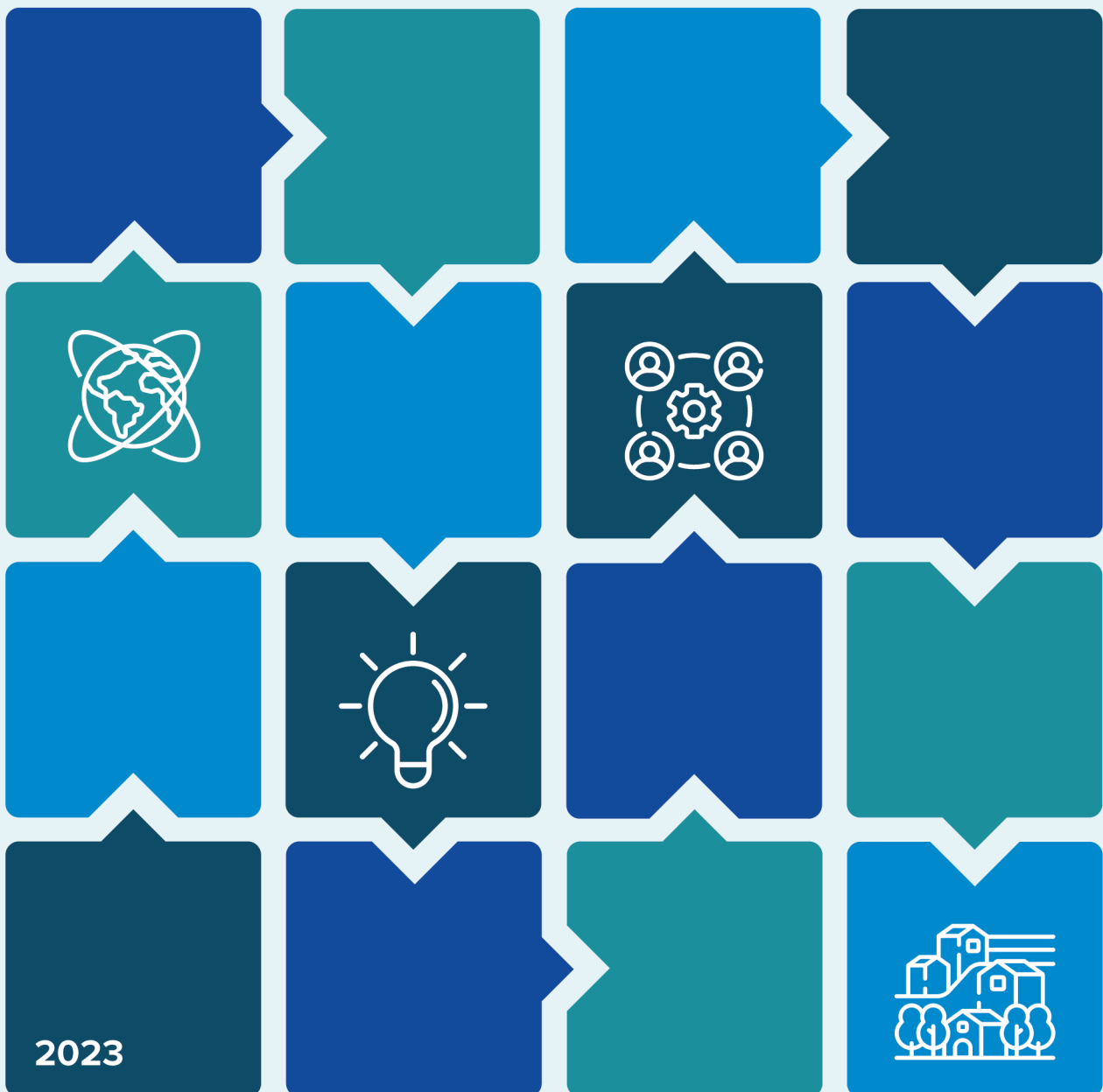


GUIDELINES

FOR ESTABLISHING A REGIONAL MECHANISM FOR INTER-AGENCY AND INTER-TERRITORIAL COORDINATION OF THE RECOVERY AND DEVELOPMENT OF COMMUNITIES AND TERRITORIES



The Guidelines for the establishment of a regional mechanism for inter-agency and inter-territorial coordination of the recovery and development of communities and territories were developed in partnership with the Congress of Regional and Local Authorities under the President of Ukraine with the assistance of the United Nations Development Programme (UNDP) in Ukraine under the Recovery and Peacebuilding Programme, with financial support from the European Union (EU), the governments of Denmark and Sweden.

Eleven international partners support the Recovery and Peacebuilding Programme: the EU, the European Investment Bank (EIB), the U.S. Embassy in Ukraine, the governments of Canada, Denmark, Germany, Japan, the Netherlands, Poland, Sweden, and Switzerland.

The opinions, observations, conclusions or recommendations expressed in this publication are those of the authors and do not necessarily reflect the official position of the UN, UNDP, EU, the governments of Denmark and Sweden or other international partners.

These Guidelines are aimed at enhancing the institutional capacity of representatives of oblast state administrations (oblast military administrations) to coordinate the activities of local executive authorities, local self-government bodies, territorial structural units of central executive authorities, donor countries and development partners, civil society organizations and other stakeholders in the recovery and development of regions and territorial communities under martial law and post-martial law.

The Guidelines are based on international and practical experience in establishing a mechanism for inter-agency and inter-territorial coordination of the recovery and development of communities and territories of Donetsk, Luhansk, Mykolaiv and Kharkiv Oblast State Administrations.



CONTENTS



TEAM OF AUTHORS	4
ACRONYMS AND ABBREVIATIONS	6
REVIEW	7
EXECUTIVE SUMMARY	9
SECTION 1. INTERNATIONAL EXPERIENCE OF POST-WAR RECOVERY	11
1.1. EXPERIENCE OF POST-WAR RECOVERY IN BOSNIA AND HERZEGOVINA	12
1.2. EXPERIENCE OF POST-WAR RECOVERY IN CROATIA	16
SECTION 2. LESSONS FOR UKRAINE	20
2.1. KEY CONCLUSIONS FOR UKRAINE	21
2.2. ORGANIZING THE RECOVERY PROCESS IN UKRAINE	24
2.3. CHARACTERISTICS OF THE RECOVERY PROCESS AT THE SUB-NATIONAL LEVEL	30
SECTION 3. CREATING A MECHANISM FOR COORDINATING THE PROCESSES OF RECOVERY AND DEVELOPMENT	34
3.1. CONCEPTUAL FRAMEWORK	35
3.2. PRACTICAL RECOMMENDATIONS FOR LOCAL AUTHORITIES	44
SECTION 4. PRACTICAL EXPERIENCE IN CREATING A MECHANISM FOR COORDINATING THE ACTIVITIES OF PARTNERS IN RECOVERY AND POST-WAR DEVELOPMENT AT THE SUB-NATIONAL LEVEL	48
4.1. DONETSK OBLAST	49
4.2. LUHANSK OBLAST	57
4.3. MYKOLAIV OBLAST	69
4.4. KHARKIV OBLAST	74

TEAM OF AUTHORS

General supervision

Natalya Beliukina, UNDP Social Services Development Analyst

Author and compiler

Olena Nyzhnyk, UNDP Strategic Planning Expert

Members of the inter-regional working group

Olena Bospala, Head of the Legal Aid Unit of the Legal Office of the Donetsk Oblast State Administration

