 15 out of 24 oblasts nationwide. Vulnerable groups, including women, children, and the elderly, bore the brunt of these consequences, facing heightened risks due to limited access to essential services and resources.
3. In response to this crisis and in order to alleviate the anticipated further impact of harsh winter conditions on these groups, the “Procurement of Goods and Services for Restoration of Ukraine” project, funded by the Danish Government and implemented by UNOPS, was launched. This project is dedicated to providing urgent assistance to the Ukrainian people affected by the war, with a geographical focus on the recently de-occupied communities of Mykolaiv oblast and Mykolaiv city which received a significant number of IDPs from neighbouring Kherson oblast, with the primary goal of restoring access to heating, electricity and water services. Additionally, the project aims to address the urgent need for non-food items, specialized equipment and vehicles, as requested by local, regional, and national authorities.

Theory of change

4. The Theory of Change underpinning this project embodies both immediate response and lasting impact. Consequently, the project not only tackles urgent needs but also fosters national ownership and builds capacities for enduring resilience. By prioritizing continuous monitoring and adaptation, the project adopts a flexible, responsive approach in line with UNOPS principles and operational capacities, and with the Danish Government's steadfast commitment to humanitarian and recovery support in Ukraine. **Figure 1** illustrates how a customized array of activities, aimed at addressing root causes and needs, is anticipated to yield outcomes and impact.

¹ UNHCR [Operational Data Portal](#), March 2024 and [Europear Pravda](#), March 2024

Figure 1.



Contributions

Outputs

- In 2023, the project achieved all planned outputs, marking significant milestones. Among these accomplishments, **13 mobile boiler houses** were successfully delivered to ensure heating supply, alongside **353 generators** to guarantee stable electricity supply in case of outages. Additionally, the project bolstered the healthcare sector by supplying **two arthroscopic stands** and **two dialysis equipment items**. Furthermore, it enhanced operational capabilities by delivering buses and specialized vehicles, including trucks, excavators, wheel loaders and forklifts.

Contributions to outcomes

- The project's deliverables are set to significantly impact the lives of **50,000 residents in Mykolaiv**, ensuring essential heating in homes, hospitals, schools, and kindergartens. Moreover, the provision of generators is anticipated to benefit **175,000 women and men, mainly in vulnerable groups**, enhancing services at 'invincibility points' such as water and heat supply points, hospitals, schools, and kindergartens during winter periods. By supplying buses and specialized vehicles, **over 350,000 citizens** will enjoy improved municipal services, infrastructure restoration, and expanded educational opportunities.

Likely contributions to impact

- Aligned with **Goal 1** of alleviating poverty, the project contributes to enhancing living conditions and health standards for vulnerable communities in Mykolaiv. This project, aims to support all men and women, in particular the poor and the vulnerable, have equal rights and access to basic services (Target 1.4.1) Its efforts can be measured via SDG indicators such as 1.4.1, measuring the proportion of the population with access to basic services, thereby promoting the fulfillment of their basic human rights.

Sustainability considerations

8. The project prioritizes **environmental** sustainability through diligent procurement practices. Sustainability criteria, including energy efficiency and emissions standards, guide the selection of equipment and vehicles. By investing in energy-efficient generators, low-emission vehicles, and environmentally friendly equipment like alternative biomass fuels equipment (for e.g. the mobile boiler houses), the project aims to minimize carbon emissions and promote resource efficiency, whilst meeting the immediate needs of the war affected communities. Additionally, procuring equipment such as garbage trucks supports efficient waste management processes, further contributing to environmental sustainability.
9. In line with fostering local **economic** development, the project emphasizes engaging local suppliers and contractors for equipment and services procurement. Handover training for local personnel, authorities and communities focus on the operation and maintenance of the procured equipment, thereby building local capacity. The project's procurement strategy undergoes continuous evaluation and updates based on lessons learned, ensuring efficiency and adaptability.

Lessons learned

10. Embarking on a collaborative journey with the donor and local counterparts, the project prioritizes adaptability and responsiveness. With an agile project management approach, UNOPS swiftly addresses evolving needs through close coordination with local authorities, the humanitarian architecture, specifically the WASH cluster, and with the donor.
 - a. **Agile project management:** In a context where needs change very quickly due to the wider as well as punctual catastrophic impact of war, UNOPS demand-driven operational model is employed to its full potential when paired with donor flexibility and unbureaucratic task order approval processes to maximize the speed and agility of the response.
 - b. **Coordination is key:** Ensuring that the latest data, damage and needs assessments are shared in relevant fora, to synchronize emergency response across agencies, and close stakeholder coordination enables swift adaptation to the evolving needs of the target population.
 - c. **Stakeholder engagement:** Regular progress updates, timely reporting on deliveries, and collaborative handover events were instrumental in nurturing robust stakeholder relationships and underscoring national ownership. This proactive communication strategy promoted coordination, encouraged collaboration, and maintained responsiveness to the evolving needs of stakeholders.

Snapshot



Eleven School buses handed over to 11 schools in Kharkiv Region, UNOPS PM Svitlana Stadnyk and Kharkiv Oblast governor Oleh Syniehubov © UNOPS/