

Annex 2: Project Effect Matrix

Title of TC module

Just and Green Urban Recovery Accelerator

Country/region/global

Ukraine

Project number

2024.2121.2

Term

2025 - 2029

Objectives	Indicators	Sources and time of data collection	Assumptions
Module objective In selected Ukrainian cities, the implementation of socially equitable, climate-friendly, resilient urban reconstruction and revitalisation is strengthened in accordance with the principles of the New Leipzig Charter and the EU accession agenda.	Module objective indicator 1 Number of case studies that demonstrate how newly developed or further developed policy instruments have strengthened socially equitable, climate-friendly, resilient reconstruction and revitalisation in line with the New Leipzig Charter and the EU accession agenda. Baseline value: 4 case studies (September 2024) Target value: 6 case studies (2029)	Data source: module's own data gathering (semi-structured interviews) and evaluation of relevant documents (such as project reports, studies) for case studies that present impacts as set out below. 'Case studies' describe how policy instruments have helped strengthen urban reconstruction in comparison to the situation prior to the policy instrument being used. 'Demonstrate' means that the positive effects are based on comprehensible/evidence-based results hypotheses. 'Policy instruments' include legal, strategic and financial measures (such as items of legislation, strategies, promotion programmes) of public institutions (such as line ministries) that address (spatial) development challenges in cities (such as inadequate access to services). 'Socially equitable' means that the needs of women, people with disabilities and vulnerable groups are taken into appropriate account with a view to fostering social cohesion (such as	Not applicable because this is a stand-alone proposal.

Objectives	Indicators	Sources and time of data collection	Assumptions
		ensuring barrier-free design of public infrastructure and equal access to public services). ‘Climate-friendly’ means that urban reconstruction helps reduce, capture or prevent greenhouse gas emissions (by adopting energy-efficient construction methods and sustainable construction materials, for instance). ‘Resilient’ means that urban reconstruction helps enhance the resilience of cities to natural disasters and crises (such as the Russian war of aggression and the consequences of climate change). To supplement the term ‘reconstruction’ which refers in particular to the cities physically impacted by the war of aggression, the term ‘revitalisation’ refers also to the modernisation of cities that have been indirectly affected (as a result of an influx of internally displaced people for instance). The New Leipzig Charter offers a European point of reference for urban development policy that is geared to the common good, participation and co-creation, and is place-based. Data collection date: annually as of December 2025	
	Module objective indicator 2 Number of managers and specialists in partner cities who can each provide 3 examples of how socially equitable, climate-friendly, resilient	Data source: module’s own data gathering.	

Objectives	Indicators	Sources and time of data collection	Assumptions
	approaches have strengthened integrated urban reconstruction and revitalisation. Baseline value: 0 managers and specialists (no survey yet conducted) (September 2024) Target value: 80 managers and specialists, each with 3 examples (2029)	Evaluation of a survey (gender and job-differentiated sample) regarding the provision of examples. Examples of approaches implemented may refer to i) (spatial) planning processes conducted, ii) specific demonstration measures realised and iii) conceptual, inter-sectoral approaches for integrated urban reconstruction. Timepoint of data collection: October 2027	
	Module objective indicator 3 Percentage of residents of districts of partner cities who agree with the statement that they were able to effectively present their interests in the development of model approaches for an improved, integrated urban reconstruction and revitalisation. Baseline value: 0 residents (no survey yet conducted, no comparable processes implemented to date) (September 2024) Target value: 80% of 320 residents surveyed (2029)	Data source: module's own data gathering. Evaluation of a (gender-differentiated) survey of a representative sample of residents directly involved in developing the model approaches regarding their agreement with the statement (3 or higher on a scale from 1 (I totally disagree) to 4 (I totally agree)). 'Model approaches encompass both elements of spatial planning (see Output 2) as well as practical implementation (see Output 3) and represent exemplary strategies in a limited area (such as a city district) for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. Forward-looking solutions are characteristic of model approaches and have the potential to contribute to future urban development practice. Timepoint of data collection: October 2027	

