

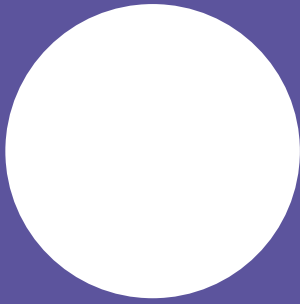


Transatlantic  
Dialogue  
Center

# Supporting Sustainable Reconstruction in Ukraine

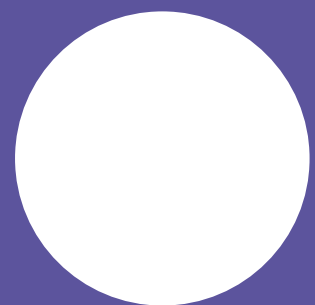
**Recommendations** for Civil Society Organizations,  
Businesses, Governments and Donors  
in Supporting Ukraine's Reconstruction





# Supporting Sustainable Reconstruction in Ukraine

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Reconstruction



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# Who we are

Transatlantic Dialogue Center (TDC) is a non-governmental and non-partisan think tank that provides high-quality policy advice to private and public clients. The network of our friends and partners includes government officials, members of parliaments, businessmen, journalists, experts, and analysts.

We conduct in-depth research to obtain new information on current foreign policy challenges and provide insightful evidence-driven analysis. TDC produces weekly briefings, research reports, articles, and policy papers tailored to the needs of different audiences.

Our aim is to make our findings accessible to people throughout the world and to ensure the information we uncover reaches the policymakers who need it. To that end, we organize public events and private briefings, with most of our publications also available online.

Our activities are presented through three geographical programs – the United States, Germany, and Latin America. We analyze Ukraine's bilateral relations with these countries and regions, aiming to identify existing obstacles, create space for growth, generate solutions, and build partnerships for sustained success.

As part of its mission to offer evidence-driven analysis and research, TDC has partnered with the Sociological Group "Rating," one of the largest non-governmental and independent research organizations in Ukraine, to conduct surveys and gather information on the challenges facing Ukraine.

Specifically, TDC has produced a policy paper that focuses on Ukraine's reconstruction. The paper aims to identify the existing obstacles that Ukraine faces, create space for growth, generate solutions, and build partnerships for sustained success.

To craft this policy paper, TDC has conducted several advocacy trips to engage with foreign decision-makers and gather their perspectives on Ukraine's reconstruction. These trips have involved discussions with members of the U.S. Congress and the German parliament, CSO experts, and business representatives, among others.

Please feel free to contact the Transatlantic Dialogue Center (TDC) through our official website at



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Our team is available to assist with any questions or inquiries you may have about our organization or our work.

# Foreword



by Mariia Mezentseva, Chairperson of the Committee on Equality and Non-Discrimination of the PACE, the Chairperson of the national delegation of Ukraine to PACE, and a member of the Ukrainian Parliament

# Foreword

The full-scale invasion of Ukraine by Russia has produced significant difficulties, which has resulted in the urgent call for the country to undergo reconstruction. The people of Ukraine have endured a significant amount of suffering, and it is vital that the international community come together to offer support and assistance in order to facilitate the process of reconstruction.

This policy paper provides valuable insights and recommendations on how Ukraine can overcome the challenges it is currently facing, create space for growth, generate solutions, and build partnerships for sustained success. The data and analysis that are presented in this paper are the results of extensive research that has enabled a comprehensive and evidence-based approach to understanding the challenges that Ukraine is currently facing.

I believe that this policy paper will serve as a valuable resource for policymakers and other stakeholders as they work toward the reconstruction of Ukraine. It is my sincere hope that the recommendations put forward in this paper will inform and guide efforts to support the reconstruction of Ukraine, enabling the country to emerge from this conflict with a more prosperous and stable future.

It is important to note that this policy paper is just the beginning of a long process of reconstruction for Ukraine. The challenges that the country faces are complex, and it will take significant effort, planning, and research to address them effectively. It will also require ongoing collaboration between the Ukrainian government, the international community, civil society, and other stakeholders to build a sustainable and prosperous future for Ukraine.

I am confident that this policy paper will serve as a valuable starting point for these efforts, and I look forward to continued collaboration toward a brighter future for Ukraine.



# Introduction

International support for Ukraine's struggle in the war against the Russian occupiers is not only important for the further development and strengthening of Ukraine, but also for its survival as a sovereign, independent, democratic, European state.

The reconstruction that awaits Ukraine, on the one hand, poses enormous challenges for everyone - from international partners and the government to local communities, IDPs, residents of the frontline and de-occupied territories, who must find ways to restore their previous lives.

On the other hand, during the postwar reconstruction, Ukraine will also have a chance to leave the Soviet vestiges in the past and modernize its infrastructure, economy, social and political systems, integrating further into the Euro-Atlantic family. Targeted and timely assistance to the affected population can create a promising horizon for Ukraine's recovery and provide hope for a prosperous postwar future.

As part of the Transatlantic Dialogue Center's program to advise the international NGO sector, the EU and US governments on how to facilitate their involvement in Ukraine's post-war recovery, the Sociological Group Rating carried out a [nationally representative survey of Ukrainians in November 2022 on the topic of "Reconstruction and International Assistance"](#).

The findings provide an insight into how the population sees the challenges of reconstruction and which strategies of international support for Ukraine's recovery will be most effective. The material is based on the results of a survey that gathered the opinions and perspectives of a diverse group of respondents to understand how the public perceives international assistance in the reconstruction process.





# Introduction

This document will cover the following key topics:

- 01 timing and readiness for reconstruction
- 02 most demanded programs for the affected communities
- 03 reconstruction priorities in the affected communities
- 04 opportunities for modernization during reconstruction
- 05 scenarios for the assistance of foreign partners in reconstruction.

The purpose of this paper is to provide a comprehensive analysis of research findings, statistical indicators and existing reconstruction experience in order to provide recommendations to governments and non-governmental organizations that should be taken into account when planning and implementing reconstruction efforts in Ukraine. Recommendations developed for:

-  Governments
-  Donors
-  Civil Society Organizations
-  Businesses

The survey results will be used to identify the needs and priorities of affected communities, as well as to understand public perceptions of international assistance in the recovery process. The document will also provide recommendations on how to improve the effectiveness of reconstruction efforts, taking into account the views and perspectives of the public. It will serve as a valuable resource for governments, non-governmental organizations and international organizations involved in Ukraine's reconstruction.



# Expectations for the Reconstruction Process and the Timing for its Commencement

It is essential to have a solid understanding of the fact that the war will have a more profound and far-reaching effect on Ukraine's infrastructure as it continues for a longer period of time. The war also has a devastating impact on the country's economy, and the longer it lasts, the more effort it will take to rebuild Ukraine, so starting the recovery process early can help mitigate the economic damage caused by the war and create the basis for long-term economic growth.

In Ukraine, 143.8 thousand houses destroyed as a result of the hostilities have already been documented, and the number is growing every day.

The longer the war lasts, the more fearful Ukrainians become about the process of future reconstruction and already see it as an increasingly long road - people's estimates of the duration of reconstruction range from five to ten years.

Therefore, in order to cope with the reconstruction as soon as possible and return people to their normal lives, the start of reconstruction was not too delayed. One of the first platforms for discussing the prospects for reconstruction was the project presented in Lugano in the summer of 2022, and it was already designed for at least \$750 billion, which was before the start of targeted massive missile strikes on energy and other critical infrastructure.



## Expectations for the Reconstruction Process and the Timing for its Commencement

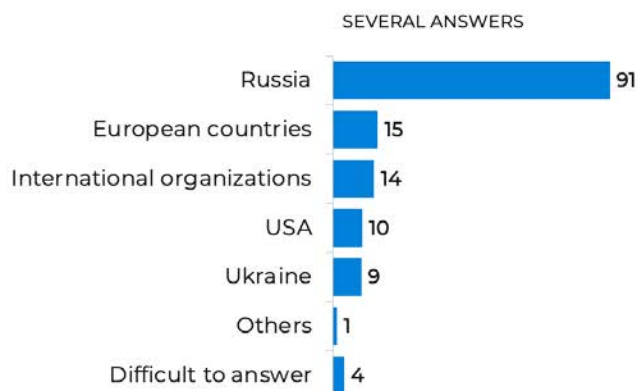
The results of public opinion polls show that Ukrainians understand that compensation for damages should definitely be demanded from Russia as the aggressor country and that it should be the one to pay for all losses.

At the same time, given Russia's track record of non-compliance with any negotiated agreements, impunity for previous encroachments on Ukrainian territory, impunity for the numerous victims of the war in Donbas and the annexation of Crimea, as well as the awareness of the Russian leadership's hatred and desire to destroy Ukraine as a state and their circumvention of sanctions, most Ukrainians do not believe that any compensation from Russia is likely to be obtained in the near future.

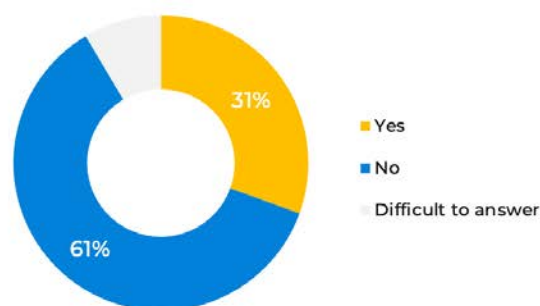
Therefore, if there is a need to start recovery in the near future, the population should rely primarily on their own strength and on the real actions of Western partners.

Despite the understanding of who should bear the compensation, Ukrainians are actively trying to start rebuilding their cities in concept, at least with the resources they already have, with the hope of potentially being compensated for their reconstruction costs in the future, all with the same goal in mind - to speed up the recovery process and return to normal life.

### Who do you think should compensate Ukraine's economic and infrastructural losses during the war?



### Do you believe that Russia will compensate for the economic and infrastructural losses of Ukraine



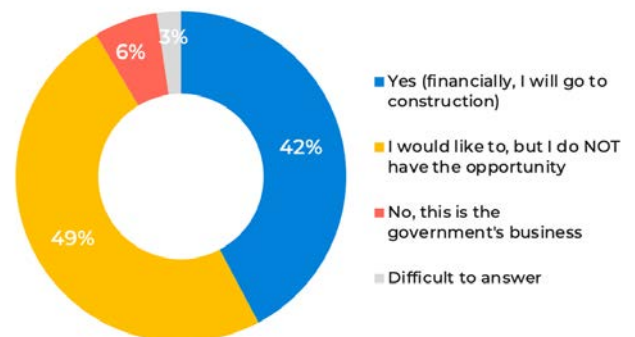
September, 2022  
Rating Group

## Expectations for the Reconstruction Process and the Timing for its Commencement

Ignoring the need for speed at the beginning of the reconstruction period and delaying from the point of view of ordinary Ukrainians living in war is certainly unfair. In the context of social behavioral patterns, modern Ukrainians are very much inherent in the desire to quickly improve their conditions, regardless of external circumstances, and they are ready to actively help in this regard:

more than 40% of the population were ready to financially or personally physically assist in the reconstruction.

**Are you ready to personally participate in the reconstruction of Ukraine's infrastructure?**



September, 2022  
Rating Group

Waiting for a better life for a long time is an unpopular philosophy for post-war society, especially for the modern Ukrainian family that continues to stay in Ukraine, staying here with the motive to support their development, support the vital activity of their environment and Ukraine as a whole. That is why, according to the survey, almost half of Ukrainians, including even those living in the areas less affected by the war, believe that reconstruction should begin as soon as possible without waiting for the war to end. The prolongation of hostilities will only increase this figure, because life in war is no longer a short-term temporary condition, but has become a daily reality in which one must learn to survive and adapt.

Ukrainians mostly express the idea that reconstruction should wait until the war is over in the context of the still-occupied territories (where reconstruction is physically impossible) and in the case of large-scale, expensive projects of national importance, the implementation of which is threatened by constant massive shelling and the unknown target of Russia's missile strike tomorrow.

” In general, the question of the timing of the start of reconstruction is difficult for citizens and generates uncertainty, psychological pressure of uncertainty, which can be mitigated by confident concrete solutions to reconstruction that will signal a promising future life in Ukraine to the population both within the country and abroad.

