



# Appraisal Environmental and Social Review Summary

## Appraisal Stage

### **(ESRS Appraisal Stage)**

Date Prepared/Updated: 10/16/2023 | Report No: ESRSA03058



I. BASIC INFORMATION

A. Basic Operation Data

Operation ID	Product	Operation Acronym	Approval Fiscal Year
P181081	Investment Project Financing (IPF)	INSPIRE	2024
Operation Name	Investing in Social Protection for Inclusion, Resilience, and Efficiency (INSPIRE) Project		
Country/Region Code	Beneficiary country/countries (borrower, recipient)	Region	Practice Area (Lead)
Ukraine	Ukraine	EUROPE AND CENTRAL ASIA	Social Protection & Jobs
Borrower(s)	Implementing Agency(ies)	Estimated Appraisal Date	Estimated Board Date
Ukraine	Ministry of Social Policy of Ukraine	17-Oct-2023	30-Nov-2023
Estimated Decision Review Date	Total Project Cost		
06-Oct-2023	1,200,000,000.00		

Proposed Development Objective

The development objective is to contribute to the sustainable provision of social assistance to vulnerable groups and improve the coverage and efficiency of selected SSN programs

B. Is the operation being prepared in a Situation of Urgent Need of Assistance or Capacity Constraints, as per Bank IPF Policy, para. 12?

Yes

C. Summary Description of Proposed Project Activities

[Description imported from the PAD Data Sheet in the Portal providing information about the key aspects and components/sub-components of the project]

The Investing in Social Protection for Inclusion, Resilience, and Efficiency Project (INSPIRE) project will sustain the capacity of the Government of Ukraine to provide social support to the poor and vulnerable by financing 29 social benefit programs and support the Government’s reform efforts focused on addressing the challenges caused by the ongoing war. Specifically, the INSPIRE will directly contribute to: (a) improving the targeting and fiscal sustainability of social assistance for Internally Displaced Persons; (b) increasing the coverage of the Guaranteed Minimum Income (GMI)



program for poverty relief; and (c) improving the institutional and information management systems to better respond to rising energy costs - through enhanced scalability and targeting of the Housing and Utilities Subsidy program. The proposed project will also (d) support piloting the enhanced approaches to delivering social services to war-affected and vulnerable groups to introduce efficient mechanisms to adequately finance community-based social services from various sources to address supply gaps.

## D. Environmental and Social Overview

### D.1 Overview of Environmental and Social Project Settings

*[Description of key features relevant to the operation's environmental and social risks and opportunities (e.g., whether the project is nationwide or regional in scope, urban/rural, in an FCV context, presence of Indigenous Peoples or other minorities, involves associated facilities, high-biodiversity settings, etc.) – Max. character limit 10,000]*

Russia's invasion of Ukraine continues to impose a severe humanitarian and economic toll. Nineteen months of war have resulted in significant civilian casualties, the largest migration crisis in Europe since World War II, the internal displacement of millions of people, a global energy and food crisis, as well as large-scale destruction of the country's infrastructure and disruptions in the provision of services critically needed to build and protect of human capital.

Around 10 million people in Ukraine are estimated to be at risk of mental disorders such as acute stress, anxiety, depression, substance use, and post-traumatic stress disorder as a direct result of the invasion (WHO 2022).

Ukraine is grappling with three major challenges related to wartime social assistance, which the INSPIRE operation would aim to address. Firstly, targeted financial support for the most vulnerable groups needs improvement in its coverage and adequacy. Secondly, benefits for the internally displaced provided between March 2022 and August 2023 regardless of income, other benefits, or property status, must be targeted and more fiscally sustainable. Lastly, there is a need to expand the capacity for rapid scale-up of the Housing and Utility Subsidy (HUS) by establishing an institutional foundation and management information system that facilitates the exchange of information between registries and databases during the increase in energy tariffs.

The proposed Investing in Social Protection for Inclusion, Resilience, and Efficiency Project (INSPIRE) supports the authorities' efforts to address the identified challenges and provide the social protection emergency response and long term structural improvements of the Social Safety Nets (SSN) in Ukraine by: (a) improving targeting of cash transfers to the IDPs who have lost their homes and income sources because of Russia's invasion of Ukraine; (b) supporting poor households using the country's existing GMI Program; and (c) strengthening social protection delivery systems and institutions to improve response to future shocks. This is a stand-alone Investment Project Financing (IPF) for US\$1.2 billion using IBRD resources guaranteed by the Government of Japan, which forms an integral part of the international support package for Ukraine to meet its financing needs during 2023-2024.