Objectives	Indicators	Sources and time of data collection	Assumptions
	Module objective indicator 4 Number of model approaches for socially equitable, climate-friendly, resilient urban reconstruction for which 15 representatives each from other Ukrainian cities confirm the applicability and usefulness to strengthen urban reconstruction and revitalisation. Baseline value: 2 model approaches (September 2024) Target value: 8 model approaches, 3 of which use a gender-responsive approach and 5 of which use nature-based solutions and/or green/blue infrastructure (2029).	Data source: module's own data gathering. Evaluation of a gender-differentiated quantitative survey regarding the assessment of the applicability and usefulness of the model approaches (ratings of 3 or higher on a scale of 1 (very low) to 4 (very high)). For the definition of 'model approach' see module objective indicator 3. 'Applicability' refers to whether a model approach can realistically be implemented in other cities. 'Usefulness' refers to whether a model approach would make a valuable contribution to resolving challenges in the field of reconstruction and revitalisation in another city. 'Gender-responsive approaches' help reduce gender-based inequalities, for instance in terms of making use of public services. 'Nature-based solutions' and 'blue/green infrastructure' comprise, for instance, a network of near-natural green spaces and water bodies that have positive impacts on air and water quality, on resilience to climate-induced heat stress and extreme precipitation events, and on human wellbeing in cities. Representatives of other cities include both managerial and specialist staff from the relevant municipal administrations and representatives of civil	

Objectives	Indicators	Sources and time of data collection	Assumptions
	The baseline and target values for indicators 1, 2, 3 and 4 are provisional. They will be reviewed in the first implementation year and adjusted if necessary in the first report.	society and the private sector (such as planning offices). Timepoint of data collection: October 2027	
Output 1 The political, legal and financial preconditions for the implementation of socially equitable, climate-friendly, resilient urban reconstruction and revitalisation are strengthened in accordance with the principles of the New Leipzig Charter and the EU accession agenda.	Output indicator 1.1 Number of publicly available drafts of new or further developed policy instruments in line with the New Leipzig Charter and the EU accession agenda that aim to strengthen socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. Baseline value: 6 drafts (September 2024) Target value: 8 drafts (2029)	Data source: module's own data gathering. Evaluation of publicly available drafts of policy instruments in terms of their alignment with the New Leipzig Charter and the EU accession agenda, as well as their anticipated contribution to socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. Data collection date: annually as of December 2025	The Ukrainian government remains committed to aligning urban recovery and reconstruction efforts with the EU accession agenda and the New Leipzig Charter. Adequate funding mechanisms are in place to support legal and policy reforms for urban recovery and reconstruction.
	Output indicator 1.2 Number of recommendations to improve the political, legal and financial preconditions for integrated urban reconstruction developed within the scope of dialogues between representatives of the municipal and national level to strengthen socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. Baseline value: 0 recommendations (4 dialogues, but no formal recommendations to date) (September 2024) Target value: 9 recommendations (2029)	Data source: module's own data gathering. Evaluation of documentation of dialogues (final statements, outputs of working groups) to identify recommendations to improve the preconditions for integrated urban reconstruction and participation of representatives of the municipal and national levels. Improved political, legal and financial preconditions for integrated urban reconstruction include, for instance, new or further developed items of	

Objectives	Indicators	Sources and time of data collection	Assumptions
		legislation, regulations or statutes at national level (e.g. to define more precisely or extend the mandate of cities to authorise construction measures) or new or further developed funding or credit lines (which give cities easier access to funding). Data collection date: annually as of December 2025	
Output 2 Participatory integrated urban planning instruments for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation have been improved in selected cities.	Output indicator 2.1 The number of new or further developed urban planning instruments for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation addressing official investment priorities and adopted by partner cities, taking account of the needs of women and vulnerable groups. Baseline value: 10 planning instruments (September 2024) Target value: 16 planning instruments (2029)	Data source: module's own data gathering. Evaluation of the documentation of processes used to elaborate and adopt urban planning instruments and of the extent to which the needs of women and vulnerable groups have been taken into account, and the anticipated contribution to socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. 'Vulnerable groups' include internally displaced people (especially women, women heads of household, single parents), people with disabilities, children and young people, and people in poverty, who are particularly badly affected by the consequences of the Russian war of aggression. 'Urban planning instruments' include plans, concepts and methods used in urban planning processes, which may differ in terms of their legal status (formal or informal) and their spatial reference (neighbourhood, entire city, metropolitan region), and which identify	The security situation resulting from Russia's war of aggression allows to work on urban reconstruction and revitalisation measures with partner cities. Partner cities have the political ownership to implement ambitious model approaches (incl. improved urban planning instruments) for an urban recovery and reconstruction. Actors (in particular civil society and the private sector) in partner cities are willing to actively collaborate on urban planning processes and model approaches.