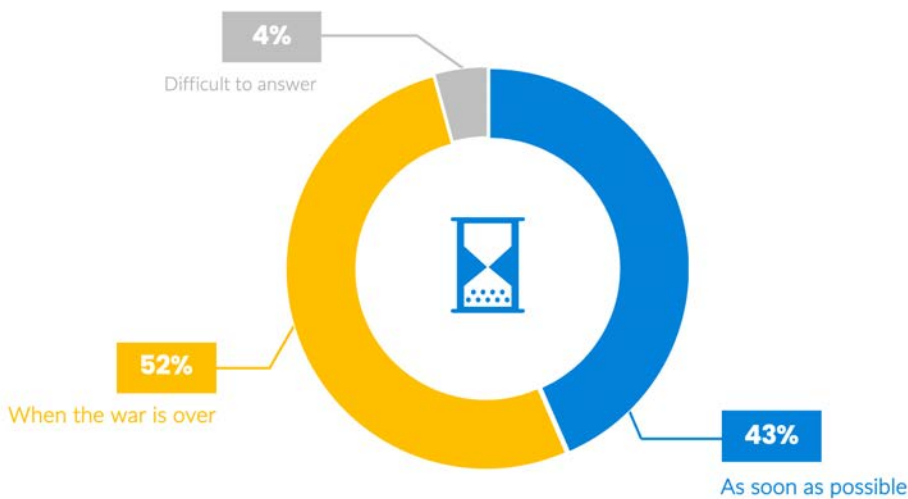
# Expectations for the Reconstruction Process and the Timing for its Commencement

The war has left many people without access to basic needs such as food, social protection and medical care. Starting the recovery process early can help alleviate the suffering of those affected by the war.

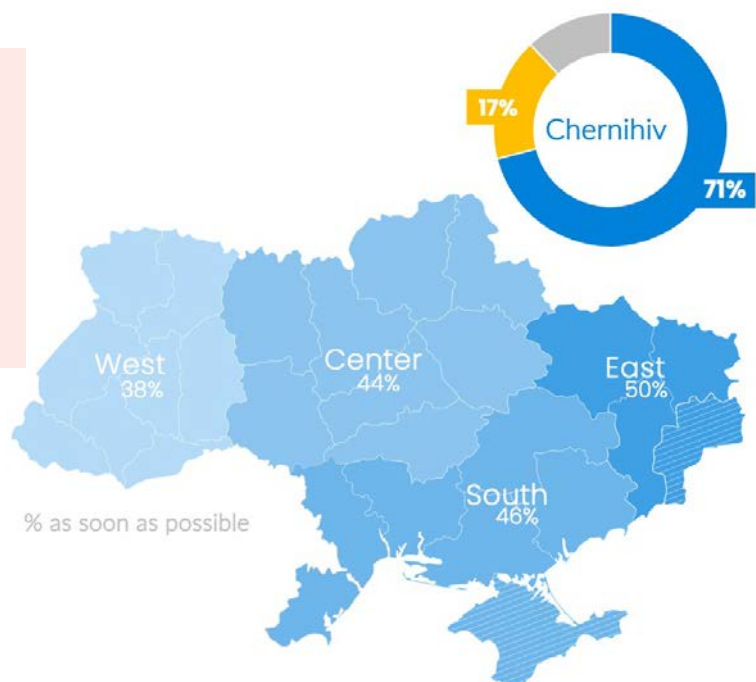
According to research, half of the residents of the eastern regions have lost their property or housing, and more than half of them have lost their jobs, been forced to leave their homes, and are very hopeful of returning to their previous lives.

## Beginning of damage repair

In your opinion, when should the repair of damage in the de-occupied territories begin?



Residents of the eastern regions, which are the most damaged, are most hopeful for a quick start to recovery, as they are worried about having a place to live.



## Expectations for the Reconstruction Process and the Timing for its Commencement

In order to give people hope that a return is possible as soon as possible, a short-term investment plan should be developed before the end of hostilities, designed to restore the basic needs of people to return and live. Therefore, the early stages of reconstruction require very rapid decision-making, accelerated program implementation and operational coordination in the most war-affected communities.

It is very important to recognize the psychological impact of war on individuals and communities: starting the process of "**recovery**" of the region earlier can give a sense of hope and help people start building their lives anew.

The experience of a quick start to the partial recovery of the northern regions, and Kyiv region in particular, is a positive example of successful self-organization and the desire to restore the region as soon as possible.

At the same time, it should also be understood that the population of the capital's suburbs is younger, better off, more active and more motivated, having spent less time away from home during the war and having more chances to cope with the recovery on their own, while the less well-off population of the southeastern regions, whose occupation period and the scale of destruction is much greater, will have a much worse starting point for recovery on their own and will rely heavily on support from the government and international organizations.

Therefore, in order to ensure broader support for affected communities and rapid coordination of post-de-occupation recovery projects, it is critical to prepare them in advance for quick decision-making to accelerate the implementation of programs as soon as the security situation in the affected regions improves.

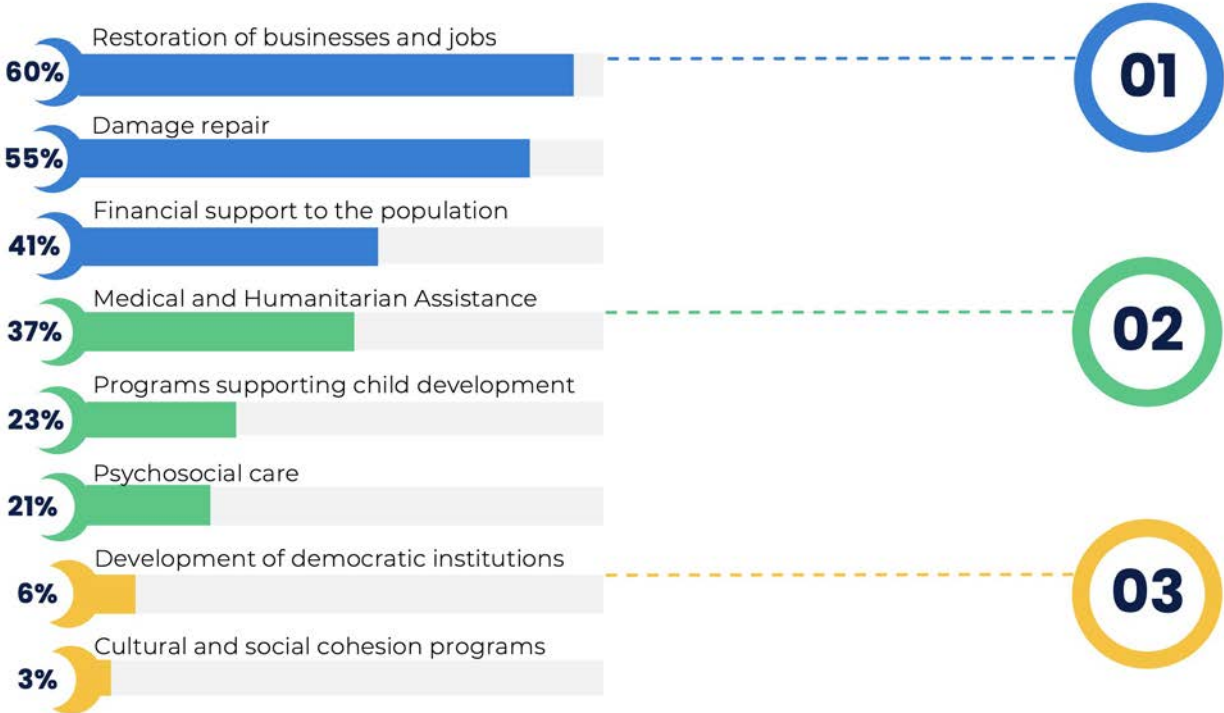
In general, an early start to the recovery process can help reduce the damage caused by the war and lay the groundwork for long-term security, stability, confidence and prosperity in the region.



For the effective recovery of the affected regions, it is crucial to understand the main urgent needs of the communities in order to build an unbiased process of allocating the most resources to the programs that are most in demand in the war-affected region. Based on the analysis of the survey results, we can identify three largest groups of programs in demand for Ukrainians, depending on the importance and target audience of the support.

### Most needed programs

Which of these scenarios of foreign countries` involvement in Ukraine`s reconstruction do you consider to be the best?



## Most demanded programs for affected communities

**01** The first group includes programs aimed at restoring the basic elements of life, which were directly and immediately affected by the war from the very first days of the war: restoration of enterprises and jobs (60% chose the most important) and repair of damage (55% chose it).

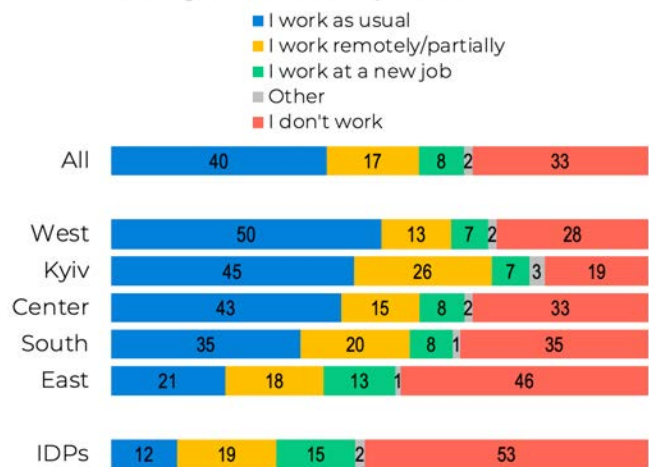
- Restoration of enterprises and jobs (60% chose the most important)
- Repair of damage (55% chose it)

These are the items that are relevant to the vast majority of the population and that thousands of Ukrainians had to face at the beginning of Russia's full-scale invasion of Ukraine. The issue of returning to work is particularly unifying, because even among those who are thousands of kilometers away from the front line, between one-third and one-half of the working population has faced job loss and reduced income, many companies have left Ukraine, stopped operations, or businesses have reduced staff to reduce losses or cut employee salaries

In total, about 30-40% of the working-age population has lost their jobs during the war, and about 20% have started working partially.

### Are you currently working?

Among those who had a job before the war



December, 2022  
Rating Group

Among the eastern regions that have suffered the most, more than half have lost their source of income. The previous income remained largely the same only for pensioners who receive a pension from the state, while all other categories, including those who work, have experienced a reduction in income.

At the same time, it is important to note that more Ukrainians chose returning to work as an important program than direct financial assistance,

because Ukrainians have become a more financially mature people and want to secure their future, thinking ahead, wanting to stay in Ukraine and raise their children here, and this is more important to them than one-time financial payments. Ukrainians realize that the war is a long time coming, so they want to get used to the new conditions and think ahead.



## Most demanded programs for affected communities

Repairing the damage is also a top priority here because the majority of Ukrainians want to see it done quickly, although of course it is a little more important for IDPs who want to return home, for residents of the eastern regions most affected by shelling, and for those in the de-occupied central and northern regions who are already returning or planning to return home to repair the damage.

Over the past ten months, Russia has launched more than 17,000 missile strikes in Ukraine with more than 90% of Russian targets being civilian, so the importance of reconstruction is of course vital importance to the majority of the population.

As already mentioned, there is a rather significant gap between these two categories of programs and financial support for the population, as the latter was chosen by less than half of the respondents.

It is important that the item of financial support does not have any regional dependence at all.

Because the deterioration of the economic situation, the devaluation of the hryvnia and rising prices have all occurred across the country, so this issue is relatively equally relevant to all age and regional groups.

The second group includes programs that do not so much address existential issues of survival as they do fight the long-term consequences of the war to ensure a comfortable continuation of life in Ukraine and a return to a normal way of life.