Svitlana Borys, Head of the Budget Policy and Strategic Planning Office of the Department of Economic Development and Foreign Economic Activity of the Luhansk Oblast State Administration

Nataliia Velykotska, Deputy Director of the Department, Head of the Territorial Development Office of the Department of Economics of the Donetsk Oblast State Administration

Yurii Vynokurov, Director of the Department of Capital Construction of the Donetsk Oblast State Administration

Oksana Holovko, Director of the Department of Investment and Innovation Development and External Relations of the Donetsk Oblast State Administration

Nataliia Honchar, Deputy Head of the Legal Support Office of the Legal Department of Urban Development of Kharkiv Oblast State Administration, Head of the Legal Support Unit of Structural Subdivisions of Oblast State Administration

Andrii Zinchenko, non-staff Advisor to the Head of Mykolaiv Oblast State Administration, PhD in Economics

Olena Karasova, Chief Specialist of the Investment and Exhibition Activities Division of the Investment Policy and Entrepreneurship Development Promotion Directorate of the Department of Economic Development and Foreign Economic Activity of the Luhansk Oblast State Administration

Oleh Komisarov, Deputy Head of the Investment and Foreign Economic Activity Office of the Department of Economics and International Relations of the Kharkiv Oblast State Administration, Head of the International Technical Assistance and Investment Attraction Unit

Dmytro Lahno, Chief Specialist of the Unit for State and Communal Property Management of the Office of External Relations, Foreign Economic Activity and European Integration of Mykolaiv Oblast State Administration

Maryna Pakhomova, Deputy Director of the Department of Urban Planning and Architecture of the Kharkiv Oblast State Administration, Head of the Urban Planning Office

Maryna Salykina, Chief Specialist of the Capital Investment Unit of the Kharkiv Oblast State Administration

Renata Khrushch, Head of the Regional Development Unit of the Regional Development and Investment Office of the Department of Economic Development and Regional Policy of the Mykolaiv Oblast State Administration

Yevhen Tselishchev, Deputy Head of the Office, Head of the International Technical Assistance Support Unit of the Department of International Technical Assistance, Innovative Development and External Relations of the Luhansk Oblast State Administration

Nataliia Chukova, Head of the Office for Interaction with Local Self-Government Bodies of the Donetsk Oblast State Administration

Svitlana Shapovalova, Deputy Head of the Office for Regional Development and Investment of the Mykolaiv Oblast State Administration, Head of the Unit for Territorial Organization of Power and Local Self-Government

Svitlana Yatsyshena, Head of the Strategic Planning Unit of the Budget Policy and Strategic Planning Office of the Department of Economic Development and Foreign Economic Activity of the Luhansk Oblast State Administration

Inna Mohilat, Independent Expert on Strategic Planning

The authors would like to thank Anastasiia Todorova, Deputy Director of the Department of Economic Development and Regional Policy of the Mykolaiv Oblast State Administration, Head of the Office of Foreign Economic Activity and European Integration, and Maksym Sutkovyi, Director of the Department of Economic Development and Foreign Economic Activity of the Luhansk Oblast State Administration, for their assistance in preparing certain sections of the Recommendations.

ACRONYMS AND ABBREVIATIONS

ASC — administrative service centre

ASB — Arbeiter-Samariter-Bund Deutschland

ASSC — areas of special state concern

CEA — central executive authority

CSO — civil society organization

EBRD — European Bank for Reconstruction and Development

EC — European Commission

EU — European Union

GDP — gross domestic product

ICOMOS — International Council on Monuments and Sites

IDP — internally displaced person

IOM — International Organization for Migration

ITA — international technical assistance

LSGB — local self-government bodies

M&E — monitoring and evaluation

NATO — North Atlantic Treaty Organization

NEFCO — Nordic Environment Finance Corporation

NGO — non-governmental organization

OECD — Organization for Economic Cooperation and Development

OMA (OSA) — oblast state administration (oblast military administration)

RDA — Regional Development Agency

ROIC — Regional Office for International Cooperation

RSA — raion state administration

SME — small and medium-sized enterprises

UN — United Nations

UNDP — United Nations Development Programme

UNESCO — United Nations Educational, Scientific and Cultural Organization

UNICEF — United Nations Children's Fund

USAID — United States Agency for International Development

REVIEW

The methodological guide, developed at the initiative of the United Nations Development Programme in Ukraine based on the experience of four oblasts of Ukraine, is an important tool for supporting and developing oblast authorities in the context of post-war recovery and development of communities and territories. The manual contains a detailed historical background describing the post-war recovery experience of other countries, the involvement of partners, successful and unsuccessful approaches, as well as practical guidelines aimed at improving inter-agency and inter-territorial coordination and increasing the efficiency of recovery and development processes.

The manual focuses on global progress, training and support for coordination at the regional and local levels. It was created in synergy with the tasks of the Ukrainian Government which seeks to strengthen the development of the state regional development strategy, building on the achievements of oblasts and communities, as well as to develop international cooperation at the regional and local levels to increase and intensify inter-regional and inter-municipal ties, strengthen professional communication, form a broad vector of international and cross-border cooperation between the authorities and civil society of each oblast, restore and develop infrastructure, and structurally modernize the economy, etc.

The UNDP project, as well as the manual, provide qualified and up-to-date support for the launch and development of the nationwide initiative of the Congress of Local and Regional Authorities under the President of Ukraine — Regional Offices for International Cooperation (ROICs) — by providing advisory and financial support.

ROIC is an information and analytical platform for systematizing data, supporting projects, and coordinating international cooperation between all parties represented in the region. ROIC and its overarching focus on intensifying and coordinating work with international partners for recovery and development is an integral part of the joint project as it is able to facilitate interaction and cooperation between local self-government bodies, public authorities, enterprises, institutions and organizations, representatives of civil society organizations (CSOs), as well as international partners (organizations, enterprises, foundations, municipalities, diplomatic missions).

This manual describes in details the tasks and specific steps of ROIC in each of the regions of Ukraine where the UNDP project provides support, taking into account regional specifics and the consequences of the full-scale invasion.

In my opinion, the advantages of this methodological manual are the following:

- **Use of relevant experience:** the manual is based on international experience and the practical experience of Donetsk, Luhansk, Kharkiv and Mykolaiv oblasts which makes it particularly valuable and relevant for Ukrainian regional and local executive authorities, taking into account the best practices and established partnerships;
- **Practicality:** the manual contains specific guidelines and tools to help authorities implement best practices in coordinating and managing community recovery and development;
- **Versatility:** although the manual is based on specific regional examples, its recommendations can be adapted and used in other oblasts of Ukraine, making it a versatile and useful tool;

- **Support for development:** the development of such a methodological manual with the assistance of UNDP, the EU, the governments of Denmark and Sweden demonstrates the interest of international organizations and partners to support Ukraine on its way to improving governance processes aimed at developing regions and communities;
- **Focus on coordination:** the manual focuses on inter-agency and inter-territorial coordination, which is a key aspect of successful recovery and development of communities not only after the end of hostilities, but also during the early recovery phase.

Given the above-mentioned advantages, the methodological manual developed by an inter-regional working group with UNDP experts is a useful resource for regional authorities in Ukraine. The implementation of the guidelines from this manual can contribute to the effective recovery and development of communities and territories, and to the development of international cooperation at the regional and local levels, ensuring better coordination of all stakeholders in the face of the complex challenges posed by the war in Ukraine.