Ukraine's SSN system comprises over 40 cash transfer programs, including benefits, subsidies, and monetized discounts, providing social assistance to the poor and vulnerable. With spending on SSN around 3 percent of GDP, the social assistance to persons in difficult life circumstances (IDPs, social pensioners, persons with disabilities and caregivers, and other vulnerable groups) absorbs the largest share of the total social assistance budget allocated for 2023 - 51 percent, followed by assistance to low-income households (31 percent), including GMI – the main anti-poverty program, HUS, and other types of benefits for energy-vulnerable households.



The proposed project complements Public Expenditures for Administrative Capacity Enhancements (PEACE), Relief and Recovery Development Policy Operation (DPO) and ongoing Social Safety Nets Modernization Project (SSNMP). The PEACE project finances social and administrative expenditures, including pensions, Housing and Utilities Subsidy (HUS) benefits, and part of the family benefits, while the DPO supported the authorities’ efforts to provide social relief and prepared the country for recovery. The SSNMP supports reform implementation, including by providing capacity building and equipment in this sector. Implementation of this project will also benefit from the World Bank’s advisory engagement, including the World Bank team assistance to the Ministry of Social Policy of Ukraine (MoSP) in preparing the Concept Note on the state of the social protection system of Ukraine, that became the structural benchmark under the new IMF’s Program Monitoring with Board Involvement.

The INSPIRE project will focus on relief through financing a large share of the government’s social assistance programs (29 types of existing benefits) which are not financed by the PEACE project. The loan funds will be disbursed against the achievement of six Performance-Based Conditions (PBCs) aligned with reform measures focused on enhancing targeting, efficiency, and sustainability of Ukraine’s social safety net and social services. The project will reimburse up to US\$1,200 million to the Government for self-financed expenditures on these social benefits to eligible beneficiaries incurred during the 2023 calendar year and in January-February 2024. The estimates of the Ministry of Finance show that the total expenditures during this period will amount to at least US\$1,206 million. The amount of retroactive financing is envisaged for up to 80 percent of the total loan amount.

**D.2 Overview of Borrower’s Institutional Capacity for Managing Environmental and Social Risks and Impacts**

*[Description of Borrower’s capacity (i.e., prior performance under the Safeguard Policies or ESF, experience applying E&S policies of IFIs, Environmental and social unit/staff already in place) and willingness to manage risks and impacts and of provisions planned or required to have capabilities in place, along with the needs for enhanced support to the Borrower – Max. character limit 10,000]*

The proposed operation is based on a deep long-term partnership between the Government of Ukraine and the World Bank for the implementation of support to the SSN reforms, particularly in scaling up the GMI Program, improving HUS and other social assistance programs, and enhancing the Government’s capacity to administer benefits and services by providing capacity building and equipment in this sector. The E&S performance of the MoSP during the course of the partnership has been satisfactory, all E&S instruments prepared, disclosed and implemented timely, no significant E&S incompliances reported. The MoSP will have the overall project preparation and implementation responsibilities and has PIU established under the ongoing SSNM Project with a designated GRM focal point who is also responsible for environmental and social risk management and will be retained for INSPIRE project. PIU staff have completed ESF Deep Dive training in June 2021 and attended various capacity building ES workshops held by Bank’s ES regional team, and have been trained to understand stakeholder engagement practices, function and importance of grievance redress mechanism and relevant labor conditions. However, PIU staff lacks operational experience in implementing a World Bank-financed IPF project under the World Bank Environmental and Social Standards (ESSs) of ESF, therefore even though the project will build on the ongoing PIU staff arrangements - the Borrower’s performance on the implementation of the E&S requirements will be monitored and assessed regularly based on project reports during implementation review and additional ES consultant hired to strengthen the capacity as needed.