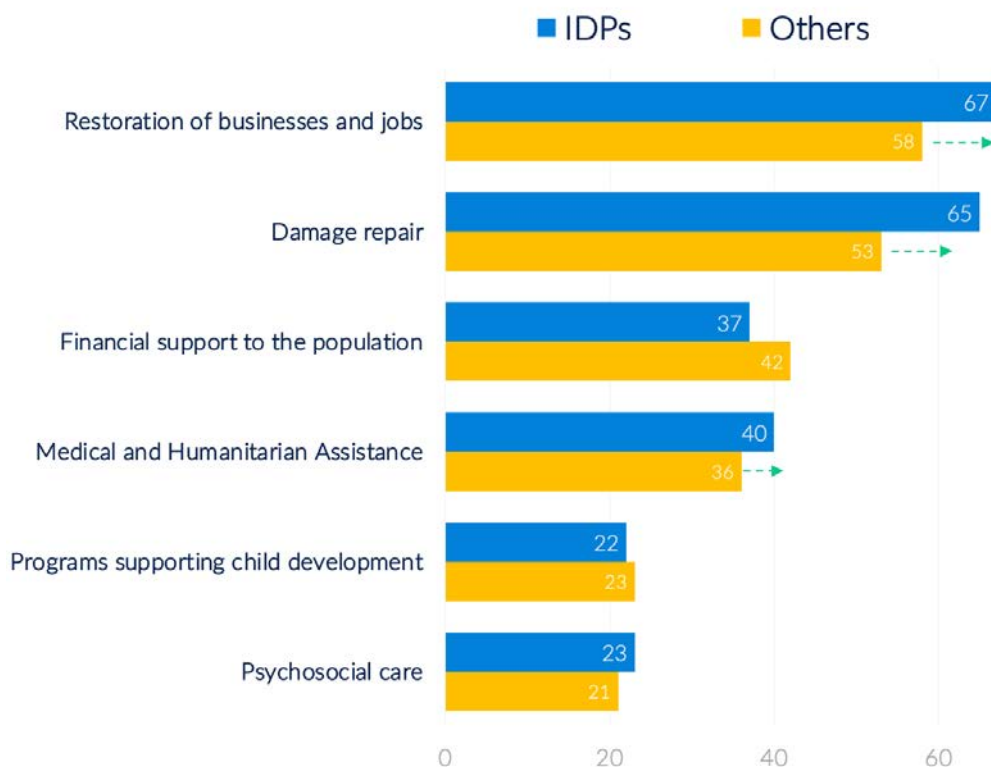
02

This group includes:

- Medical and humanitarian aid (the most necessary by 37% of respondents)
- Programs to support children's development (23%)
- Psychosocial assistance (21%)

## Most demanded programs for affected communities

Medical and humanitarian aid is especially important for residents of the frontline areas of the South and East, where many shops and medical facilities are closed, and getting to a working facility is a logistical and security problem. This issue is also particularly relevant for **IDPs**, and it is more important to them than direct financial assistance.



Along with their usual place of residence and sense of home, IDPs have lost their belongings, their economic habits, their income, their family doctor, and their connection to the local medical institution that was in their hometown, and thus they are deprived of the usual services they could have received before the war.



## Most demanded programs for affected communities

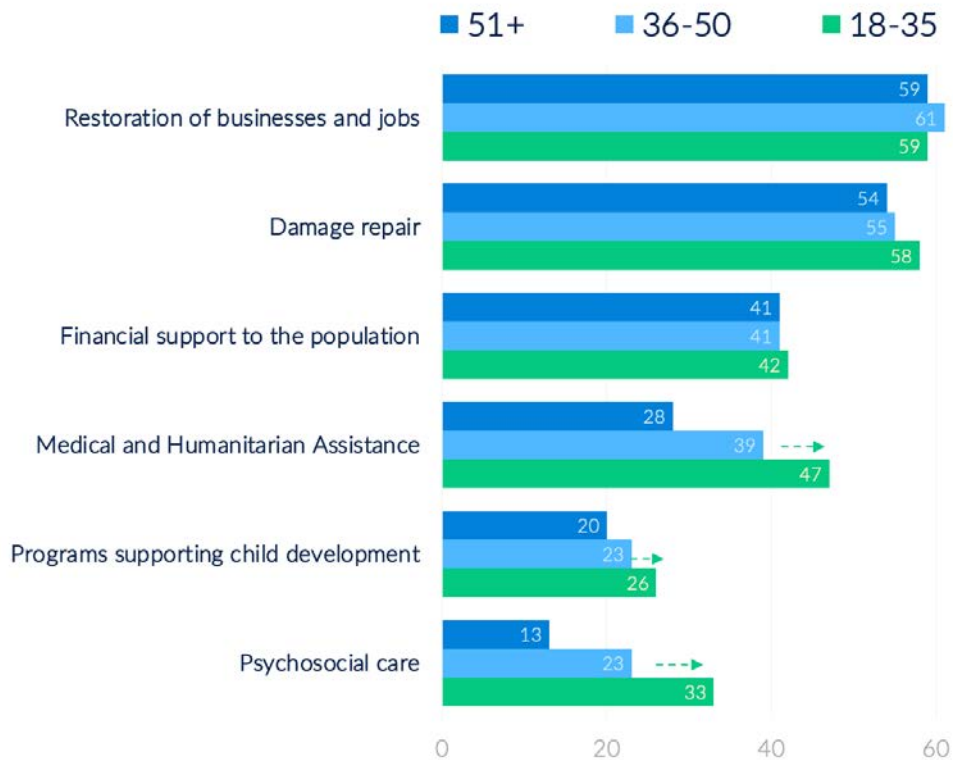
This group of humanitarian aid programs, including child development support and psychosocial assistance, is also the most important for such a target group as young people with young children. For them, the changes brought about by the war are also a challenge to ensure the safety of their children, to try to educate them and not to traumatize them in the early stages of development in conditions when neither schools nor kindergartens are open, and the children's institutions and clubs they attended before the war are not functioning.

Instead, children spend a lot of time at home with their parents, hiding in shelters during air raids, and cannot fully live their childhood. This affects both the development of the child and the psychological state of the parents. Therefore, psychosocial assistance programs are very important for young people, especially for young women with children who have moved in the unknown repeatedly during the war, experienced severe stress and need the help of specialists.

Online learning, if it exists, is also accompanied by power outages, lack of Internet, constant interruptions of the educational process due to air raids, lack of gadgets, teachers, transportation, etc.



## Most demanded programs for affected communities



For Ukraine, as a post-Soviet country with strong traditional and religious values, where there is no culture of visiting psychologists - 21% in general and 33% among young people who recognize the problem and say that psychosocial assistance is most needed for the affected communities - this is a very high figure. A couple of years ago, only 6-7% of citizens had consulted a psychologist at least once in their lives.

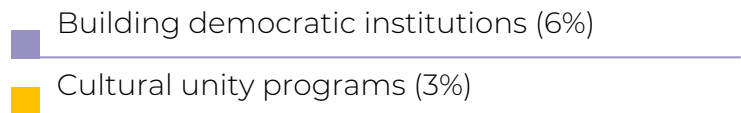
So in general, these figures now also indicate the recognition of the huge problem of PTSD in Ukraine, which also means that Ukrainians are **ready to talk about it at the government level**.

In the context of the importance of this issue for young people, it should be understood that young people under 35 are people who have been socialized in times of higher psychological education and with values that correlate with the need and importance of human psychological health.

Increased demand for psychological assistance may also increase the requirements for the work of a psychologist and psychotherapist, as well as for their education and professional qualifications in Ukraine.

## Most demanded programs for affected communities

**03** The third group of necessary programs includes much less popular institutional programs:



There are many explanations for why certain initiatives, like those geared toward fostering democratic institutions and promoting cultural harmony, are accorded a relatively low priority. To begin, there is a high level of trust and confidence placed in the institutions of the Ukrainian state, particularly during times of conflict when people are primarily concerned with their own safety and the preservation of their statehood. In particular, this level of trust and confidence is particularly high in the Ukrainian military.

As a result, programs that try to promote democracy are considered as a long-term goal that should only be dealt once more pressing concerns have been addressed. This is because [supporting democracy is seen as a goal that requires a significant amount of time](#). The current security crisis has further complicated this issue, which has made democratic activities less important and a lower priority for the populace. Consequently, this problem has become more urgent. People have the mindset that they ought to first handle the requirements that are more pressing before turning their attention to the objectives that are more far-reaching.

Because of the ongoing security situation, it is even more difficult for the populace to participate in programs that attempt to foster democracy and cultural unity. This is because the population's attention is currently focused on addressing the security problem as their top priority.

**P** It is considered that after the population's security and existential requirements have been fulfilled and it has regained a feeling of normalcy, it will have the time and resources to participate in initiatives for the development of democracy and culture.

This concept is founded on the premise that once these requirements are addressed, the population will experience a return to normalcy.

# Reconstruction priorities in the affected communities

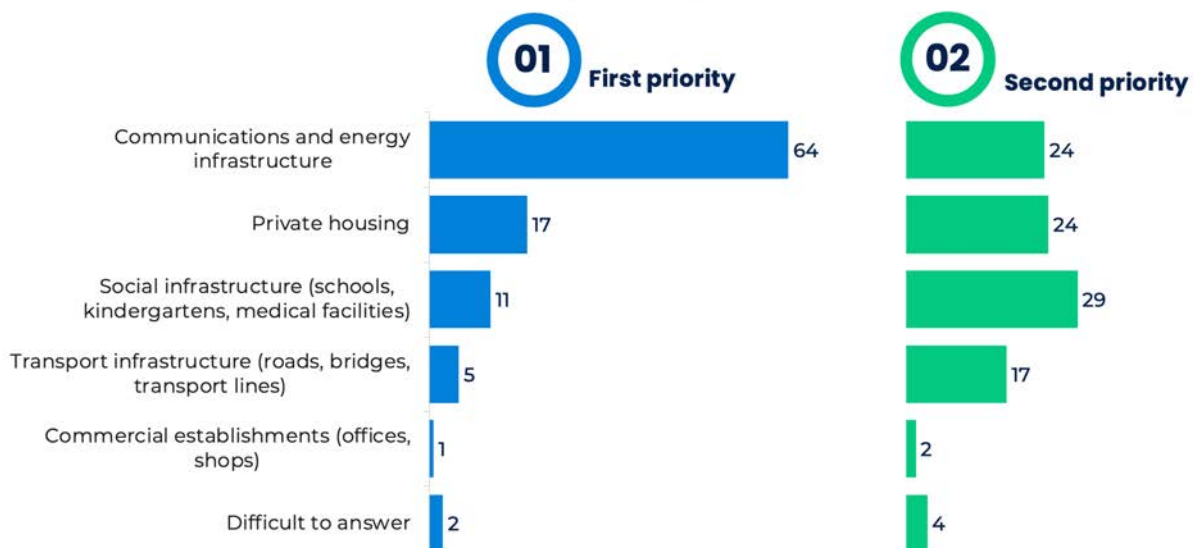
The massive Russian shelling of energy infrastructure and the reduction of electricity supply in anticipation of winter have led Ukrainians to prioritize communications and energy infrastructure as the main reconstruction priority - 64% said so.

The shelling of the energy infrastructure affected absolutely every region in Ukraine, and it is hard to imagine the scale of the damaged communications if the shelling affected the networks of even neighboring Moldova.

Therefore, restoration of communications and energy was a top priority in every region, regardless of the proximity of the territory to the frontline, from the west to the frontline east. Although Ukrainian power engineers and state-owned enterprises are making every effort to restore electricity to Ukrainians, the energy shortage remains high.

## Priority for recovery

What should be the priority for recovery in war-affected communities?



## Reconstruction priorities in the affected communities

The residents of Ukraine have had a heightened awareness of the reality that the energy infrastructure is intricately interwoven to many facets of civilization since the fall of this year.