Artem Husak,

***Advisor to the Deputy Head of the Office of
the President of Ukraine***

EXECUTIVE SUMMARY

Methodological guidelines (hereinafter referred to as Guidelines) are designed to increase the institutional capacity of local authorities and civil society representatives to restore regions and communities under martial law, to develop in the post-war period and to assist local executive authorities, local self-government bodies, civil society organizations and other stakeholders in their application of tools for effective coordination of all stakeholders in the process of recovery and development of territories.

As a result of the hostilities, occupation and missile attacks, the regions of Ukraine need to raise significant funds to rebuild housing stock, administrative buildings, infrastructure, social institutions, roads and railways, etc.

Rebuilding Ukraine after the war will require a global financial effort. International community is already making a significant contribution to strengthening the country's current resilience, but additional support will be needed in the medium and long-term perspective: to restore the foundations of a free and prosperous country with European values, well integrated into the European and global economies, and to keep it on the path of European integration.

During the war virtually every territorial community in Ukraine suffered to some extent from the consequences of Russia's full-scale invasion of Ukraine and needs to restore destroyed facilities, establish a system of municipal services to the population in various areas, or maintain effective functioning and development in the face of a significant increase in population due to the influx of internally displaced persons (IDPs), the burden on municipal infrastructure, and the need to create decent living and working conditions for community residents.

Under such conditions, the role of oblast state (military) administrations (OSA/OMA) in restoring regions and communities during martial law and the post-war period increases significantly and consists in consolidating the efforts of local authorities together with state bodies, local self-government bodies, public associations, enterprises, institutions and organizations, citizens and donor organizations and development partners to implement measures of community security and order, protect the rights, freedoms and legitimate interests of citizens, addressing the devastating consequences of the full-scale invasion in the economic, demographic, social, humanitarian, environmental, transport and other areas in communities, taking into account the specifics of the situation and existing problems of each community.

The European experience of post-war recovery shows that one of the significant drawbacks of this process is the low institutional capacity of the authorities and the lack of mechanisms that would ensure coordination and synchronization of actions of donors, local executive authorities and self-government bodies, active public and CSOs, regional authorities and the government.

Given the large number of stakeholders involved in the recovery process, their activities should be strategically coordinated and agreed upon: 1) by regions (oblasts) and territories (territorial communities); 2) by goals, objectives and activities; 3) by time and resources to ensure the desired result and efficient use of limited financial, human, logistical, natural and other resources.

Establishing a clear and effective regional mechanism for coordinating post-war recovery and development is a key element in achieving successful, sustainable and long-lasting development of

communities and the oblast as a whole after the events caused by the war. This will help optimize the use of resources, engage various stakeholders, and ensure the effective implementation of recovery and development programmes and projects.

To this end, the United Nations Development Programme in Ukraine, as part of the Recovery and Peacebuilding Programme, has implemented a pilot project to support the establishment of regional offices for the coordination of cooperation for recovery and development (hereinafter referred to as the Recovery and Development Office) in Donetsk, Luhansk, Mykolaiv and Kharkiv oblasts. The Recovery and Development Office is an information and communication space for international, national, and local partners seeking to cooperate at the level of oblasts, communities, and territories. The office is an element of the recovery coordination mechanism and the platform where ROIC will operate.

The concept of establishing the Recovery and Development Office has at least two components:

- 1) Increasing the institutional capacity of oblast state (military) administrations to recover and develop communities and territories;
- 2) Organizational and technical support of the office.

In order to ensure the coordinating role of the oblast state administration in the process of recovery and development, the regional Recovery and Development Office may be established as follows:

- 1) A communication platform (an advisory body to OSA/OMA);
- 2) A separate structural unit within OSA/OMA;
- 3) A legal entity is established, or powers are delegated to an existing institution (organization) founded by OSA/OMA on regional development (e.g., the Regional Development Agency established in accordance with the Law of Ukraine “On Principles of State Regional Policy”).

Establishing the Recovery and Development Office involves at least three stages:

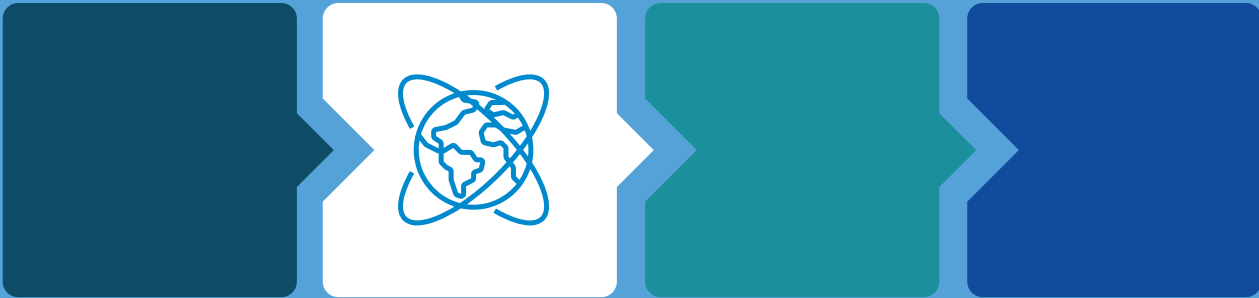
- 1) Initiation and decision-making;
- 2) Approval of constituent documents;
- 3) Launching the work.

The Guidelines include a description of various mechanisms of the Recovery and Development Office, a step-by-step algorithm for creating such a coordination tool, as well as practical cases of creating their own models of a mechanism for coordinating the activities of recovery and post-war development partners in Donetsk, Luhansk, Mykolaiv and Kherson Oblast state (military) administrations.

The use of the coordination mechanism to address the existing problems will improve the coherence of systemic programmatic measures for recovery and development at the regional level in the short and long term and stimulate the process of attracting resources from the international community, domestic and foreign investors to overcome the consequences of Russia’s full-scale invasion of Ukraine and create conditions for the sustainable development of Ukrainian communities as soon as possible.

SECTION 1.

**INTERNATIONAL EXPERIENCE
OF POST-WAR RECOVERY**





1.1. EXPERIENCE OF POST-WAR RECOVERY IN BOSNIA AND HERZEGOVINA

The wars of the 1990s in Europe caused significant destruction and damage to six countries in the Western Balkans — Bosnia and Herzegovina, Kosovo, Montenegro, Macedonia, Croatia, and Serbia. Experts note that the level of destruction in some places was comparable to what has been happening in Ukraine since 24 February 2022.

Bosnia and Herzegovina suffered the most as a result of the three-year (1992–1995) military confrontation. Researchers estimated the country's direct losses at US\$50–70 billion, which was 15–20 times more than its GDP at the time. Total losses from the hostilities amounted to approximately \$200 billion.

By the time the war ended in 1995, compared to 1991, the population of Bosnia and Herzegovina had decreased by 23 percent (almost 2.5 percent of the population was killed — 100,000 people, including 40,000 civilians). Industrial production fell by 90 percent. The unemployment rate was also nearly 90 percent. More than 2 million people have been displaced.