Objectives	Indicators	Sources and time of data collection	Assumptions
		official investment priorities in urban development. "Official" refers to urban development/recovery priorities supported by city planning documents and/or budget allocation priorities. 'Adopted' means that a mandated municipal body has confirmed that the outputs of the planning process are relevant for future urban development activities. Data collection date: annually as of December 2025	
	Output indicator 2.2 Number of cities that have used new or further developed digital approaches to enhance the efficiency or inclusiveness of the urban planning instruments. Baseline value: 2 cities (September 2024) Target value: 8 cities (2029)	Data source: module's own data gathering. Evaluation of the documentation on the implementation of digital solutions for urban planning processes in terms of efficiency, effectiveness and inclusiveness for urban planning. 'Digital approaches' include, for instance, urban digital twins as digital models of a city or a city district, allowing for simulation and scenario development in urban planning. Or a digital spatial cadastre allowing to monitor green areas in cities. 'Efficiency' relates to the economic efficiency of a planning process. To assess this, the (human and financial) resources and time needed should be compared with the planning results achieved. 'Inclusiveness' relates to the extent to which all sections of the city population can participate on an equal basis in	

Objectives	Indicators	Sources and time of data collection	Assumptions
		urban planning processes. To assess this, the quality/quantity of participation mechanisms should be analysed in conjunction with the digital approaches used. Data collection date: annually as of December 2025	
Output 3 Demonstration projects for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation have been implemented.	Output indicator 3.1 The number of demonstration projects for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation addressing official investment priorities implemented as an integral part of model approaches in line with the principles of integrated urban development. Baseline value: 8 demonstration projects (September 2024) Target value: 14 demonstration projects (2029)	Data source: module's own data gathering. Evaluation of demonstration projects implemented in terms of anchoring in model approaches, their contribution to socially equitable, climate-friendly, resilient reconstruction and revitalisation on the basis of the analysis of lessons learned and the realisation of the principles of integrated urban development. 'Demonstration projects' are a participatory intervention in the physical urban space in the fields of i) public space, ii) urban mobility, iii) energy/energy efficiency and iv) construction, that build on the official investment priorities of the partner cities. "Official" refers to urban development/recovery priorities supported by city planning documents and/or budget allocation priorities. Principles of integrated urban development include i) the integrated approach (in terms of various municipal fields of action and groups of actors); ii) participation and co-creation with urban society, iii) the multi-level approach	Partner cities have the political ownership to implement ambitious demonstration projects for an urban recovery and reconstruction. Partner cities have the necessary technical expertise and administrative capacity to execute and manage demonstration projects. Local communities and private sector actively contribute to the long-term sustainability of demonstration projects.

Objectives	Indicators	Sources and time of data collection	Assumptions
		(vertical cooperation between administrative levels); and iv) spatial orientation and place-based approach. Data collection date: annually as of December 2025	Good practices and lessons learned from peer-learning and formats programs are effectively applied in the partner cities' planning and decision-making.
Output 4 The human and organisational capacities of Ukrainian cities to ensure socially equitable, climate-friendly, resilient urban reconstruction have been strengthened.	Output indicator 4.1 Number of participants having successfully completed institutionalised training modules for socially equitable, climate-friendly, resilient urban reconstruction and revitalisation who state that the modules are useful in their work. Baseline value: 0 participants (no assessments yet gathered, 815 participants in modules with varying degrees of institutionalisation) (September 2024) Target value: 192 of 240 participants (2029)	Data source: module's own data gathering. Evaluation of a gender-differentiated quantitative survey among successful participants at the end of the module to enable them to rate the usefulness of the module (ratings of 3 or higher on a scale of 1 (very low) to 4 (very high)). 'Successful' means that participants receive a certificate at the end of the module, recording their achievements. 'Institutionalised' means that the training module is formally integrated in the programme or services offered by the education facility (such as universities, public/private training facilities). 'Participants' in the modules are managers and specialists from public-sector institutions (especially municipal administrations), the private sector (such as planning offices) and civil society. Data collection date: annually as of December 2025	
	Output indicator 4.2 Number of regularly held dialogue formats between urban practitioners on approaches to	Data source: module's own data gathering. Evaluation of the dialogue formats organised by urban practitioners in terms	

Objectives	Indicators	Sources and time of data collection	Assumptions
	strengthen socially equitable, climate-friendly, resilient urban reconstruction and revitalisation. Baseline value: 8 dialogue formats (September 2024) Target value: 11 dialogue formats (2029)	of number of events, topics covered and participants. Possible dialogue formats include working groups consisting of managers and specialists from line departments within municipal administrations that meet regularly to discuss selected topics, or knowledge sharing formats within the scope of international city partnerships. Possible topics within the framework of urban reconstruction can be derived from Outputs 2 and 3 and include, for instance, climate-friendly construction, digital approaches in urban planning, the use of nature-based solutions to adapt to climate change and the effectiveness of citizen participation methods. Data collection date: annually as of December 2025	