**II. SUMMARY OF ENVIRONMENTAL AND SOCIAL (ES) RISKS AND IMPACTS**

**A. Environmental and Social Risk Classification (ESRC)**

Moderate

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### A.1 Environmental Risk Rating

Low

*[Summary of key factors contributing to risk rating, in accordance with the ES Directive and the Technical Note on Screening and Risk Classification under the ESF – Max. character limit 4,000]*

The Project will not involve any physical activities and civil works and will have no adverse impacts on the human populations and the environment. The project does not involve the development/review/update of any primary or secondary legislation related to environmental aspects. Therefore, the project environmental risk is rated a 'Low'.

### A.2 Social Risk Rating

Moderate

*[Summary of key factors contributing to risk rating, in accordance with the ES Directive and the Technical Note on Screening and Risk Classification under the ESF – Max. character limit 4,000]*

The project's social risk rating is Moderate based on a preliminary social assessment that was conducted during initial stakeholders engagement activities at project preparation. The loan funds will be disbursed against the achievement of six PBCs aligned with reform measures focused on enhancing targeting, efficiency, and sustainability of Ukraine's social safety net and social services. The activities supported by the Project are not expected to have any direct adverse social risks or impacts but they take place within a highly volatile context beyond the immediate control of the implementing agency. The proposed project focused on relief through financing a large share of the government's social assistance programs (29 types of benefits) which are not financed by the PEACE project and expand this support that are essential to mitigate the social and economic impact of the war. There are potential risks that the existing social assistance programs may have gaps in the coverage of and provision of adequate support to vulnerable and disadvantaged groups whose income, livelihoods and mental health may be disproportionately affected by the ongoing war. Project-related grievances may stem from people being excluded from access due to exclusion errors and non-receipt of payments and support. The project seeks to address exclusion errors under Component 2 through proactive identification of beneficiaries and enhancement in the current GM. Therefore the project will support policy measures focused on addressing the exclusion of people with low incomes and vulnerable families (under the GMI, HUS, and social assistance for IDPs, that together cover around 60 percent of all social assistance beneficiaries). The Stakeholder Engagement Plan (SEP) for the project will define principles for information disclosure and opportunity for feedback and access to redress for complaints and concerns. SEP will be adopted and implemented by MoSP outlining a comprehensive outreach program that will need to be set up to ensure access to the program information among different stakeholders groups including the most disadvantaged and vulnerable. Opportunities for further virtual consultations and outreach to project stakeholders will be explored as the changing emergency context permits. An existing GRM established at the MoSP will be reviewed to ensure its accessibility to all project-affected parties, at no cost and without retribution, including concerns and grievances filed anonymously, in a manner consistent with ESS10. The grievance mechanism will also able to receive, register and address concerns and grievances related to SEA/SH in a safe and confidential manner, including through the referral of survivors to gender-based violence service providers.

*[Summary of key factors contributing to risk rating. This attribute is only for the internal version of the download document and not a part of the disclosable version – Max. character limit 8,000]*