After the war, more than 40,000 went missing, and since 1995, more than 3,000 mass graves have been discovered. GDP per capita fell from \$1,900 in 1991 to about \$500 after the war ended. The fighting destroyed 35 percent of roads and 40 percent of bridges. The losses of railroad transportation sector were estimated at \$1 billion. Sarajevo International Airport was completely destroyed. The country's capital suffered losses of \$18.5 billion.¹

Sources of post-war reconstruction

- **National level**

Experts believe domestic national initiatives for post-war reconstruction in Bosnia and Herzegovina were few and inconsistent due to political problems within the country. At the time (since 1995), neither the parliament of Bosnia and Herzegovina nor the parliaments of individual territorial entities have adopted laws that would regulate the process of post-war reconstruction. The behaviour of national institutions was reactive rather than proactive. If international donors demanded the creation of a certain body or the adoption of a law, the authorities made decisions favourable to them. Local authorities were more interested in reconstruction projects, as it gave them direct access to funding sources.²

1 Kosarevych S. Post-war reconstruction of Bosnia and Herzegovina. — Dnistrianskyi Centre. — Available at: <https://dc.org.ua/news/reconstruction-bosnia>.

2 Obukh V. How the universal experience of post-war reconstruction will serve Ukraine. — Ukrinform. — Available at: <https://www.ukrinform.ua/rubric-vidbudova/3690887-cim-prisluzitsa-ukraini-svitovij-dosvid-povoennoi-vidbudovi.html>.

- **International level**

The post-war recovery of Bosnia and Herzegovina was supported by financial interventions from the United States and Western European countries. The pool of international assistance was filled with funds from donor states, the World Bank, the European Bank for Reconstruction and Development (EBRD), the United States Agency for International Development (USAID), and a number of philanthropic initiatives. In total, from 1996 to 2005, the international community provided \$9 billion as aid for the post-war reconstruction of Bosnia and Herzegovina.

Reconstruction in Bosnia and Herzegovina was coordinated by international agencies through the Reconstruction and Return Task Force which has been operating in the country since 1997. The Group worked under the condition that those municipalities that complied with the terms of the Dayton Peace Agreement and facilitated the return of refugees received reconstruction assistance. If local politicians resisted, such assistance was not provided.

The international community has focused its financial and intellectual efforts on rebuilding private homes and infrastructure, restoring the state's economic potential, and building civil society. Donors have not exerted significant pressure on national institutions to demand political reforms in the country.

The World Bank, the International Monetary Fund, the European Bank for Reconstruction and Development, the European Commission (EC), the United Nations Development Programme, the United States Agency for International Development, and the International Management Group have become key players in the economic reconstruction of Bosnia and Herzegovina. International actors prepared and launched the Priority Reconstruction and Recovery Programme which consisted of 27 sectoral programmes and projects. The list of them and their share in the total funding of the Programme is shown in the table.

Table 1. Projects of the Reconstruction Programme for Bosnia and Herzegovina³

No.	Project Title	Share in total financing, percent
1.	Emergency recovery	8.5
2.	Emergency recovery of farms and farmland	2.7
3.	Water treatment, urgent works and solid waste disposal	3.6
4.	Reconstruction of transportation routes	8.7
5.	Rehabilitation of people affected by military operations	1.6
6.	Emergency reconstruction of the education sector	1.7
7.	Emergency reconstruction of heating systems	2.2
8.	Demining	3.6
9.	Repairs of residential buildings	3.2
10.	Emergency reconstruction of power plants	10.5

3 World Bank Group and the EBRD. Bosnia and Herzegovina the Priority Reconstruction Program, Sectoral Projects and Programs. — 1997.

No.	Project Title	Share in total financing, percent
11.	Emergency demobilization and reintegration	1.1
12.	Community service and employment	2.4
13.	Transitional assistance	5.9
14.	Guarantees for restarting the industry	2.7
15.	Important medical services	1.8
16.	Bosnian Enterprise Fund	1.1
17.	Saving microbusiness, a local initiative	1.0
18.	Microfinance bank	0.4
19.	MIGA trust fund	-
20.	Reconstruction of the education sector II	3.2
21.	Reconstruction of transportation routes II	9.3
22.	Emergency reconstruction of the gas distribution system	2.8
23.	Aid for reconstruction of Republika Srpska	3.2
24.	Government services	2.4
25.	Public finance reform	4.8
26.	Banking sector reform	4.3
27.	Emergency rehabilitation of telecommunications	5.6

The World Bank planned to achieve its reconstruction goals through a combination of economic and sectoral work, policy dialogue, technical assistance, and lending. Subsequently, the World Bank approved two public finance adjustment loans to finance the state budget, develop debt management capacity, increase the efficiency and transparency of budget operations, link annual budgets to economic indicators, and reform and harmonize tax policy. Emergency reconstruction projects were prepared for the International Development Association (IDA) and funding for a trust fund covering infrastructure, housing, schools, hospitals, demobilization, and war victims; many of these projects were co-funded by other donors. The Bank approved an exceptional level of IDA/Trust Fund resources for Bosnia and Herzegovina for 1996–2003, a total of \$983 million. Sectoral task forces were created to rebuild Bosnia and Herzegovina’s infrastructure in various sectors: road and rail, housing, education and health care, water, electricity, gas and telecommunications.

The World Bank entered Bosnia and Herzegovina under post-disaster operational policy that explicitly excludes institution-building goals. Later, in its reports, the Bank admitted that it had prioritized economic recovery and ignored the critical need for political change, which led to unsustainable economic results.

In addition to the World Bank, other organizations have made important contributions to rebuilding the infrastructure:

- EBRD — invested €101 million in the construction of new tracks, reconstruction of tunnels, and installation of new signalling systems;
- USA — Support for Eastern European Democracy initiative consisted of 1) financial assistance and 2) expert assistance in implementing reforms. Between 1996 and 1999 investments in reconstruction amounted to about \$4 billion;
- Other international partners, including the European Commission and the United Nations.

Numerous charitable and non-governmental organizations (NGOs) play a significant role in the post-war reconstruction of Bosnia and Herzegovina. Approximately 500 NGOs helped rebuild Bosnia and Herzegovina. Their financial contribution in different time periods was estimated at \$50–100 million. Local and international NGOs mostly cooperated with the authorities in the administrative units in the areas of infrastructure reconstruction and cultural development, civil society development, and funding for ethnic reconciliation projects and refugee return.⁴

The post-war reconstruction of infrastructure in Bosnia and Herzegovina is generally considered a success. By 1999, one-third of housing was repaired as part of the reconstruction programme, and most of the urban infrastructure was restored to pre-war levels. By 2000, 80 percent of homes, schools, water supply systems, roads, telecommunications, and electricity had been restored.

At the same time, experts assess the impact on institutional development as moderate under very difficult circumstances. Moreover, the results of economic reforms and the transition to a market economy were lower than expected compared to the efforts and resources spent by the international community.

International experts concluded that the effective reconstruction of the country was hampered by:⁵

- Lack of a full-fledged development strategy;
- Lack of a single coordination centre for reconstruction programmes, duplication of efforts and poor coordination between different donors;
- Corruption in the country;
- Low management capacity of the authorities of Bosnia and Herzegovina (introduction of a “spot” reconstruction policy);
- Underestimation of the role of industry in the country’s economic revival, failure to use tools for the recovery and restructuring of industrial enterprises;
- Poor business climate and weak dynamics of domestic investment (due to this, the country has long had a high unemployment rate, and the small and medium-sized business sector has been developing extremely slowly).

4 Kosarevych S. Post-war reconstruction of Bosnia and Herzegovina. — Dnistrianskyi Centre. — Available at: <https://dc.org.ua/news/reconstruction-bosnia>.

5 Obukh V. How the universal experience of post-war reconstruction will serve Ukraine. — Ukrinform. — Available at: <https://www.ukrinform.ua/rubric-vidbudova/3690887-cim-prisluzitsa-ukraini-svitovij-dosvid-povoennoi-vidbudovi.html>.