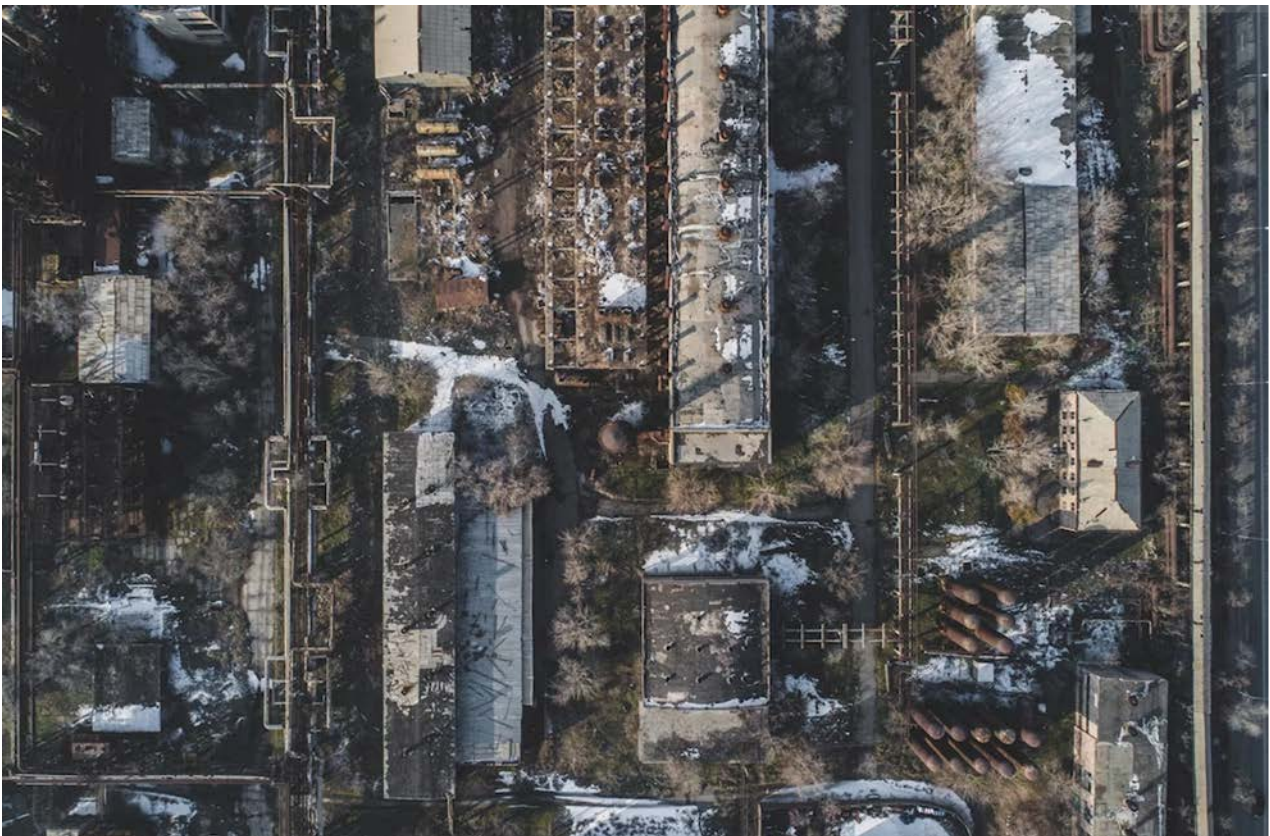
When there is a sustained disruption in the availability of electrical power, communication systems become inoperable. This includes the inability to use telecommunication towers as well as the internet.

This renders unreachable both the emergency warning systems and the **emergency services**, such as the ambulance and the police.

Furthermore, because there is no electricity, the heating systems and boilers, in addition to the pumping stations, are unable to function correctly. As a result, the residents are left without a source of water for their families.

Restored houses without any communications will still not be habitable, so even after they have been repaired, they will not be able to be lived in.

Therefore, programs that aim to develop the energy autonomy of small communities and critical social facilities are important in the short term, and programs that support infrastructure are critical in the longer term, for the purpose of strengthening energy security and stability.



# Reconstruction priorities in the affected communities

At the same time, people believe that the reconstruction of other facilities is also very important: 17% named private housing as the first priority, and 11% - social infrastructure.

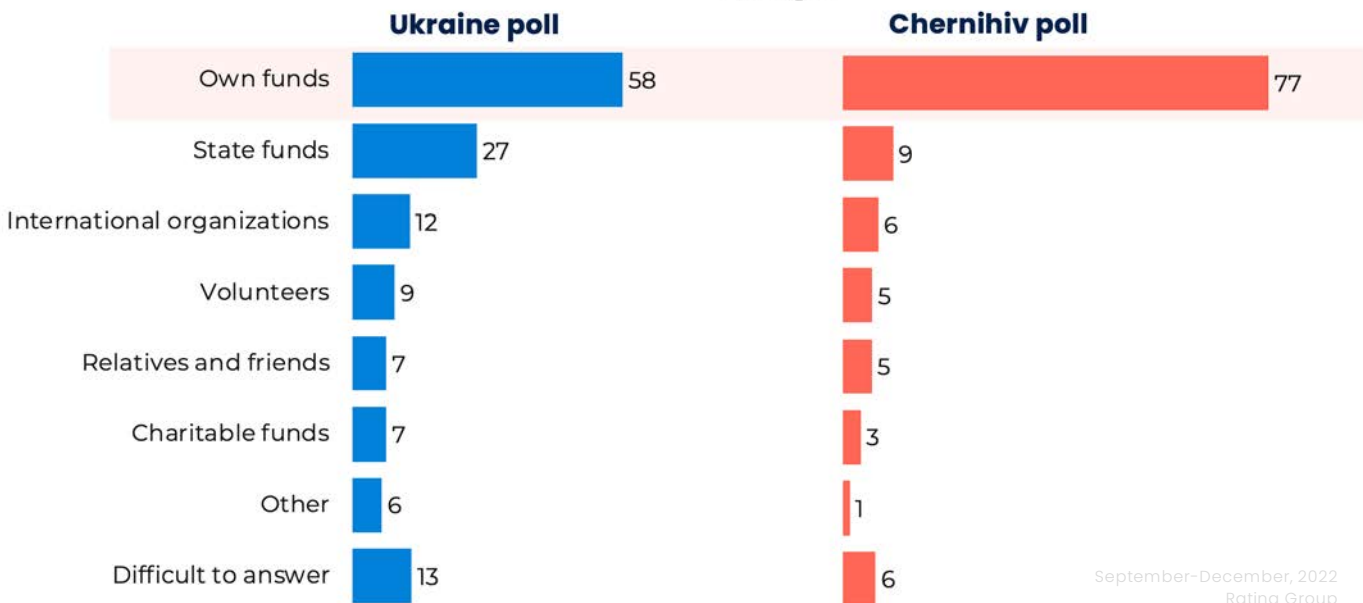
Private housing as a first priority was more often mentioned by middle-aged people with families who suffered the greatest material losses in this war. Also, residents of the Center, East and South were more likely to choose private housing as a priority, as they were most affected by the damage.

At least 10% of the total population in Ukraine say that their homes have been damaged or destroyed, while only 2% have been restored so far, and usually in homes where the damage was less severe. According to one study in Chernihiv alone, 25% of residents say they have lost their homes, and among those who have already started reconstruction work, it is mostly about repairs at their own expense.

## How do you intend to cover the cost of repairing the damaged housing?

Among those whose housing is completely or partially damaged

SEVERAL ANSWERS



From the practice of reconstruction, we see that many families in the de-occupied territories primarily raised their own funds to restore their homes more quickly.

Ukraine poll	Destroyed house	Partially damaged	Returned home	Haven't returned home
Own funds	11	63	80	42
State funds	40	20	13	30
International organizations	19	11	14	14
Volunteers	11	9	8	10
Charitable funds	10	8		11
Relatives and friends	4	8	9	6
Other	11	4	7	6
Difficult to answer	35	11	5	22



## Reconstruction priorities in the affected communities

In general, after the de-occupation of the northern regions of Ukraine, the solution of urgent problems often came under the personal control of local communities, either with coordination from the authorities or with the involvement of local volunteers, condominium associations, and citizens who had to restore their homes on their own to minimize the waiting time to return home before the onset of cold weather.

Successful cooperation at the level of self-government and local residents has shown that it is most effective to raise funds not only directly from local authorities and charitable foundations, but also directly from the community and neighborhood associations.

Therefore, it is important for the northern regions to develop a program of accelerated funding for the activities of public associations:

- condominium associations of war-affected apartment buildings

- local volunteer reconstruction associations

in aim to return to the de-occupied regions as soon as possible, to compensate citizens for reconstruction costs already incurred, and to deposit these funds for the development of the territories.



*Photo by Dobrobat organization (volunteer construction battalion)*

## Reconstruction priorities in the affected communities

At the same time, it is not only the restoration of housing that is important for the return of affected communities to life.



City hospital. Photo by Defense Intelligence of Ukraine

In general, social institutions (schools, hospitals, kindergartens) were most often chosen as the second priority (29%).

It is the provision of the social component in communities that is less dependent on the individual. An individual may, in theory, inhabit their own housing, but they still would not know where to seek medical treatment or which kindergarten to bring their child to in an empty city.

The provision of social infrastructure is also particularly critical for the elderly population, whose survival and health directly depend on the functioning of social healthcare facilities.

Also, pensioners are a very low-mobility category and the poorest category of the population, who do not have the means to pay for private facilities or leave the city. Therefore, the elderly population requires special attention and special social security programs focused on their medical needs.

Instead, young people, being a more mobile, active, and working category, are more likely to be able to move around the country and the city, so they are more likely to prioritize transport infrastructure (bridges, roads). Also, transport infrastructure for the recently de-occupied south is a higher priority than for other groups, which indicates that transport and logistics issues are becoming more important for the first time after de-occupation.

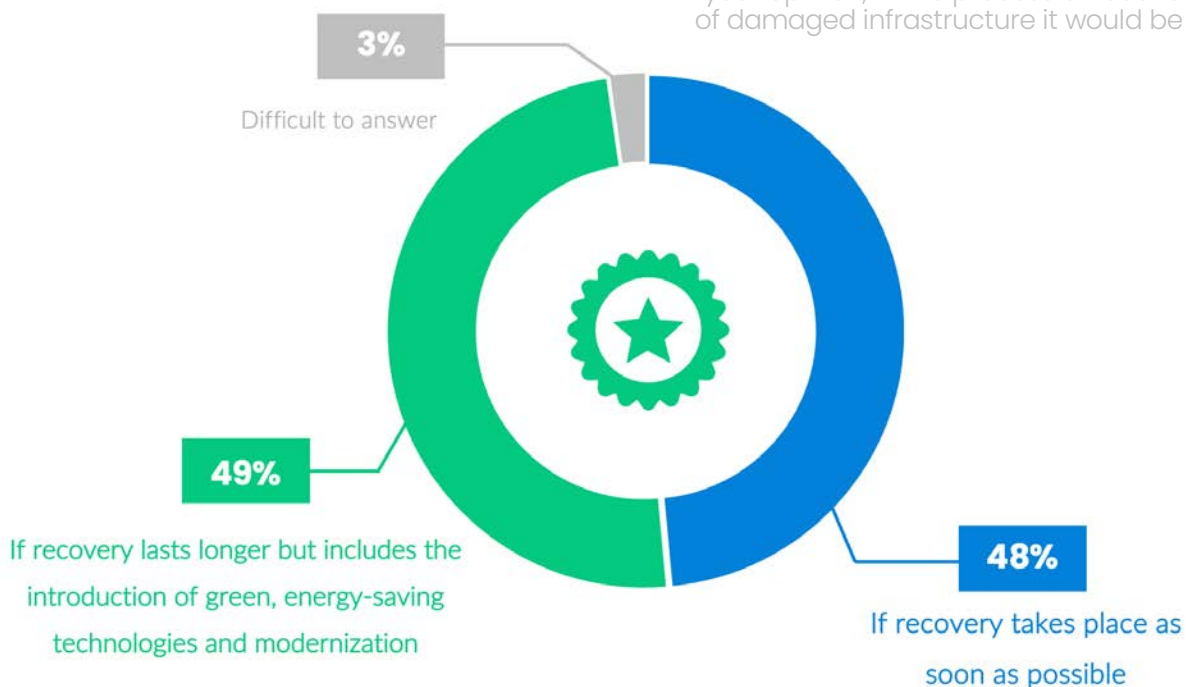
# Modernization

An analysis of citizens' assessments shows that the desire for a quick start to recovery does not imply that Ukrainians agree to reconstruction in a hurry and haste. Despite the difficult situation of the affected communities, a relatively large number of citizens are ready to accept a somewhat longer recovery, but only if it includes the introduction of environmental and energy-saving technologies and modernization.

Thus, currently, half of Ukrainians (49%) support a longer recovery with the introduction of green energy and improvements, as they consider this war a unique moment for the modernization of the whole of Ukraine, which opens the way to Western technologies.

## Better scenario of reconstruction

In your opinion, in the process of reconstruction of damaged infrastructure it would be better?

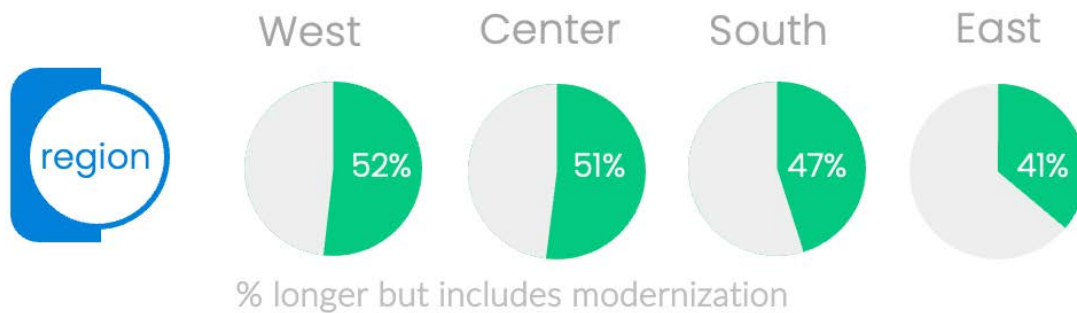


## Modernization

After the start of the full-scale invasion, Ukrainians' self-esteem and reassessment of Ukraine as a successful country increased dramatically, and their vision of Ukraine as a leader among European countries worthy of quality development and better solutions strengthened.