## B. Environment and Social Standards (ESS) that Apply to the Activities Being Considered

### B.1 Relevance of Environmental and Social Standards



**ESS1 - Assessment and Management of Environmental and Social Risks and Impacts**

Relevant

*[Explanation - Max. character limit 10,000]*

The proposed project will provide both a short-term crisis response and a more shock-adaptive safety net for the future, and it will finance existing social assistance programs to address the ongoing fiscal pressures and needs of vulnerable populations. The supported 29 social assistance programs will be subject to continuous monitoring during implementation. The operation will have overall positive social impacts. Through the reform-oriented PBCs, the INSPIRE will directly support the changes to the eligibility criteria of the GMI program (the main anti-poverty program), targeting mechanism of the social assistance to IDPs (the largest social assistance program, which now absorbs around 30 percent of the social assistance budget), administration of HUS program to proactively identify energy vulnerable households eligible for benefits, and financing and delivery models used for social services. These measures will expand the social protection of the poor and vulnerable. The outreach program will be conducted on an on-going basis to ensure vulnerable and disadvantaged social groups would indeed receive benefits. The current state of martial law and war fighting contexts means that there are extremely limited additional engagement and consultation options. It is inadvisable to encourage large in-person meetings of local stakeholders due to the risk of aerial bombardment, and virtual consultations will only reach a limited number of representative stakeholders. However, the Borrower aims to engage with stakeholders as an integral part of the project design and stakeholder engagement will continue through implementation. Stakeholder engagement will be embedded as part of the enhancement of the social safety programs to improve dissemination of relevant information, including access, eligibility criteria, grievance mechanism. The activities supported by the Project are not expected to have any direct adverse social and environmental risks or impacts but take place within a highly volatile context beyond the immediate control of the implementing agency. Per ESCP requirements, the project will prepare Stakeholder Engagement Plan, Emergency Preparedness and Response Plan that will be incorporated in the Project Operational Manual that will also have labor risks section with the clear guidance how to comply with the relevant requirements of ESS2. EPRP will include measures to protect the safety and security of project workers and nearby communities from war-related hazards, as well as information on warning system and designated shelters. The Project is expected to bring social benefits directly to poor and vulnerable families and ensure continuity of vital government benefits and services. However, social workers and beneficiaries may be living in areas where occupational health, safety and security risks are posed by Russia's invasion. These are highly contextual and beyond the immediate control of the project and not caused by the activities supported by the Bank financing. The risk associated with SEA/SH is serious in any active war context but not assessed as high in relation to the project activity. Preventive measures for SEA/SH have been included in the project grievance mechanism which describes procedures for handling SEA/SH complaints. The ESCP also contains requirement for immediate reporting of SEA/SH incidents and identification of measures to address and prevent reoccurrence.

**ESS10 - Stakeholder Engagement and Information Disclosure**

Relevant

*[Explanation - Max. character limit 10,000]*

Stakeholder engagement is a key to the success and sustainability of the project development objectives. Project design involves multiple stakeholders both in terms of project affected and other interest groups. Project affected parties include those whose income and livelihoods are negatively affected by the war and who may be qualified for social assistance under the project. Key beneficiary stakeholders include recipients of those social payments under 29

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social assistance programs that are essential to mitigate the social and economic impact of the war (including vulnerable families and children, low-income and energy-vulnerable households, adults and children with disabilities and their caregivers, socially vulnerable students, victims of human trafficking, and other groups). A draft Stakeholder Engagement Plan, analyzing affected and interested stakeholder needs and laying out principles for information disclosure and opportunity for feedback and access to redress for complaints and concerns associated with the disbursement of salaries, social assistance programs and pensions has been prepared by the MoSP and incorporate engagement measures to support proactive identification of beneficiaries to minimize exclusion errors. The project will ensure that stakeholder engagements are conducted on the basis of timely, relevant, understandable and accessible information. The project will built upon existing communication channels for citizen’s appeals established at the MoSP which will enable stakeholders to channel concerns, questions, and complaints to the GRMs operated by the MoSP and PIU (and where necessary to other actors at the local level). The GRM is multi-faceted, able to receive inputs from communities, and external stakeholders and respond to issues related to a broad range of project implementation issues. A channel for confidential reporting and redress mechanisms for gender-based violence (GBV) issues will also be laid out. Given that project locations will be dispersed geographically, the project should identify specific liaison consultant at the PIU to help coordinate and implement the SEP, including through the local welfare offices when required. The project will rely on existing communication channels maintained by the MoSP, other government agencies, local welfare offices, and NGOs: (i) the public notices, electronic publications, and press releases about the programs financed by INSPIRE will be disseminated through the mass media and social media channels of the MoSP and Pension Fund of Ukraine (including YouTube, Facebook, and Telegram); (ii) website of the MoSP (in Ukrainian and English; accessible for visually impaired persons); (iii) digital platforms - digital platform DIIA, which is available via a mobile app and web portal and allows online enrollment in social assistance programs and contains digital Government Services Guide; eDopomoga - the platform on the assistance and compensations for war-affected groups provided by the Government, humanitarian organizations, and volunteers created with the support of the World Bank; and Dopomoha-info – the digital guide on services and benefits for the elderly and persons with disabilities; (iv) hotlines, including 24/7 toll-free Government Hotline, which processes information requests and grievances from more than 2 million persons annually, and separate hotlines for beneficiaries of social assistance programs; victims of human trafficking and domestic violence; war veterans and their families; IDPs and other people in challenging life circumstances; and IDP assistance beneficiaries; and (v) local governmental bodies and welfare offices, which use their websites, social media, and locally operated hotlines. Beneficiaries of all SSN programs supported by the project can use the multi-channel GRM operated by the MoSP. The MoSP maintains an easily accessible GRM with functions, staffing, and resources, enabling stakeholders to submit complaints, information requests, suggestions, and feedback through various channels (phone, email, physical mail, online, and during visits). The SEP is to be implemented in conjunction with the project’s Environmental and Social Commitment Plan (ESCP) and provisions for labor management in the Project Operations Manual (POM).