1.2. EXPERIENCE OF POST-WAR RECOVERY IN CROATIA

Croatia was a part of Yugoslavia and fought for its independence using military force. On 25 June 1991 Croatia's independence, which had to be defended during the five-year war, was restored. On 1 April 2009 Croatia became a member of NATO. Croatia's experience in recovery and development is positive (the country is a member of the EU, UN, and NATO), and thus can be useful for Ukrainian context.

During the Croatian war of 1991–1995, approximately 20 percent of Croatian territory was occupied, with human losses of over 21,000 people, 13,583 on the Croatian side (including missing persons). During the war, Yugoslav troops committed numerous war crimes, genocide of Croatian civilians, and hundreds of thousands of people became refugees. The war resulted in approximately 190,000 destroyed and damaged residential properties that required reconstruction or compensation.⁶

According to The European Review (2003), approximately 30 percent of the Croatian economy was destroyed by the war. The industrial production index fell from 205.2 (1987) to 99.7 (1994). According to the World Bank, the total area of cultural monuments that were damaged or destroyed amounted to 181,485 square meters, and the damage was estimated at more than \$161 million. Approximately 180 thousand residential buildings were also destroyed. In total, infrastructure damage, loss of industry capacities, and refugee-related costs were estimated at \$37 billion. According to official figures, more than 500,000 people, or 10 percent of the population, have become refugees due to the war. Between 1995 and 2005, 240,000 internally displaced persons, mostly of Croatian ethnicity, returned to their places of permanent residence.⁷

Sources of post-war reconstruction

- **National level**

Croatia has allocated \$3.4 billion to rebuild the affected areas. During the period from 1991 to 2004, the government allocated \$3.5 billion from the budget. Regions that were further from the active hostilities and suffered fewer losses actively engaged in economic activity.

The authorities did not present a coherent economic strategy either during the war or in the post-war period, but rather acted reactively, depending on the course of hostilities. The first two years of the war were the most critical.

6 Ensuring Compensation and Restitution, Housing Rights and Social Protection of Internally Displaced Persons: Comparative European Experience. — Council of Europe Project "Internal Displacement in Ukraine: Developing Durable Solutions." — Available at: <https://rm.coe.int/comparing-analysis-idps-ukr/1680a08f30>.

7 Kosarevych S. Post-war reconstruction of Croatia. — Dnistrianskyi Centre. — Available at: <https://dc.org.ua/news/reconstruction-croatia>.

Croatia collected money for reconstruction in the form of taxes from the population that did not suffer from the war. As the Croatian economy functioned on a socialist basis before independence, the government began to introduce elements of a market economy after the war. At the beginning of 1998, a value-added tax was introduced everywhere except for areas of special state concern (ASSC). The state budget was in surplus that year due to tax revenues.

The economic growth of the 2000s spurred a credit boom led by newly privatized banks, capital investment, especially in road construction, tourism recovery, shipbuilding, and consumer spending through credit. The shipbuilding industry was an important part of Croatian exports that did not suffer large-scale losses due to the war.

In 2000, Croatia received \$7 billion from exports of shipbuilding goods. In the first years after the end of the war, the country's main GDP-generating sector (tourism) was recovering poorly, so Croatia quickly reoriented its economy to exports. Total exports in 2001 amounted to \$4 billion. Of this amount, 54.7 percent went to the EU. In 2003, the national economy officially recovered with the level of GDP reaching the level of 1990.

From the point of view of public administration, the authorities over-regulated the reconstruction process and did not provide means for the actual implementation of the prescribed provisions. After the war, the Croatian parliament adopted a number of legislative acts that regulated the procedure for reconstruction in the war-affected areas. The first such document was the Reconstruction Law of 1996, which established a list of cities that fell under the state reconstruction programme. It was funded from the state budget, by the Croatian Bank for Reconstruction and Development, and economic assistance grants for reconstruction.

The funds for economic recovery were allocated from the state budget and loans from the Croatian Bank for Reconstruction and Development, founded in 1992. When granting loans, the priority was given to the material production sectors (raw materials, fuel and energy, construction, and consumer goods), which had to have a market justification and be important for the economic development of a particular region, especially for increasing employment.

A law on areas of special state interest was passed later that year. ASSC were the administrative units of Croatia occupied during the war. According to the law, individuals and legal entities located in such territories were granted tax exemptions for an indefinite period of time, and the salaries of civil servants were increased by an average of 40 percent. The state budget or money from extra-budgetary funds was allocated for this purpose.

- **International level**

In addition to its own resources, Croatia also received generous assistance from the international community: the EU, the World Bank, the UN, and others for post-war reconstruction. Organizations such as the UN, UNESCO, ICOMOS, the European Union, and the Arbeiter-Samariter-Bund (ASB) provided the country with the necessary legal, financial, and educational assistance for its post-conflict recovery. The World Bank's post-conflict fund grant, created in late 2000, was one of the first operations to pilot regional development and community-based approaches to help rebuild ASSC.

In 1992–2003, approximately \$4.2 billion from international donors was spent on the return and care of displaced persons and refugees.

In June 2004, the European Commission designated Croatia as a candidate country for the EU membership. Being geographically located on the territory of the Balkans, Croatia was covered by

the Community Assistance for Reconstruction, Development and Stabilization (CARDS) programme. The objectives of the program included coordinating EU assistance, facilitating countries' participation in the process of stabilization and association with the EU, introducing a strategic approach to country assistance, facilitating the return of refugees and IDPs, and providing the necessary skills and resources to develop and implement economic and social policies based on European standards.

Following two evaluations of the Post-Conflict Fund grant which demonstrated positive results, the Croatian government, with the assistance of the World Bank, began developing the Croatian Social and Economic Recovery Project (CSERP). From 2005 to 2010, the World Bank financed CSERP, a multisectoral project aimed at supporting the socio-economic development of war-affected areas of Croatia. The Bank provided €60 million as financial support.

Approximately €1.5 million was allocated to support small and medium-sized enterprises (SMEs) and the creation of consumer cooperatives. The main sector of support for SMEs was the agricultural sector, as it had significant production capacity before and during the war. The total amount of grants to SMEs amounted to €15.1 million, and the amount of a grant was on average €100 thousand per sub-project.

The German non-governmental organization Arbeiter-Samariter-Bund Deutschland made a significant contribution to the post-war reconstruction of Croatia. The Group has implemented projects in Croatia funded by the European Union worth \$68 million. In Croatia, more than 3,000 destroyed buildings were reconstructed, and projects in the field of public, social, and economic infrastructure were implemented. In September 1996, the European Commission designated ASB to implement the European Union Programme for Reconstruction and Return in Croatia. The programme was launched in September 1996 in the Croatian Danube region and soon expanded to Western Slavonia. ASB was also involved in the CARDS programme in four war-affected areas, which was estimated to cost \$20 million in 2001.

UN programme "Closing the Chapter: Social Inclusion and Conflict Transformation in War-Affected Areas of Croatia" was implemented in Croatia from 2009 to 2011. The total cost of the programme was \$3 million. The funding sources were: the United Nations Development Programme, the United Nations High Commissioner for Refugees, UNICEF and the International Organization for Migration. Reconstruction was not the goal of the programme, but the reconstruction of infrastructure in the affected areas was one of the consequences of the UN initiative. The programme's methodology was to find and address the underlying causes of social and economic erosion of the districts. This was to increase the involvement of citizens in the social and political processes of their regions. The plan was to restore life and the economy in the destroyed areas by strengthening local government and revitalizing the economy. The programme was strictly coordinated by the national authorities: foreign donors provided funds but those funds were distributed to communities from the capital.