Outputs	Key activities for outputs	Assumptions
Output 1	Technical and process-related advice to national actors (such as the Ministry for Communities and Territories Development of Ukraine (MinRestoration), line ministries) for the transparent, evidence-based elaboration of policy instruments (including items of legislation, strategies, promotion programmes, etc.) to strengthen urban reconstruction and revitalisation and to realise the EU accession agenda at municipal level (including the New Leipzig Charter and the New European Bauhaus). Technical and process-related advice on national urban development policy in the context of a socially equitable, climate-friendly, resilient reconstruction process.	The Ukrainian government and key ministries are open to work on reform initiatives aligned with the EU accession agenda and principles such as the New Leipzig Charter. Sufficient degree of cooperation and communication between national and local authorities allows for an integration of recommendations into policy processes.

	Promotion of improved vertical national, regional and local multi-level coordination and communication as well as channelling lessons learned in implementation of the module into the policy framework.	Managers and specialists working for line departments in city administrations are open to align planning and implementation processes to principles and approaches of integrated urban development. Local communities, including vulnerable groups, civil society, and the private sector, are willing and able to engage in participatory urban planning processes.
Output 2	Criteria-based selection of suitable cities with model approaches that offer potential for innovation and implementation of measures to raise the awareness of actors involved regarding a living lab approach. Technical and process-related advice to city administrations on the development and implementation of appropriate urban and spatial planning instruments (such as draft urban development plans, integrated neighbourhood plans, integrated reconstruction plans), where expedient harnessing the potential offered by nature-based solutions and green and blue infrastructure. Technical and process-related advice to city administrations on the development and/or utilisation of digital solutions (for instance gathering and analysing the necessary planning data within the scope of digital twins), the realisation of participatory formats, awareness campaigns and project management). Technical and process-related advice to partner cities and implementation partners on the effective integration of the needs of women, people with disabilities and marginalised groups in planning processes. Support for partner cities on the evidence-based evaluation of lessons learned and channelling these into model approaches.	Partner cities have a sufficient degree of political and administrative ownership to mobilise own source contributions (in kind and/or financial) to implement and sustain demonstration projects. Sufficient degree of engagement and cooperation between city administration, local communities, civil society and private sector to support the implementation and maintenance of demonstration projects.
Output 3	Integrated development of demonstration projects linked to the planning instruments in the urban fields of action i) public spaces; ii) mobility; iii) energy/energy efficiency and iv) construction including advice on the elaboration of safeguard analysis (such as environmental impact assessments), and possibly the implementation of a sustainable contracting procedure. Financial support and technical and process-related advice to city administrations as well as other actors involved (e.g. civil society and the private sector) on the implementation of demonstration projects, where expedient harnessing the potentials	Existing learning and knowledge platforms are open to working with the module's partner cities. Partner cities as well as relevant institutions from civil society and private sector are committed to capacity-building initiatives and allocate time and resources for it. Training institutions have an interest to develop new training curricula and are able to mobilise resources to institutionalise training formats beyond the project period.

	offered by nature-based solutions and green and blue infrastructure. Technical and process-related advice to partner cities and implementation partners on the effective integration of the needs of women, people with disabilities and marginalised groups in the design and implementation of measures.	
Output 4	Establishment and expansion of peer learning formats among urban practitioners on relevant aspects of urban reconstruction and revitalisation (linked to Outputs 2 and 3, for instance regarding the use of climate-friendly/sustainable construction materials), where expedient harnessing the potential offered by existing international examples and city partnerships. Systematic strengthening of individual capacities within city administrations through (further) developed training formats (for instance with selected universities, training institutions, a possible New European Bauhaus Academy Hub Ukraine). Advisory services for training institutions on the systematic institutionalisation of the training modules. Advisory services for the partner cities on the analysis and dissemination of model approaches developed using appropriate peer learning formats.	

Where applicable, the project will furthermore measure the following BMZ standard indicators that are equivalent to SECO standard indicators:

BMZ standard indicators equivalent to SECO standard indicators + SI 11
For demonstration projects: Amount of reduced or avoided Green House Gas Emissions in Tons CO2 eq (equivalent to SI 10).
Number of persons who received direct support to mitigate consequences of climate change (equivalent to SI 9)
For demonstration projects: Number of persons benefitting from newly created or improved sustainable infrastructure or basic services in urban areas (equivalent to SI 8)
For demonstration projects: (SI 11) Kilowatt hours saved through energy-efficiency measures or kilowatt hours additionally produced from renewable energy