**ESS2 - Labor and Working Conditions**

Relevant

*[Explanation - Max. character limit 10,000]*

The project will have direct and contacted workers with the possibility to engage seconded government staff across the existing social safety programs that will be responsible to implement the PBCs and hence, can be considered direct workers. That workers will have a grievance mechanism and code of conduct, which are reflected in the ESCP. The project focuses on direct social assistance payments under 29 existing budget programs by the Ministry of Social Policy to the eligible beneficiaries (including vulnerable families and children, low-income and energy-vulnerable

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households, adults and children with disabilities and their caregivers, socially vulnerable students, victims of human trafficking, and other groups). Due to the war, these individuals and households could have lost jobs and income and rely on monthly social payments provided by the Government as one of the primary sources of income. Ukraine's Labor Code includes measures on equal opportunity and non-discrimination, regulates hiring and firing procedures, allows for collective organization and bargaining. Given the extraordinary circumstances, principles for protecting against harmful labor and ensuring occupational health and safety will be described in the ESCP, including ensuring access to service providers responding to sensitive incidents such as those related to Sexual Exploitation and Abuse/Sexual Harassment and other forms of violence that may be associated with the invasion context. Labor risks will be addressed through the Client's commitment in the ESCP and clear guidance provided in the POM to comply with the relevant requirements of ESS2. There is potential for safety incidents due to the indiscriminate or targeted aerial attacks during the delivery of the welfare payments supported by the project country wide and associated risks and impacts since there continues to be a threat of a missile attack across the entire country. The country established national "Air raid alarm" alert transmitted by Ukraine's National warning system in the case of an emergency caused by a military attack. It automatically transmits the message to evacuate to the nearest shelters. Emergency Response Plan for the Project will be developed and will include measures to protect the safety and security of project workers and nearby communities from war-related hazards, as well as information on warning system and designated shelters.

**ESS3 - Resource Efficiency and Pollution Prevention and Management**

Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

This standard is not relevant. While the project supports discounts on housing and utility payments and solid and liquid fuel and liquefied gas, these activities will not encourage the use of more energy or the development of non-renewable energy sources.

**ESS4 - Community Health and Safety**

Relevant

*[Explanation - Max. character limit 10,000]*

There continues to be a threat of a missile attack across the entire country. There is potential for safety incidents due to the indiscriminate or targeted aerial attacks during the delivery of the social services supported by the project and associated risks and impacts. Some services will require participants to attend in person activities and would require essential workers to staff their places of employment or conduct outreach activities potentially increasing their risk of exposure to attack. Emergency Preparedness Plan in response to community health and safety risks associated with the operating context, including measures to promote community awareness, will be prepared as part of the POM. In any war or fighting context, the risk of SEA/SH and other forms of gender-based violence is heightened. In Ukraine, SEA/SH has been documented as a weapon of war by invading soldiers and is most likely a risk in the immediate combat areas. It is unlikely to be directly associated with project financed activities in any way, directly or indirectly. Information on availability of survivor-centric SEA/SH services available in country will be included in the POM.

**ESS5 - Land Acquisition, Restrictions on Land Use and Involuntary Resettlement**

Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

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This standard is not relevant. Activities proposed under the project will not require land acquisition, restrictions on land use or involuntary resettlement. Proceeds of the PBC funds will not be earmarked for activities and investments which will require land.

**ESS6 - Biodiversity Conservation and Sustainable Management of Living Natural Resources** Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

This standard is not relevant. Activities proposed under the project will not pose risks to protected areas, natural habitats or involve primary production of natural resources.

**ESS7 - Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities** Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

This standard is not relevant. No indigenous peoples who meet the definition of this standard reside in the territory of Ukraine.

**ESS8 - Cultural Heritage** Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

This standard is not relevant. Activities proposed under the project will not pose risks to tangible or intangible cultural heritage.