The programme was supposed to achieve three goals: coordinating national policy in the area of post-conflict recovery and reconstruction, deepening social cohesion, and stimulating economic growth.

As part of the first goal, the UN supported the Office of the Deputy Prime Minister in organizing quarterly coordination meetings between government agencies providing support. The organizations involved were focused on providing legal assistance to both the state and the survivors. Effective ways to improve access to justice for judicial recognition of damages were proposed. The goal was hampered by the change of the deputy prime minister in 2009: the new government official did not support foreign interference in state affairs.

As for the second goal, UN agencies developed plans for the reconstruction and integration of destroyed communities. This helped to deepen the culture of participation and increased the interest of communities in subsidiarity. These measures have led to improved conflict prevention and social cohesion in communities.

The last goal of the Programme was to engage UN agencies to help affected communities develop vision documents for economic recovery and provide financial assistance for their implementation. Despite the limitations of available data and the challenges posed by the global economic downturn, the joint programme and government partners believe that the goals have been fully achieved.

After the war, Croatia's economy somewhat recovered but corruption as a legacy of the communist past, nepotism, and a general lack of transparency hampered the effective implementation of economic and social reforms and the overall post-war reconstruction.

In addition to the above, the following did not contribute to the country's rapid recovery:

- The consequences of the global financial crisis of 2008–2009;
- The capital's unjustified control over post-war reconstruction led to a significant dependence of the process on specific officials. The consideration of individual applications for housing reconstruction by the Ministry of Reconstruction in Zagreb significantly slowed down decision-making and the work of the ministry itself. The excessive interconnectedness of international reconstruction programmes with the Croatian government led to a decrease in their effectiveness after the 2009 change of the ruling government and personnel reshuffle.

SECTION 2.

LESSONS FOR UKRAINE



2.1. KEY CONCLUSIONS FOR UKRAINE



Learning from the experience, strategies, and policies of Western European countries that have recovered from war is important for Ukraine and gives it hope to avoid or at least minimize mistakes in its own post-war recovery plan.

At the national level

- 1) Recovery and post-war development can only be based on a solid foundation of security.
- 2) It is necessary to rationally assess the priorities of reconstruction. It should be strategic, not situational. The strategic recovery plan goes beyond reconstruction projects. The recovery and development strategy, in addition to infrastructure restoration, includes the institutional and decision-making support system necessary for effective reconstruction, as well as the strategic ambitions of the state, such as EU membership, decarbonization, digitalization, etc.
- 3) A solid foundation for a post-war reconstruction strategy is necessary — a set of relevant laws that will regulate both general and specific aspects of post-war reconstruction. Planning for post-war reconstruction should focus on public sector management and reducing obstacles to private sector development. More attention should be paid to setting strict budget constraints for state-owned enterprises and removing legal and institutional barriers to political and economic change: passing relevant legislation, reforming the courts, addressing economic issues, and promoting business.
- 4) Fight against corruption. The government, donors, and investors should be aware of the corruption risks they may face in the post-war environment.
- 5) More national initiative and leadership. The international community should have limited powers in the country's political, economic and social processes.
- 6) Reducing bureaucratic barriers to the reconstruction of destroyed or damaged property at the expense of individuals and legal entities. Excessive regulation of key elements of reconstruction can lead to the inhibition of a certain process due to complex bureaucracy. Issues related to administrative units should be considered primarily by the leadership of the region or community. Waiting for Kyiv to resolve the issue of a particular entity in one of Ukraine's 24 oblasts imposes an unjustified burden on central authorities that, if properly organised, could be quickly and efficiently resolved by local authorities.
- 7) Publicity and transparency, communication and coordination of recovery activities among all stakeholders within the framework of the recovery and post-war development strategy, as well as monitoring and evaluation of recovery results.

At the sub-national level

Effective management of disasters, including those caused by war, is best achieved through the active participation of all levels of government, as well as civil society organizations, the private sector, local leaders and individuals. The role of sub-national authorities is particularly noteworthy. As the institutional level closest to citizens, regional — and especially local — authorities are often the first to detect an emergency (or anticipate a potential emergency) and are usually at the forefront of disaster response and recovery efforts. This is exemplified by the actions of Ukrainian municipalities after 24 February 2022, many of which responded quickly to the changing security environment and the needs of their populations, for example, by working with volunteers to organize assistance to the military and internally displaced persons.

The Organization for Economic Cooperation and Development (OECD) has formulated eight policy recommendations for building resilient regions after wars and disasters:⁸

- 1. Ensure that short-term solutions do not limit long-term recovery strategies.** Recovery efforts should be integrated into a coherent economic and social development strategy focused on the long-term economic potential and job creation in the affected areas and communities.
- 2. Identify the economic foundation and socio-economic factors specific to the region to increase its resilience.** As the recovery may take a long time, it is important to identify actions which have the greatest potential to impact the economy and society. Ultimately, prioritizing will help ensure a realistic recovery timeline and give early signs of success.
- 3. Develop an integrated strategy for post-war reconstruction by strengthening stakeholder dialogue to improve the relevance of necessary reforms and the quality of solutions.** Cooperation between public-private actors and different levels of government is necessary, as funding for infrastructure reconstruction and socio-economic development is beyond the financial and organizational capacity of the affected region.
- 4. Strategic choices should be made at the local level.** Although the necessary financial, organizational, or potential resources cannot be fully transferred to local institutions, strategic choices for regional development and the political instruments for their implementation should be made at the local level of territorial communities.
- 5. Use the post-war recovery to introduce reforms or standards for the country.** Since national resources and capacities play an important role in determining the post-war development strategy for the regions, standards that will be useful for the whole country in the event of future disasters should be developed after the war.
- 6. Involve the public in decision-making.** Recovery strategies should understand and reflect the community's vision.
- 7. Make public discussions a regular component of the regional development strategy.** Sub-national authorities are advised to identify physical and online spaces for community discussion, as well as organize institutional meetings to discuss progress and ensure that the views expressed effectively influence recovery decision-making.

8 Rebuilding Ukraine by Reinforcing Regional and Municipal Governance. — OECD Library. — Available at: <https://bit.ly/3Qz0Xy8>.

8. Build trust, accountability in policy-making, and capacity of administrations. Accessibility, quality, and disclosure of information on reconstruction costs, criteria, and timelines are fundamental to building trust in reconstruction. This should be coupled with investments in skills and funds to establish public performance monitoring systems.

2.2. ORGANIZING THE RECOVERY PROCESS IN UKRAINE



As a result of the hostilities, occupation and rocket attacks, the oblasts of Ukraine need to raise significant funds to rebuild housing stock, administrative buildings, infrastructure, social institutions, roads and railways, etc.

Traditionally, reconstruction in the regions can be financed from all sources not prohibited by law. The state and community budgets will play a significant role in ensuring reconstruction and recovery. However, the assistance of international partners is still needed: loans, grants, credits, etc. — not only to support the budget but also to implement specific projects, targeted reconstruction, or assistance.

Rebuilding Ukraine after the war will require a major global financial effort. International community is already making a significant contribution to strengthening the country's current resilience, but additional support will be needed in the medium and long term: to restore the foundations of a free and prosperous country with European values, well integrated into the European and global economies, and to keep it on the European path.