The population, who believed in themselves and their country, began to sincerely hope that Ukraine would become better than before the war and would be able to use this unique moment when transformation could be implemented with decisive steps across the country and without bureaucratic delays.

Obviously, there are regional differences in this context, as more people in the **eastern regions** want a quick recovery so they can return home, to work, and to their hometown as soon as possible. However, even among these people, approximately **40% do not mind waiting for infrastructure modernization, which is a very high percentage for an industrial, post-Soviet, poorer, and heavily damaged region**. Therefore, modernization programs should be implemented during reconstruction in the most affected regions, but with an additional information campaign to explain the economic viability of implementing new solutions and a focus on the benefits for the older generation, which is still less loyal to such changes.



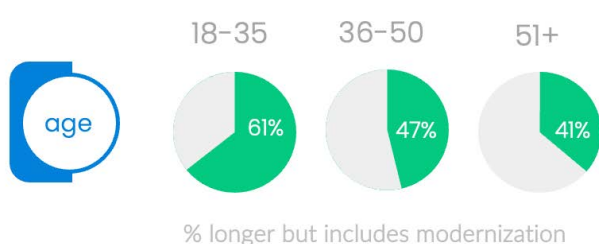
It is likely that Ukrainians who favor a slower recovery with modernization believe that the benefits of modernizing infrastructure outweigh the immediate need for recovery.

Modernization can bring many benefits, such as energy savings, increased efficiency, and a more resilient infrastructure, which will have a long-term positive impact on the economy and society.

## Modernization

Ukrainians may be willing to wait for a longer recovery to ensure that infrastructure is rebuilt in a way that will have a positive impact on the future, especially the future for the younger generation.

After all, the biggest differences in the perception of the modernization process in the reconstruction are observed in the age generations:



while the elderly want to restore the infrastructure as soon as possible, most young people, on the contrary, want modernization and are in favor of the introduction of green energy.

The attitude of the older population in Ukraine about the urgency of infrastructure restoration is distinct as they have lived through a time when Soviet officials promised a prosperous future for the country, which never came to pass.

They do not wish to be deceived again and want everything to be repaired as quickly as possible, since they have waited too long for the promised improvements to materialize.

Older people may also prioritize faster restoration of damaged infrastructure because they have more difficulty accessing services and resources due to the damage, they are less flexible and able to adapt to changes caused by modernization, and they have a harder time adapting to disruptions in their daily lives that the damage has caused.

In general, they are therefore less willing to wait for the long-term benefits that modernization can bring, not fully understanding the value of investing in sustainable, energy-efficient infrastructure.

Instead, young people are more in favor of effective sustainability solutions that will affect their future and their families' lives in the long run, so this category and young communities will be the drivers of change and ambassadors for green recovery programs



*Photo by Kyiv portal "Comments"*



# Scenarios for the assistance of foreign partners in reconstruction

In their desire for effective reconstruction, Ukrainians are overwhelmingly positive about the participation in reconstruction of all countries that do not commit aggression against Ukraine. The better the attitude towards a country, the more Ukrainians want it to participate in reconstruction, and the attitude is determined by such key indicators as political position on the war, military assistance with weapons, humanitarian and economic support, assistance to refugees, warm relations with that country in general and visits of international leaders in particular.



For example, potential assistance from the UK, the US, Germany, and France is perceived very positively, as about 90% of respondents support the participation of these countries in reconstruction.

Countries that supported Ukraine in the fight against Russian aggression and did not commit any aggression on their part received a vote of confidence from Ukrainians and are perceived as more reliable. Ukrainians believe that these countries will act in the best interests of Ukraine and hope that they will not exploit the country for their own benefit.

In addition, countries such as the UK, US, Germany and France are not only major players on the international stage and strong economies, but are also known for their advanced technology and expertise in various fields, including infrastructure development, and can provide valuable technical expertise that can help rebuild the country in a more efficient and sustainable way.

Also, their participation in the reconstruction efforts could give Ukraine diplomatic and political weight, and could help stabilize the region and draw more international attention to the situation.

Ukrainians are somewhat less positive about Turkey's participation in reconstruction (67% are positive, 22% are neutral, and 10% are negative), although the majority still have a positive attitude toward the idea. Turkey has a relatively neutral position because, according to some media reports, it is helping Russia to circumvent sanctions, which harms its image in Ukraine, but Ukrainians maintain a warm attitude toward Turkey, including given the successful use of their drones in Ukraine.

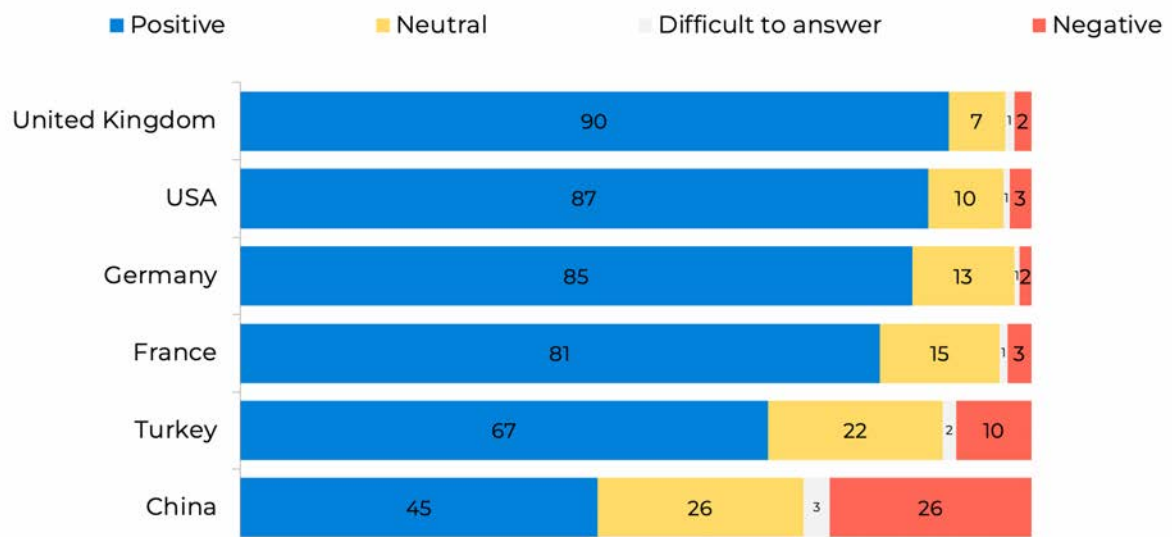
## Scenarios for the assistance of foreign partners in reconstruction

Instead, opinions are somewhat divided on the involvement of China in the reconstruction, with 45% supporting this initiative and the rest either neutral or negative.

It is interesting to note that the attitude toward China used to be better in Ukrainian public opinion, but its passive support of the Russian Federation has led to the fact that less than half of Ukrainians would like to see China among those who would rebuild Ukraine. However, given the large financial capabilities and availability of modern technologies, including the construction of large-scale infrastructure projects in the shortest possible time, Ukrainians would rather take advantage of any opportunity, so many still allow and would generally not oppose China's participation in the reconstruction process, provided that there is a prospect of real and high-quality assistance.

### Attitude toward governments taking part in Ukraine's reconstruction

What is your attitude to the participation of these governments in the reconstruction of Ukraine...?



## Scenarios for the assistance of foreign partners in reconstruction

Importantly, there are virtually no regional or age differences in the perception of the countries' participation in reconstruction, and the positive image of Western countries has been **successfully established in all regions**. Historically, the South and East of Ukraine have been more influenced by post-Soviet narratives and Russian propaganda, but currently, regional differences in perceptions of Western countries are negligible.



Age differences are also very insignificant in this regard. Although the younger generation is more interested in the longer-term reconstruction of Ukraine, but if it includes the introduction of green, energy-saving technologies and modernization, **the younger generation is also more interested in rebuilding Ukraine without outside influences**.

Of course, part of this discourse is the issue of the limited number of well-paying jobs for educated young people in Ukraine - they fear that foreign government involvement will bring foreign companies with their own employees to Ukraine and there will be no room for Ukrainians, but the desire for faster recovery and loyalty to foreign partners still outweighs this fear for now.



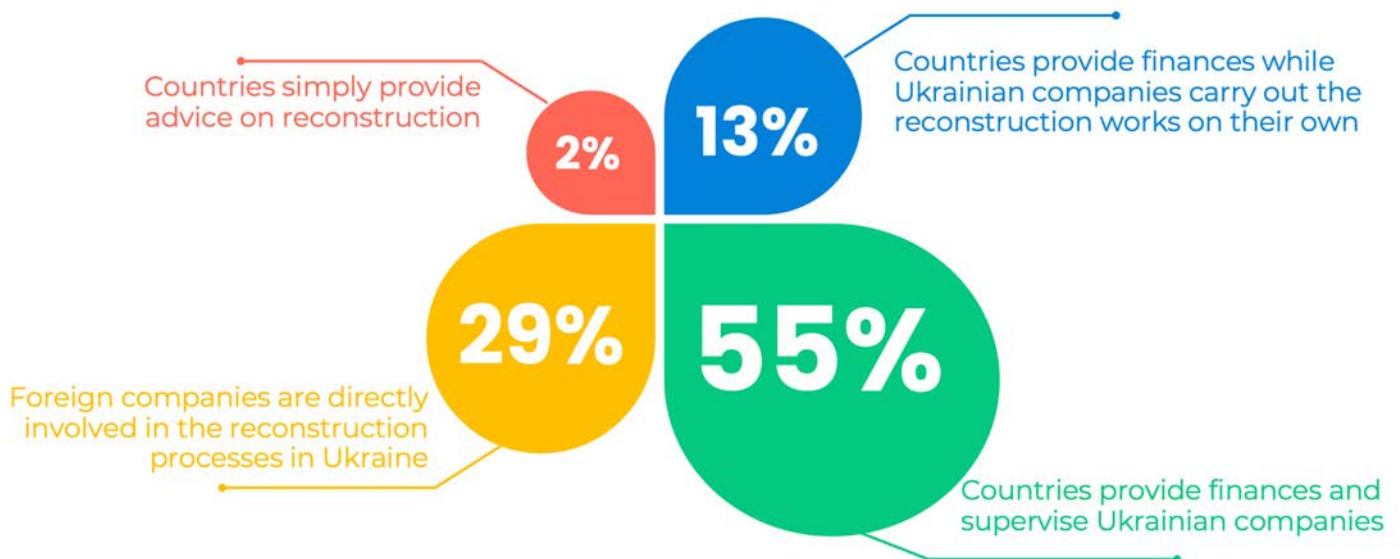
## Scenarios for the assistance of foreign partners in reconstruction

When assessing different models of foreign participation in the reconstruction of Ukraine,

the majority (55%) chose the best option for Ukrainian companies to carry out the reconstruction work, while foreign countries provide finance and control the companies' work.

### Preferable scenario of foreign involvement in reconstruction

Which of these scenarios of foreign countries' involvement in Ukraine's reconstruction



Delegating work to Ukrainian companies is important because they have the knowledge of the situation on the ground and the experience that can be valuable in rebuilding the country. By overseeing these companies, foreign countries can help ensure that reconstruction efforts are in line with the country's needs and priorities.

Also, the model of reconstruction by Ukrainian companies for Ukrainians means creating jobs and stimulating economic growth in the country, as the war has caused irreparable damage to a huge number of enterprises and significantly affected the unemployment rate.

That is why this model was most often chosen by the working-age population.

Financing local companies is definitely an incentive for their development, because by providing finance and controlling the work of Ukrainian companies, foreign countries can also encourage local companies to improve and become more competitive.

This could have a positive impact on the development of the local economy in the long run, as well as on local self-esteem and local retention of funds.

## Scenarios for the assistance of foreign partners in reconstruction

At the same time, it is worth noting that Ukrainians also **value supervision and advice from Western partners** since the participation of foreign states at the level of financing only, when reconstruction is carried out entirely by Ukrainian companies, was supported by a much smaller proportion of the population - only 13%.

Therefore, another advantage of reconstruction by Ukrainian companies under the guidance of foreign partners is to ensure efficient and transparent use of funds and to increase public confidence in the reconstruction process through reputable partners, as social trust is currently important in the context of distrust of Ukrainian monopolies.