**ESS9 - Financial Intermediaries** Not Currently Relevant

*[Explanation - Max. character limit 10,000]*

This standard is not relevant. Activities proposed under the project will not involve financial intermediation.

**B.2 Legal Operational Policies that Apply**

**OP 7.50 Operations on International Waterways** No

**OP 7.60 Operations in Disputed Areas** No

**B.3 Other Salient Features**

**Use of Borrower Framework** No

*[Explanation including areas where "Use of Borrower Framework" is being considered - Max. character limit 10,000]*

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N/A

**Use of Common Approach**

No

*[Explanation including list of possible financing partners – Max. character limit 4,000]*

N/A

**B.4 Summary of Assessment of Environmental and Social Risks and Impacts**

*[Description provided will not be disclosed but will flow as a one time flow to the Appraisal Stage PID and PAD – Max. character limit 10,000]*

The project's environmental and social risk is rated as Moderate. The INSPIRE will have overall positive social impacts. The activities supported by the Project are not expected to have any direct adverse social and environmental risks or impacts but take place within a highly volatile context beyond the immediate control of the implementing agency. The Project is expected to bring social benefits directly to the poor and vulnerable families and ensure continuity of vital government benefits and services. However, social workers and beneficiaries may be living in areas where occupational health, safety and security risks are posed by the Russian invasion. These are highly contextual and beyond the immediate control of the project and not caused by the activities supported by the Bank financing.

The Project will not involve any physical activities and civil works and will have no adverse impacts on the human populations and the environment. There are potential risks that the existing social assistance programs may have gaps in the coverage of and provision of adequate support to vulnerable and disadvantaged groups whose income, and livelihoods and mental health may be disproportionately affected by the ongoing war. Project-related grievances may stem from people being excluded from access due to exclusion errors and non-receipt of payments and support. The project seeks to address exclusion errors under Component 2 through proactive identification of beneficiaries and enhancement in the current GM. Therefore the project will support policy measures focused on addressing the exclusion of people with low incomes and vulnerable families (under the GMI, HUS, and social assistance for IDPs, that together cover around 60 percent of all social assistance beneficiaries).

Per ESCP requirements, the project will prepare Stakeholder Engagement Plan, Emergency Preparedness and Response Plan that will be incorporated in the Project Operational Manual that will also have labor risks section with the clear guidance how to comply with the relevant requirements of ESS2. The project will built upon existing communication channels for citizen's appeals established at the MoSP which will enable stakeholders to channel concerns, questions, and complaints to the GRMs operated by the MoSP and PIU (and where necessary to other actors at the local level). The GRM is multi-faceted, able to receive inputs from communities, and external stakeholders and respond to issues related to a broad range of project implementation issues. A channel for confidential reporting and redress mechanisms for gender-based violence (GBV) issues will also be laid out. EPRP will be developed and will include measures to protect the safety and security of project workers and nearby communities from war-related hazards, as well as information on warning system and designated shelters.

The MoSP will have the overall project preparation and implementation responsibilities and has PIU established under the ongoing SSNM Project with a designated GRM focal point who is also responsible for environmental and social risk management and will be retained for INSPIRE project. Borrower's performance on the implementation of the E&S

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requirements will be monitored and assessed regularly based on project reports during implementation review and additional ES consultant hired to strengthen the capacity as needed.

**C. Overview of Required Environmental and Social Risk Management Activities**

**C.1 What Borrower environmental and social analyses, instruments, plans and/or frameworks are planned or required by implementation?**

*[Description of expectations in terms of documents to be prepared to assess and manage the project’s environmental and social risks and by when (i.e., prior to Effectiveness, or during implementation), highlighted features of ESA documents, other project documents where environmental and social measures are to be included, and the related due diligence process planned to be carried out by the World Bank, including sources of information for the due diligence - Max. character limit 10,000]*

Prepare Emergency Preparedness and Response Plan as part of the Project Operation Manual by Effective Date

Draft SEP has been prepared prior to appraisal. Updated SEP shall be adopted no later than thirty (30) days after the Effective Date of the Loan Agreement and thereafter implement the SEP throughout Project implementation

Draft Environmental and Social Commitment Plan prior to Appraisal

**III. CONTACT POINT**

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**V. APPROVAL**

Task Team Leader(s): Kateryna Petryna, Nithin Umapathi

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