The European experience of county post-war recovery shows that one of the significant drawbacks of this process is the low institutional capacity of the authorities and the lack of institutions and mechanisms that would ensure coordination and synchronization of actions of donors in the region, local executive authorities and local self-government bodies, active public and CSOs, regional authorities and the government.

The report “Study of Initiatives in the Field of Post-War Reconstruction” by the Kyiv International Institute of Sociology within the framework of the project “Ukraine Civil Society Sectoral Support Activity” implemented by Initiative Centre to Support Social Action “Ednannia”⁹ states: *“As of June 2023, there is no single national recovery plan for Ukraine developed by the authorities that would have legal force and be used by other recovery actors as a strategic document... Regional recovery plans are now most often community recovery plans. A survey of community leaders conducted during the study showed that only a third of communities currently have a specific recovery strategy document.”*

⁹ A research project initiated by Initiative Centre to Support Social Action “Ednannia” and implemented by the Kyiv International Institute of Sociology within the framework of the project “Ukraine Civil Society Sectoral Support Activity” implemented by Initiative Centre to Support Social Action “Ednannia” in consortium with the Ukrainian Centre for Independent Political Research (UCIPR) and the Centre for Democracy and Rule of Law (CEDEM) thanks to the generous support from the American people through the United States Agency for International Development (USAID). — Available at: https://ednannia.ua/images/Master_version_UKR_Rebuilding.pdf.

The main stakeholders of the recovery process in Ukraine:



Body	Main tasks
Verkhovna Rada of Ukraine	During the full-scale war, since February 2022, Verkhovna Rada has adopted dozens of laws that not only regulate the functioning of various spheres of the country's life during the war, but also lay the groundwork for changing approaches to the reconstruction and post-war development of communities and regions, and directly affect the activities of local self-government bodies and local state administrations.
President of Ukraine	During martial law, the President of Ukraine and the advisory bodies he established play a key role in such areas as national security and defence, international relations, and the recovery of Ukraine.

Ministries and other central executive authorities

Ministry of Communities, Territories and Infrastructure Development of Ukraine	Resolution No. 1400 of 17 December 2022 amended the Regulation on the Ministry of Infrastructure of Ukraine which designates the Ministry of Communities, Territories and Infrastructure Development (Ministry of Infrastructure) as the main executive body implementing public policy on the restoration of regions, territories and infrastructure affected by the full-scale invasion of Ukraine by the Russian Federation.
State Agency for Reconstruction and Infrastructure Projects	It was established in early 2023 and reports to the Ministry of Communities, Territories and Infrastructure Development. The Agency is one of the main entities dealing with restoration issues and is the main point of contact for local executive authorities and local self-government bodies on restoration of infrastructure facilities.

Body	Main tasks
Other central executive authorities	<p>The Ministry of Finance is one of the key players in the recovery process, as it receives funding from donors. The Minister of Finance is one of the three co-chairs of the Donor Coordination Platform.</p> <p>The Ministry of Energy is involved in rebuilding the energy infrastructure; the Ministry of Economy (including the State Employment Service) and the Ministry of Agrarian Policy are involved in implementing projects aimed at supporting small and medium-sized businesses, including agricultural producers. The Ministry of Economy is also working on projects to attract investment.</p> <p>The Ministry of Reintegration of the Temporarily Occupied Territories is involved in implementing projects and developing strategies related to IDPs, Ukrainian prisoners of war, and residents of the temporarily occupied territories, and participates in assessing war damage.</p> <p>The Ministry of Digital Transformation is involved in projects related to the creation of state electronic systems and registries, service portals (for example, the eRestoration project), the transfer of computer equipment for distance education to students and teachers, the provision of grants for IT training, etc.</p> <p>Humanitarian demining is carried out by the Armed Forces and the Ministry of Defence (in particular, the State Special Transport Service), the Ministry of Internal Affairs (the State Emergency Service, the National Guard and the National Police).</p> <p>In addition, according to Resolution of the Cabinet of Ministers of Ukraine No. 593 of 13 June 2023, certain ministries (Ministry of Infrastructure, Ministry of Defense, Ministry of Health, Ministry of Education, Ministry of Energy, Ministry of Digital Transformation, Ministry of Infrastructure, Ministry of Social Policy) introduced the position of Deputy Minister whose competence includes the restoration of regions, territories and infrastructure. These powers may also be vested in the current deputy minister. Deputy ministers on recovery shall interact with the Ministry of Communities, Territories and Infrastructure Development.</p>

Local executive authorities and local self-government bodies

Local government bodies (oblast, Kyiv City State Administration, etc.)	They are responsible for the restoration of regions, territories and infrastructure in the oblasts. To ensure the coordination and effectiveness of this work, the aforementioned Resolution of the Cabinet of Ministers of Ukraine No. 593 of 13 June 2023 introduced the positions of deputy heads of Oblast State Administrations in Donetsk, Dnipropetrovsk, Zhytomyr, Zaporizhzhia, Kyiv, Luhansk, Mykolaiv, Odesa, Sumy, Kharkiv, Kherson, and Chernihiv OSA.
Local self-government bodies (main and direct implementing bodies of the recovery process)	According to the report “Study of post-war recovery initiatives,” ¹⁰ they are responsible for creating comprehensive recovery plans for their territories; their executive bodies create commissions that decide on compensation for destroyed real estate; and recovery projects that are already being implemented largely from the budgets of territorial communities.

¹⁰ A research project initiated by Initiative Centre to Support Social Action “Ednannia” and implemented by the Kyiv International Institute of Sociology within the framework of the project “SUKraine Civil Society Sectoral Support Activity” implemented by Initiative Centre to Support Social Action “Ednannia” in consortium with the Ukrainian Centre for Independent Political Research (UCIPR) and the Centre for Democracy and Rule of Law (CEDEM) thanks to the generous support from the American people through the United States Agency for International Development (USAID). — Available at: https://ednannia.ua/images/Master_version_UKR_Rebuilding.pdf.

Body

Main tasks

Associations of local self-government bodies

All-Ukrainian Associations of Local Self-Government Bodies

(Association of Ukrainian Cities, Association of ATCs, Ukrainian Association of Raion and Oblast Councils, etc.)

- Strengthening the capacity of its members to recover through the dissemination of information (including explanations of relevant legislation), advisory services, development of methodologies and tools, and institutional capacity building activities
- Representing and protecting the interests of its members before public authorities through structured and informal consultations, petitions, and participation in working groups that develop relevant legislation
- Providing a platform for its members to share experiences and best practices, enabling them to agree on common positions on issues on the state's agenda, i.e. to speak in unison
- Supporting its members in establishing partnerships and getting assistance from foreign organizations and municipalities

Donors and development partners

Since the beginning of the full-scale war, international partners have allocated almost €170 billion for Ukraine. This amount includes military, financial and humanitarian aid from foreign governments and international financial organizations.¹¹

According to the Ukraine Support Tracker, 40 countries, as well as European institutions, the International Monetary Fund, and the World Bank, have donated to Ukraine.

The European Union has allocated almost €62 billion, while the US assistance has reached €71 billion. The list of donor countries also includes the United Kingdom, Canada, Australia, New Zealand, China, Japan, Norway, South Korea, Switzerland, Taiwan, Turkey, and India. Ukraine received an additional €23 billion in international assistance from them. Another €13 billion was provided by international financial organizations.

Half of the allocated funds are financial assistance; about 40 percent are military aid; and the rest are humanitarian support.