In addition, the presence of foreign companies can bring more advanced technologies and experience that could speed up the reconstruction process and improve the overall quality of work, offsetting the problems that Ukrainian companies have faced due to the war, as the country has recently gone through numerous economic shocks and instability, which has likely affected the ability of Ukrainian companies to secure financing and implement large-scale reconstruction projects.

The reconstruction industry is complex and requires a lot of resources and experience, and Ukrainians probably see foreign countries as consultants who may have more experience and resources to carry out reconstruction work, quality technologies, and this can be seen as an opportunity for Ukraine to learn from them and develop its own construction industry.

So, in general, it is also a way to bring **new ideas, technologies and practices into the reconstruction process**, which can lead to better results, as it happened with military assistance - Ukrainians understand that they are not fighting alone, but with the support of foreign partners and effective joint work, so during the war,

**foreign actors have become part of Ukrainian life and development.**

Most respondents can see engaging foreign countries in this way as a good way forward that can help:

- ensure efficient use of funds,
- increase transparency
- bring new technologies
- stimulate economic growth
- ultimately help rebuild the country in a sustainable and effective way

## Scenarios for the assistance of foreign partners in reconstruction

The positive image of the investor country in general becomes a **tangible driver** for entrusting the reconstruction to the companies of this country directly, as those who are positive about the participation of foreign countries in the reconstruction of Ukraine are more likely to support the ideas of direct participation of foreigners or control by them.

At the same time, other indicators are also important, as, for example, the model in which foreign companies are directly involved in reconstruction is also supported by quite a few people - 29%.

Almost a third of the population wants direct participation of foreign companies in the reconstruction of Ukraine is very unexpected for a post-Soviet country, most of which, before the war, was more critical of any Western companies and governments and their work in the region, setting up businesses or buying agricultural land.

This again confirms the high social trust in international partners and the vision of their important place and integral part in the further development and life of Ukraine, together with Ukrainian actors as full partners. International partners are now also drivers of success in Ukraine's reconstruction and postwar development.

Overall, the analyzed results show that there is a general willingness among Ukrainians to consider the participation of foreign allies in the reconstruction of Ukraine, preferring the approach of our **joint cooperation**.

# Recommendations to the Foreign Governments

International partners should take an active part in assisting Ukraine to prepare its strategy of post-war reconstruction that would be easy to understand and follow by donors.

Foreign governments should encourage reconstruction that must aim to transform Ukraine's economy and society by modernizing its infrastructure and its economic, political, and social institutions. It is essential to bear in mind that Ukraine should take a complete step back from its Soviet past and build a new country almost from scratch, reinventing the vision of development for a better future.

Foreign governments should start providing funds immediately where security situations are appropriate to minimize obstacles to post-war reconstruction in the future.

The longer the war continues, the more of its implications must be addressed. Time is a multiplier of problems during military actions. Foreign partners must act now to avoid the trap of "1000 priorities", as it was with Liberia, devastated by the civil war to the extent that all the challenges pushed foreign donors to prioritize this or that reconstruction domain while they were equally important.

Foreign governments should avoid passiveness and reactivity in their approach towards Ukraine's reconstruction. It means that they should be ready to make quick decisions and plan short and medium-term strategies besides focusing on the long-term playbook of Ukraine's post-war reconstruction only.



*A modular town built in Irpin for those who lost their homes. The project was financed by Finish and Polish governments.*

*Photo by Oleksandr Markushyn, mayor of Irpin*

## Recommendations to the Foreign Governments

### Ensure that activities are coordinated and decentralized

It is imperative that assistance be delivered in a manner that is less centralized. However, not only the donors but also the receivers of the funding and help within Ukraine should be concerned about this. Both centralized aid with appropriations to the central government and a "bottom-up" plan that provides direct support to smaller political entities (regions, districts, and so forth) should be devised. The success that Ukraine has had in reforming its decentralization system provides a fundamental base for that.

The project “Homes of war” launched by LUN City in close cooperation with the heads of local authorities and communities already helped citizens of Irpin, Bucha and Hostomel to gather funds to start repairs already when the security situation is acceptable.

Ukraine’s decentralization reform alongside proactive local communities, associations of co-owners of multi-apartment buildings and ordinary citizens have helped significantly to address the issues of damaged buildings in Kyiv region; there are already successful cases of the reconstruction of damaged facilities with the significant involvement of local authorities, namely in Irpin, Bucha and Hostomel.

U-Lead Program (Ukraine – Local Empowerment, Accountability and Development) is another proof of the effectiveness of local communities as they have been rebuilding critical infrastructure facilities in the Koriukivka community of Chernihiv region with the assistance of foreign donors; the program also helped to find shelter for internally-displaced citizens in Bilotserkivka community of Poltava region, where they also managed to integrate and find jobs.

In general, an early start to the recovery process can help reduce the damage caused by the war and lay the groundwork for long-term security, stability, confidence, and prosperity in the region.

In order to attract private investments and aid to Ukraine, foreign governments might consider drawing a special “reforms and legislation changes road map” that the Ukrainian Government and Parliament should conduct immediately to maximize the potential support, fill gaps in the legislation and establish a transparent system of control of the allocated funds and provided support where both Ukrainian institutions and donors would be present.

## Recommendations to the Foreign Governments

Foreign governments should consult with the United Nations, the Organization for Economic Cooperation and Development, the International Monetary Fund, the European Bank for Reconstruction and Development, and the World Bank, as well as USAID and other development organizations, in order to develop an effective coordination mechanism.

Coordination between governments and these organizations is essential; it is likely the right time to begin considering which country or organization will "take care" of which sector of Ukraine's economy or specific problem it could help to alleviate; countries with the most advanced agricultural performance could gather around the issue of rebuilding Ukraine's agricultural sector, and rebuilding of other domains could be based on the same principle.

Potentially, to strengthen the coordination, foreign governments might consider the appointment of a special envoy to coordinate their respective country's efforts regarding Ukraine's post-war recovery; such an envoy and his team can maintain permanent contact with the Ukrainian government and other partners. Moreover, there is already a precedent – the Czech Republic government appointed a former Deputy Defense Minister for Industrial Cooperation as a special government commissioner for Ukraine's reconstruction.



### Rebuild private property and houses

Since many Ukrainian citizens have lost their homes, it would be essential to start rebuilding them as quickly as possible and wherever feasible. Foreign governments could discuss the creation of an analogue of the European Agency for Reconstruction, as the international community did in the case of Kosovo.

Twelve thousand residences were reconstructed using "self-help" and "assisted self-help" principles with the support of EAR. Such an agency could undertake the role of residency reconstruction coordination and be located in one of the neighboring countries.

Finally, it could also facilitate any logistical matters. That is another way of accelerating the return of refugees who had no choice but to leave the country after their homes were destroyed.

## Recommendations to the Foreign Governments

### Help Ukraine develop new employment possibilities for refugees returning home

Since the sociological research draws attention to the problem of jobs opportunities for Ukrainians, foreign governments should indeed consider it seriously, as it directly results in migration; It is in the interests of partners to support the creation of job opportunities in Ukraine as it allows level migration and pressure on social systems of Ukraine's neighboring countries foremost.

Contrary to Russian propaganda narratives, the Russian invasion demonstrated that Ukrainians actively seek work opportunities rather than waiting on government donations and money allocation.

According to the Center for Migration Research at the University of Warsaw, Ukrainian refugees in Poland have paid PLN 10 billion (\$2.4 billion) in taxes as of September 2022, which is three times the amount the country spends on them.

Another example is that 80% of Ukrainian refugees are employed in the Netherlands, according to UWV statistics from September 2022. Therefore, it is essential to make expenditures that could lead to an increase in employment.

### Support mental and psychological aid for afflicted individuals

According to the findings of our research, Ukrainian citizens require professional psychological assistance. Therefore, governments from other countries should think about this issue in order to assist individuals who have been impacted by the war. Post-war social integration of those who were traumatized by the events of the war is a major challenge that limits economic growth and social stability, as indicated by the experiences of past wars and as indicated by these other wars' experiences. Because of this, governments in other countries need to take action.

With the goal of reducing and healing psychological and mental wounds, **post-traumatic stress disorder** (PTSD), and other conditions brought on by war, governments outside of Ukraine should seriously consider the possibility of organizing specialized training for Ukrainian psychologists. This training would be led by experts who have a wealth of experience in the field of providing psychological treatment to people living in areas affected by conflict.

## Recommendations to the Foreign Governments

### Promote efforts to support Ukrainian veterans employment

The Veterans Social Reintegration Program will be one of the Ukrainian government's key goals, and international partners should offer assistance to the Ukrainian government in developing it. It needs to include the development of a system for transitioning from a military career to civilian life, the transformation of hospitals for war veterans into modern rehabilitation centers, the guarantee that the Ukrainian government will be able to make timely monthly payments to wounded war veterans, as well as cover their medical expenses and rehabilitation costs.

The Veteran Affairs Minister predicts that the number of Ukrainian veterans could increase fourfold to 5 million after the Russian war in Ukraine, with the most optimistic estimate putting the country's population at 40 million.

Veterans are one of the **dominant groups to stimulate post-war economic growth**; however, many of them will face unemployment problems. Therefore, foreign governments should support Kyiv in creating job opportunities for each of them. Because the Ukrainian army will be one of the most experienced armies in Europe after the war, veterans' experience, knowledge, and combat expertise are invaluable to strengthening security and global order.



Therefore, one alternative for veterans to find employment must be the establishment of specialized military training centers, which might be accomplished with the participation and financial backing of interested nations. This is a means of encouraging veterans to pursue professions as military instructors whose knowledge is truly valued.

Another alternative is to organize and fund programs that would enable Ukrainian veterans to visit foreign universities and military institutes to speak about modern warfare. In this way, they can share their memories and experiences with their relationships. Alternatively, veterans will attempt to join private military companies worldwide.



## Recommendations to the Foreign Governments

### Facilitate education processes

Foreign governments should immediately consider and address the problem of education process disruptions due to Russian airstrikes and the shelling of civil infrastructure.

Ukraine's partners substantially support repairs of the infrastructure facility that provides electricity to allow schoolchildren and students to attend classes remotely. It has to be one of the critical short-term priorities.

In the US public discourse, education is frequently referred to as a subject of national security. The inability to attend college or university could lead to a loss of security and economic prosperity in the near future. In one of its reports, the Council on Foreign Relations mentioned that "*the United States' failure to educate its students leaves them unprepared to compete and threatens the country's ability to thrive in a global economy and maintain its leadership role*". Thus, foreign governments should help Ukraine to repair critical infrastructure that provides electricity to enable schoolchildren and students to attend classes remotely.

However, strengthening education in Ukraine remains the long-term objective because it can contribute to the development of a skilled labor force, boost economic growth, and bolster national security. Investing in education can also improve social cohesion and reduce inequality, which are essential for the country's long-term stability and growth.



In order to help establish a bright and resilient future for Ukraine, it is crucial that foreign countries provide consistent support for education, including financing for schools, training for instructors, and scholarships for students.

## Recommendations to the Foreign Governments

### Support the victims of war

It is crucial that foreign governments assist the Ukrainian government's efforts to aid individuals who have lost loved ones due to war. Providing assistance to Ukrainian children who have lost a parent is of the utmost significance. Priority should be given to providing them with an opportunity to get housing, qualified medical care, and other basic necessities. Concerning educational issues, governments are recommended to establish a specific educational fund that would give the financial means for victim children in Ukraine and abroad to receive a suitable education in schools or universities.

The establishment of educational grants that Ukrainian students can apply for in order to study at the partner university is a further essential alternative.



### Encourage green transformation of Ukraine

Ukraine's partners should draw their attention towards the public demand and support regarding implementing green and eco-friendly technologies and practices in the post-war reconstruction process.

Ukraine's green energy transition could significantly strengthen Europe's energy security and resilience and increase the EU's capabilities of moving towards strategic autonomy in light of the phase-out from Russian energy sources. For this purpose, a special fund could be created that would be responsible for providing aid and grant loans for enterprises that wish to implement European energy standards and cut off the use of fossil fuels.

Consistent support of Ukraine's energy transition can turn Ukraine into a guarantor of Europe's energy security and another source for diversification of its energy mix.

## Recommendations to the Foreign Governments

### Empower participation of Ukrainian companies in reconstruction

In order for Ukrainian businesses to acquire extensive knowledge of Western norms and practices, it is imperative that governments from other countries give serious consideration to the possibility of providing financial assistance and technological know-how. Therefore, as long as Ukrainian enterprises continue to get financial support from foreign donors and continue to operate under the guidance of those donors, it may motivate them to improve their level of **competitiveness**. This, in turn, will make it easier for Ukraine to integrate into the **single market of the EU**, and it will also boost the capacity of Ukrainian enterprises to compete with other foreign producers and actors.

Foreign donors and partners should prioritize the approach of reconstruction under the direct supervision and control of international companies and enterprises. This would stimulate the increase in jobs and economic growth while also minimizing risks of corruption.

Effective cooperation between Ukrainian and international actors in the context of post-war recovery would result in the enhancement of the images of international partners, further cementing positive attitudes.

### Foster technological cooperation

It is necessary for Ukraine to obtain assistance in the creation of certain technologies as well as financial aid for Ukrainian technology enterprises if the country is to have any chance of being able to generate essential technologies. The nation already contains the required preconditions, as it possesses a labor force that is highly skilled; yet, what it lacks the most is engagement with international partners and financial resources.

In this regard, foreign governments might take into consideration **Ukraine's information technology and digital sector**, where Ukraine has already gotten successes, as well as Ukraine's **military-industrial complex**, which has proven to be quite resilient and rich with capable technological models – another way of strengthening security cooperation between Ukraine and international partners.

This type of cooperation may result in the formation of joint enterprises, which would enhance the number of employment opportunities available, as well as economic prosperity and the number of refugees who would be able to return home.



# Recommendations to the Foreign Donors

The 26th of January, 2023 marked the beginning of operations for the [Multi-agency Donor Coordination Platform for the Restoration of Ukraine](#). Guaranteeing the participation of international donors with international financial institutions is designed to ensure that assistance to Ukraine is provided in a manner that is coordinated, transparent, and in line with reporting criteria.

These recommendations can improve the engagement of all actors involved and aid in developing the roadmap.

## Prioritize support for infrastructure development

The development of infrastructure provides a number of benefits, including improved connections and expanded employment opportunities. According to survey findings, there is a substantial demand for improved access to basic goods and services, as well as for the construction and maintenance of roads, bridges, and transportation systems.

It is of the utmost importance to provide financial backing for programs that restore damaged or destroyed infrastructure in areas that have seen a high concentration of significant loss and destruction.

In addition, foreign donors are encouraged to provide resources for monitoring and evaluation of infrastructure projects. This may include funding for independent evaluations, support for the development of monitoring and evaluation tools, and training for local organizations on how to conduct oversight.

To address the lack of access to basic services such as electricity and water in affected regions, foreign donors could provide resources to restore and expand utility infrastructure. In the short term: 1) it is worth targeting programs to ensure the autonomy of small communities in the absence of electricity, and in the long term: 2) to generally modernize and strengthen the energy security of Ukraine's system as a whole.

Based on survey results that indicate the need for access to information and communication technologies, foreign donors can also provide funding to develop digital infrastructure and increase Internet access in affected regions.

## Recommendations to Foreign Donors

### Provide aid in rebuilding houses

Foreign donors should think about sponsoring initiatives that offer programs that provide affordable homes for those in need in addition to reconstruction of damaged buildings to ease the housing shortage in war-torn regions.

Support for the renovation of the region's housing stock and public spaces will not only raise residents' standards of living but also increase the region's appeal to foreign investment and tourism.

It is suggested that a compensation program be established for people who have already renovated their homes at their own expense. The analysis demonstrates that this is a widespread practice. It is also beneficial to prioritize money for local and neighborhood associations that have assumed responsibility for rehabilitation in demilitarized areas.



Donors should keep in mind that rebuilding homes in an energy-efficient manner, such as replacing shattered windows with new, heat-retaining windows, would reduce the strain on Ukraine's energy infrastructure.

### Contribute to educational initiatives

This includes primarily school reconstruction and teacher training programs to help close the education gap in the affected regions.

Foreign donors can also invest directly in education and vocational training programs, as a large percentage of the population reports a lack of employment opportunities and a need for improved education systems.

In particular, they can work with local organizations to promote and fund educational programs, especially in science, technology, engineering, and math. This will help increase the region's education and competitiveness in the global economy.

Respondents consider education to be important for the future of their communities, so foreign donors can support initiatives aimed at improving the quality and accessibility of education in post-war Ukraine.

Invest in training and capacity-building programs for local communities and organizations to increase their ability to participate in the reconstruction process and make informed decisions about the development of their communities.

## Recommendations to Foreign Donors

### Support financing of healthcare initiatives

The survey results indicate a high level of concern among residents about access to healthcare, especially in rural areas where access to healthcare is limited. Foreign donors can also provide financial and technical support to rebuild and modernize medical facilities and the healthcare system in war-affected regions. Special attention should be paid to health care programs for older people who are at medical risk.

Foreign donors can support rehabilitation programs for those affected by war-related trauma.

Given the high levels of trauma and mental health problems reported in the survey, foreign donors should consider funding programs that provide counseling and psychological services to those affected by the war.

This could include counseling, therapy, and support groups, as well as programs aimed at addressing the psychological impact of trauma. Young families and families with small children need special attention.

Supporting initiatives that promote mental health and well-being will assist in overcoming the psychological damage that many individuals have endured during the war and contribute to a more stable and resilient society.

### Encourage cooperation with local organizations

This will help to ensure that reconstruction and recovery efforts are aligned with the priorities and needs of local communities, as local organizations are best placed to understand the needs of affected communities. These organizations have experience on the ground and can provide valuable insights into the most pressing needs.

Such cooperation can include regular interaction with local communities, joint planning and decision-making processes, and support for the participation of local organizations in reconstruction planning and implementation.

## Recommendations to Foreign Donors

### Promote actions aimed towards decreasing corruption and increasing transparency

(especially in the public sector, where corruption has been identified as a serious problem)

Foreign donors can support programs aimed at promoting democratic governance, including efforts to increase transparency, accountability, and public participation in government.

Funding programs that encourage cooperation between government, civil society and the private sector in reconstruction and recovery should also be prioritized. This will help to ensure a coordinated and effective response, maximize the impact of reconstruction efforts, and promote long-term sustainability.

Foreign donors should support transparency and accountability in reconstruction efforts, prioritizing programs that fund monitoring and evaluation systems, public reporting, and independent audits. This will help ensure that funds are used efficiently and effectively.

Promote the use of digital technologies to optimize and improve the delivery of public services. Digital technologies can help reduce the cost of service delivery, improve citizen access to information and services, and support more transparent and accountable governance.

### Invest in job creation and economic development initiatives

Attention should be paid to supporting job creation and employment programs to help stabilize communities and reduce poverty. This will not only benefit the local population, but also create a stable and growing market.

It is recommended to work with local organizations to develop programs aimed at reducing poverty and promoting economic growth in rural areas, as a significant portion of the population reported difficulties in accessing basic needs and services in these areas.

Invest in programs that promote sustainable agriculture and food security, as this will not only improve the well-being of local communities but also create new business opportunities in the agri-food sector.

Foreign donors can support the development of the agricultural and rural economy in affected regions, including funding for farm rehabilitation, cooperative development, and market access initiatives.

Foreign donors should consider supporting programs that provide employment opportunities for war-affected IDPs, including vocational training and microfinance initiatives.

## Recommendations to Foreign Donors

### Stimulate the growth of small businesses and entrepreneurship

These initiatives can be a means of stimulating the local economy and creating jobs in war-affected regions. To support local businesses and accelerate economic growth, foreign donors can provide funding for small and medium-sized enterprises and investments in vocational training programs.

To stimulate entrepreneurship and create new economic opportunities, it is recommended to support microfinance programs and small business development initiatives. This will not only benefit the local economy, but also open up new markets for foreign goods and services.

### Fund programs that help preserve Ukrainian culture and language

Foreign donors can support the rehabilitation and restoration of cultural and historical sites.

It is prudent to invest in initiatives that foster the growth of local artistic and cultural groups, as this will not only enrich local culture and foster social cohesion, but also create new business prospects in the creative sectors.

Foreign donors could provide resources for the establishment of community centers and cultural institutions in war-affected regions to help restore social ties and engage the community.

Collaborating with local organizations to support the protection and preservation of cultural treasures would not only maintain the country's distinctive history and identity, but will also attract tourists and develop cultural interchange.

### Invest in programs that address environmental issues (such as deforestation, pollution and waste management etc.)

Support the development of clean energy solutions in the affected areas, such as wind and solar power, to promote resilience and reduce dependence on traditional energy sources. This could include providing financial resources and technical support for the implementation of environmental and energy-saving technologies in the affected areas, such as water purification systems and waste management facilities.



## Recommendations to Foreign Donors

### Back renewable energy and sustainability initiatives

Given that a significant number of Ukrainians are willing to accept a longer recovery process if it includes the introduction of environmental and energy-saving technologies, foreign donors should prioritize funding for projects that promote sustainable development. Encourage the introduction of green and energy-saving technologies.

It is recommended to invest in renewable energy and environmental sustainability initiatives, as this not only addresses the urgent issue of climate change, but also opens up new business opportunities in the clean energy and technology sector.

Support capacity building and training initiatives for local communities in sustainable development and energy efficient technologies. Foreign donors can provide resources for programs and workshops that inform local communities about the benefits of modernization and how to incorporate green energy into their daily lives.

Partnerships between local organizations, foreign donors and international companies specializing in sustainable and energy-efficient technologies are important. These partnerships can help bring advanced technologies to Ukraine, allowing it to bypass older, less efficient systems and build more modern and sustainable infrastructure.

Financial and technical assistance should be provided to help local communities implement sustainable infrastructure projects. This could include low-interest loans for renewable energy projects, research and development grants, and technical assistance for project design and implementation. In addition, it is recommended to invest in research projects aimed at integrating sustainable technologies into Ukraine's infrastructure. These projects will help to identify and develop new, innovative solutions that can be scaled up and applied across the country.

### Finance programs designed to expand access to clean water and sanitation

The focus should be on meeting the basic needs of war-affected communities. This is especially true in rural areas where these services are often limited. Support programs that promote access to clean water and improved sanitation, as this will not only improve public health but also create new business opportunities in the water and sanitation sector

Also, invest in programs that improve access to energy, especially in rural areas where energy poverty is a major problem and often has a negative impact on living conditions, including sanitation.

## Recommendations to Foreign Donors

### Aid in the restoration of sporting facilities

Reconstruction and development of sports facilities and infrastructure is an important area for the development of physical activity, health of children and the general population, as well as the development of professional sports.

Invest in programs to restore sports facilities, infrastructure, institutions, organizations in the field of physical culture and sports affected by the hostilities, including the purchase of sports equipment and supplies, etc.



*Kharkiv region: destruction of the Karazin University Stadium and training complex (Unifecht) Photo: Vlad Sakovych/HOWA*

### Contribute to demining

Ukraine has become the most mined country in the world. At present, more than 40% of Ukraine's territory is mined due to the hostilities.

To address the problem of anti-personnel mines and explosive remnants of war, foreign donors could provide funding and resources for the removal and disposal of these dangerous weapons, which can pose a threat to people's lives for many years.



By investing in Ukraine's post-war recovery and reconstruction, foreign donors will not only help tremendously to improve the lives of citizens, but will also benefit from a more stable, prosperous and secure region with a dynamic and growing economy and strengthened democratic values.

# Recommendations to the Civil Society Organizations

The participation of the civil society sector in the process of reconstruction of Ukraine should not be underestimated, because it may enhance the activity of all other entities involved. These recommendations may overlap the ideas for other branches; however, it may not be the definitive reason to exclude them from the action - it is important to make civil society prove itself to be resilient.

## Support the pre-emptive reconstruction efforts

While more and more territories are being de-occupied in the course of the war, the need for rebuilding efforts is growing.

Civil society organizations should explore social infrastructure restoration projects in areas sufficiently removed from potential active military operations to support the local population and bring quality services back. Small-scale projects on the restoration of infrastructure scoping the assistance for the conservation of educational, and medical institutions, as well as for the businesses and groups providing food and energy security necessary for the local population is vital for communities' return to their pre-conflict routines and guarantees.

The example of local activist groups (such as “Dobrobat” – Volunteer Construction Battalion) carrying out the reconstruction of de-occupied northern regions showed that swift rebuilding efforts may be much more effective in the timely conservation of buildings and residential areas; and reintegration of territories in general. Despite the further damage possible as a result of the ongoing hostilities, the strategy of quick reaction is essential in the process of territory recovery.



## Recommendations to the Civil Society Organizations

### Support capacity-building efforts

In the context of timely reaction to reconstruction needs, organizations should consider supporting capacity-building efforts in Ukraine, such as training programs and mentorship initiatives, to help share the skills and expertise of existing rebuilding organizations among the communities and initiative groups that express a desire to join the process of restoration. It would be also beneficial to introduce training programs in the areas of environmental protection, energy efficiency, and sustainable development, to enhance the techniques of the volunteering teams during the reconstruction process.

It is critical to prepare this and other programs aimed at the support of the local population in advance to accelerate their implementation on the ground as soon as the security situation in the affected regions improves.

To ensure the long-term success of restoration, Ukrainians agree that large-scale, expensive initiatives of national importance including rebuilding efforts in the most war-ravaged regions, particularly in the east of the country, could be delayed until the end of hostilities. Thus, in the wartime period, Civil society organizations should prioritize a swift approach to rebuilding and programs preparing for it, as they can respond to challenges faster than large corporations and governments.

### Support public engagement and stakeholder consultation

Civil society organizations should support public engagement and stakeholder consultation to ensure that the needs and concerns of affected communities are taken into account. This will help build trust and increase support for modernization initiatives, leading to a more sustainable and resilient future for Ukraine.

For the optimal outcome, it is also essential to keep in mind that such participation must incorporate criticism. The civil society sector should not be reluctant to challenge government and government reconstruction plans



## Recommendations to the Civil Society Organizations

### Focus on the community-based approach: address the needs

Organizations should promote community-based approaches to reconstruction in Ukraine, which can help ensure that projects are planned and implemented in a way that reflects the needs and perspectives of local communities and contributes to their long-term sustainability.

Based on the research of specific needs of the population of war-affected communities it is important to start planning the development or expansion of specific programs designed to address: the humanitarian crisis; unemployment; to support the children's development programs aimed at those particularly affected groups (such as families of Internally Displaced People, families of Ukraine Defenders' and those, who stayed in war-affected regions during the ongoing hostilities); to provide psychological assistance to the population as well as raise awareness of possible consequences of war for the mental health of Ukrainians and critical problems of social infrastructure for the elderly population

Civil society organizations should also consider addressing rooted social and economic inequalities in Ukraine, which may be exacerbated by the conflict and its aftermath. This can include supporting initiatives to address poverty, human rights valuations, democratization and transparency of institutions, and improving access to basic services and opportunities for vulnerable populations. It also may help to shorten the gap between Ukraine and the Western nations in such fields.

### Use freedom of maneuver

In the context of the beginning of reconstruction, Civil society organizations, compared to other bodies like those of the host state sector, foreign governments, donors, and corporations, are able to develop and implement programs faster, adapting them according to the needs of the area.

While civil society organizations are first to address urgent needs like the provision of humanitarian aid, they are also the first ones to spot inaccuracies, post-war challenges, and possible obstacles in the bureaucratic system standing in the way of successful recovery.



Thus, the active participation of civil society organizations in the restoration process of communities will give an additional boost to the creation of short-term and long-term projects, called to address the arising problems.

## Recommendations to the Civil Society Organizations

### Provide technical assistance

Foreign civil society organizations can provide technical assistance to Ukrainian organizations and government agencies in areas such as project planning and management, monitoring and evaluation, and community engagement. This will help ensure that reconstruction projects are planned and implemented effectively and that the benefits are widely shared and sustained over the long term.

### Promote transparency and accountability

The lack of transparency and accountability can lead to corruption, mismanagement of resources, and ultimately, failure of the reconstruction process.

One way to promote transparency and accountability in the reconstruction process is through the involvement of independent organizations.

These organizations can monitor and report on the implementation of reconstruction projects, providing an objective assessment of the progress and identifying any potential issues. Additionally, they can advocate for the effective and efficient use of resources, ensuring that the reconstruction process is in line with the intended goals and objectives.

Involving independent organizations in the reconstruction process also provides a level of checks and balances. By having an external party involved in the process, the likelihood of corruption and mismanagement of resources is reduced. This, in turn, enhances the public's trust in the reconstruction process and ensures that the reconstruction process is serving the public's interest.



## Recommendations to the Civil Society Organizations

### Support local initiatives for modernizing infrastructure

Civil society organizations should support local initiatives for modernizing infrastructure by providing funding and resources for training and capacity-building programs. This will help Ukrainians take ownership of the process and lead to a more sustainable process of infrastructure rebuilding.

There are already established projects with similar approaches. For instance, We Build Ukraine Together (Buduiemo Ukrainu Razom - BUR) is an NGO made up of volunteers that cooperates closely with the local communities and works on reconstruction projects on-site.

Modernization programs should be implemented during reconstruction with an additional information campaign in the most affected regions to explain the economic viability of implementing new solutions and a focus on the benefits for the older generation, which is still less prone to prefer slower and more green solutions.

A slower-paced recovery combined with the modernization of infrastructure carries many advantages compared to the immediate need for recovery. Modernization can bring many benefits, such as energy savings, increased efficiency, and more resilient infrastructure, which will have a long-term positive impact on the economy and society.

### Advocate for green energy solutions

Civil society organizations should advocate for green energy solutions and raise awareness about the benefits of modernization. This will help shift public perception towards a more sustainable future and increase support for modernization initiatives. Experts of the Ukrainian ecological movement NGO Ekodiia have collected valuable key points regarding the process of sustainable reconstruction.

According to them, it has to include such necessary steps as decreasing the bureaucracy level for the environmentally sustainable implementation of projects; elaborating long-term perspective for the infrastructural projects;

focusing on the gradual shift toward the “greener” energy supply market; promotion of activity of local communities and raising the awareness level about the possible more sustainable solutions for the households.



# Recommendations for Private Companies and Corporations

Foreign private capital should make timely investments in the reconstruction process, as the earlier an investment is made, the larger the population's benefit and the corporation's profit. A short-term investment strategy should be formulated to restore, first and foremost, the provision of fundamental human needs for return and survival.

## Conduct surveys, contact local governments and establish branches

Before initiating involvement in the reconstruction, private enterprises and corporations should do surveys of the local populace and develop direct contacts with the local government.

They should also increase cooperation between local non-governmental groups in order to comprehend the immediate requirements of specific communities and to facilitate more coordinated interaction.

Companies are permitted to create a subsidiary or branch in Ukraine, allowing them to have a **physical presence** and do direct business in the country.

## Cooperate with government and local CSOs

Working with the government to build an appealing tax environment for multinational enterprises operating in Ukraine can promote foreign investment and foster a more stable business climate.

The government can provide incentives to corporations that make long-term investments in the country and promote the growth of vital industries, such as energy and infrastructure. Partner with local CSOs and government organizations to deliver vital services like healthcare, education, and clean water.



## Recommendations for Private Companies and Corporations

### Restore business climate

By supporting measures that make it simpler for businesses to operate and expand, private enterprises and multinational organizations may assist enhance the business climate in Ukraine.

This can include actions to **minimize bureaucracy**, increase the ease of doing business, and facilitate capital and financing access for businesses.

Companies should invest in export-oriented industries, the country's retail sector, encourage the development of small and medium-sized enterprises, assist Ukrainian entrepreneurs in forming partnerships with worldwide firms, support the restoration of cultural and historical landmarks, and encourage innovation in the Ukrainian economy.

### Create employment opportunities and provide training

Private companies should provide employment possibilities, job training and career guidance programs in war-affected communities to aid in the reconstruction process and reduce the high unemployment rates.

Corporations should support the implementation of training programs for local workers in the latest technologies and best practices, which will not only improve the quality of the rebuilding but also produce a skilled labor force that is alluring to foreign investors.

Companies should also invest in the education sector by providing scholarships, internships, and training programs to assist young people with new skills and practical experience.

Finally, companies can help restore the business climate in Ukraine by giving potential entrepreneurs financial aid, mentorship, and other resources.

### Contribute to health care industry

War-affected individuals should be provided with mental health treatments and strong health care institutions.

Supporting mental health efforts and addressing mental health concerns could assist persons with poor mental health to overcome their traumatic experiences. Such programs became crucial especially for young parents and children.

Cooperate with healthcare providers to meet the need for greater access to healthcare focusing on the healthcare need of elderly population. Invest in medicine and contribute to the modernization of the healthcare industry.

By investing in new technologies and equipment, and by providing development opportunities for healthcare employees, businesses and multinational firms can help modernize the industry and increase care quality and service accessibility.

## Recommendations for Private Companies and Corporations

### Support housing building, transportation and agriculture

Companies can invest in real estate and housing developments, construct new homes, renovate existing structures, and create mixed-use developments, which can help revitalize metropolitan areas.

By investing in new highways, railroads, and airports, private businesses and multinational firms can contribute to the modernization of Ukraine's transportation and logistics infrastructure.

Businesses should invest in infrastructure development, particularly in rural eastern areas which were more war-affected, to improve the quality of life for these populations and stimulate economic expansion.

Companies should provide assistance and expertise in demining territories and regenerating soils, thereby contributing to the demining and development of agriculture in Ukraine.

Private enterprises can contribute to the modernization of Ukrainian agriculture by investing in new technology, enhancing supply chains, and increasing agricultural production efficiency.

By the end of December 2022, Russian missile strikes damaged 20% of Ukrainian warehouses and the building of additional grain storage facilities.



### Foster technological and scientific progress

Companies should consider funding the development of technology parks and innovation centers in order to foster an atmosphere conducive to technological and scientific progress.

Ukraine's population is highly educated and its IT industry is growing, having strengths in software development, cybersecurity, and data science. And now Ukraine has a chance to shift to Western technologies, taking its digitization to an even higher level.

Foreign companies can play a crucial role in this process. Companies can collaborate with local universities and research organizations to improve scientific and technical progress.

## Recommendations for Private Companies and Corporations

### Invest in heavy industry

Investing in the metallurgy sector is an important way for businesses and corporations to aid in the rebuilding and reconstruction of Ukraine following the war. Two of Ukraine's main metallurgical plants, "Azovstal" and the Mariupol Metallurgical Plant, were destroyed.

There will be a substantial demand for flat-rolled products in post-war Ukraine, requiring the installation of new production capacity. Ukraine has a tradition of heavy industry, with particular capabilities in steel production, machine construction, and aerospace.

Taking advantage of Ukraine's strategic location between Europe and Asia, international corporations can invest in renovating existing factories and establishing new production facilities. Companies can invest in renovating existing factories and establishing new production facilities.

### Organize cultural and educational events

Companies should also support cultural, sports and educational events and activities that foster a sense of community and bring people together, introduce programs for first-aid kits, train the community how to assist an injured person and how to demine mines, and contribute to the growth of Ukraine's arts and culture sector.

To demonstrate their company's trustworthiness at the onset of reconstruction, they should organize or participate in charity events and donations for war victims.

### Encourage renewables and digitalization

Invest in renewable energy sources to make the nation more sustainable and less reliant on nonrenewable resources, and assist in the rehabilitation of Ukraine by investing in energy-efficient and ecologically responsible infrastructure projects.

Invest in technology and digital infrastructure to enhance communication and information access for persons in affected regions.

Private firms and multinational corporations should support sustainable growth and environmental preservation.

They may involve investments in eco-friendly digital technologies that will assist modernize the economy and generate new growth and development prospects.

## Recommendations for Private Companies and Corporations

### Promote inclusiveness, gender equality and help most affected

Companies can promote inclusiveness and diversity in the workplace, promote gender equality and women's empowerment.

Businesses can contribute to the creation of a more welcoming and supportive workplace that is tolerant of all groups.

Companies can offer direct financial aid and resources to assist war-displaced families and individuals in regaining their housing, help internally displaced individuals and veterans gain employment.

Additionally, private corporations should meet the needs of local citizens and improve their quality of life by financing community development projects, and encourage greater community involvement as those who are more involved in their communities have reported greater life satisfaction.

### Take country's stance into consideration

Close attention should be paid to the political stance of the investor country in regard to the war, as well as its military aid with weapons, humanitarian and economic support, aid to refugees, and contacts with Ukraine.

Ukrainians are convinced that these countries will work in the best interests of Ukraine.

Attracting private capital from a particular country has the potential to enhance the favorable image of both the country and the enterprise in the eyes of the Ukrainian population and the world community.

The involvement of the firm in the rebuilding will make it possible for it to promote its products on the international stage and to get approval and future orders from other Ukraine partner nations.

The majority of Ukrainians feel that rehabilitation work should be performed by Ukrainian enterprises and that foreign countries should finance and oversee the work of these companies. Companies in Ukraine understand the circumstances on the ground and are aware that delegating work is crucial for the country's recovery.

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