On 26 January 2023, the Multi-Agency Donor Coordination Platform was launched to support the process of repair, recovery and reconstruction in Ukraine. The platform allows for close coordination of international donors and financial institutions and ensures coordinated, transparent and accountable support.¹²

The World Bank, the International Monetary Fund, USAID, UN agencies (divisions), the European Bank for Reconstruction and Development, the European Investment Bank, and the International Finance Corporation are active partners of the government and local authorities in the recovery process.

United States

They provided the largest military support to Ukraine. The amount of military aid from American partners has already exceeded €43 billion.

Example. Funding from the United States amounted to \$3.87 billion. The US funding is distributed by priority sectors, namely: energy support — \$837 million, humanitarian demining — \$169 million, restoration of damaged housing — \$25 million, assistance to the private sector — \$206 million, and restoration of critical infrastructure — \$2.6 billion.

¹¹ This information is contained in an updated study by the Kiel Institute for the World Economy.

¹² International assistance to Ukraine reached €170 billion. — Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine [official website]. — Available at: <https://minre.gov.ua/2023/06/29/mizhnarodna-dopomoga-dlya-ukrayiny-syagnula-170-mlrd-yevro/>.

Body	Main tasks
European Union	It has become a leader in financial assistance. EU member states and European institutions have pledged to provide almost €36 billion for Ukraine's budget needs.
European Commission	On 20 June 2023, it initiated the creation of a new fund to support the restoration, reconstruction and modernization of Ukraine. The Ukraine Facility will be a special financial instrument that will provide coordinated and predictable support to Ukraine for 2024–2027. In order to implement the Ukraine Facility mechanism, the Government of Ukraine should develop a Recovery, Reconstruction and Modernization Plan. It will serve as a benchmark for other donor assistance programmes in Ukraine.

Civil society organizations

Trade unions and associations	The most influential and active communities in the process of rebuilding the country are the Chamber of Commerce and Industry of Ukraine, the Union of Entrepreneurs of Ukraine, other business associations, environmental and humanitarian communities, as well as unions of veterans and combatants.
Civil society organizations, etc.	Civil society organizations play an important role in the recovery process. Forms of civil society participation include representation in working groups, commissions, supervisory boards, and other advisory bodies for planning and development of communities, regions, and the country as a whole. Non-governmental organizations also take part in projects funded by international partners. The most active and effective activities of civil society organizations are in the following areas: examination of legal and normative acts of central and local executive authorities, local self-government bodies; anti-corruption activities; ecology and environment; energy saving; social sphere; development strategy and planning; countering gender-based violence; psychosocial support for the population; and rehabilitation of military personnel.

Advisory and consultative bodies

Body	Status/presidency	Main tasks
<p>National Council for the Reconstruction of Ukraine after the Consequences of War (hereinafter referred to as the National Council)</p> <p><i>established on 21 April 2022 by the Decree of the President of Ukraine No. 266/2022</i></p>	Advisory body to the President of Ukraine	<ul style="list-style-type: none"> • Developing an action plan for post-war recovery and development of Ukraine • Identifying and developing proposals for priority reforms which adoption and implementation is necessary in the wartime and post-war periods • Preparing strategic initiatives, draft legal and normative acts which adoption and implementation is necessary for the effective work and recovery of Ukraine in the wartime and post-war periods

Body	Status/presidency	Main tasks
<p>Government Committee for the Restoration of the Country, Development of Communities, Territories and Infrastructure</p> <p><i>established on 23 December 2022 by the Cabinet of Ministers of Ukraine</i></p>	<p>It is headed by the Vice Prime Minister for Recovery, Minister of Communities, Territories and Infrastructure Development. Members: Minister of the Cabinet of Ministers, Minister of Environmental Protection and Natural Resources, Deputy Ministers of Agrarian Policy, Economy, Energy, Finance, Justice, Digital Transformation, as well as Deputy Minister for Reintegration and Minister for Strategic Industries</p>	<ul style="list-style-type: none"> Formulating and implementing state policy in the relevant area, including the recovery and development of communities, territories and infrastructure in accordance with the strategy determined by the Cabinet of Ministers of Ukraine
<p>Donor coordination platform</p> <p><i>launched on 26 January 2023¹³</i></p>	<p>The platform was chaired by:</p> <ul style="list-style-type: none"> From the United States — Michael Pyle, Deputy National Security Advisor for International Economics of the White House From the EU — Gert Jan Koopman, Director General of the European Commission’s Budget Department From Ukraine — Serhii Marchenko, Minister of Finance, together with Oleksandr Kubrakov, Minister of Infrastructure, and Yuliia Svyrydenko, Minister of Economy 	<p>It should ensure close coordination and unification of all donor efforts, and thus transparent and accountable reconstruction. Four priority areas of funding:</p> <ul style="list-style-type: none"> Restoration of the energy sector and compensation for lost generation capacity Humanitarian demining — for comparison, an area larger than the territory of the United Kingdom is currently mined in Ukraine Restoration of damaged housing Restoration of critical and social infrastructure
<p>Inter-agency working group to review generalized proposals of applicants and prepare proposals to the Cabinet of Ministers of Ukraine on the allocation of funds from the fund for elimination of the consequences of armed aggression</p> <p><i>established by the Government by Resolution No. 412 of 25 April 2023¹⁴</i></p>	<p>An advisory body to the Cabinet of Ministers of Ukraine. Headed by the Vice Prime Minister for the Restoration of Ukraine, Minister of Communities, Territories and Infrastructure Development</p>	<ul style="list-style-type: none"> Consideration of the submitted generalized proposals of applicants for the allocation of funds from the fund for the elimination of the consequences of armed aggression in the relevant areas, in particular, by projects (objects, activities) by region Preparation of proposals for the allocation of funds from the fund for liquidation of the consequences of armed aggression in the areas, projects (objects, activities) by regions within the available balances of the fund for elimination of the consequences of armed aggression

13 The Inter-agency Donor Coordination Platform has been launched. — Institute of Legislative Ideas. — Available at: <https://izi.institute/zapraczyvuvala-mizhvidomcha-donorska-koordinacziyna-platforma/>.

14 Resolution of the Cabinet of Ministers of Ukraine No. 412 of 25 April 2023 “On the Establishment of an Inter-agency Working Group to Review Generalized Proposals of Applicants and Prepare Proposals to the Cabinet of Ministers of Ukraine on the Allocation of Funds for the Elimination of the Consequences of Armed Aggression.” — Cabinet of Ministers of Ukraine [official website]. — Available at: <https://www.kmu.gov.ua/npas/pro-utvorennia-mizhvidomchoi-robochoi-hrupy-z-rozghliadu-uzahalenykh-propozytsii-s412-250423>.

2.3. CHARACTERISTICS OF THE RECOVERY PROCESS AT THE SUB-NATIONAL LEVEL



A territorial community is the basic unit of the administrative and territorial structure of Ukraine. According to the Law of Ukraine “On Local Self-Government,” a territorial community is a population united by permanent residence within a village, town, or city that is an independent administrative unit, or a voluntary association of residents of several villages, towns, or cities that have a single administrative centre.

It is in the territorial communities — cities, towns and villages that are part of them — that people live, local government’s function, and various economic, environmental, social and humanitarian sectors develop. Accordingly, the reconstruction and restoration of Ukraine will take place primarily at the local level. The national strategy/plan/programme cannot fully cover the scope of the problem of recovery (rapid wartime and/or post-war): it goes far beyond that. It is the territorial communities and people at the local level who see and understand the primary problems and priorities for recovery and further development.

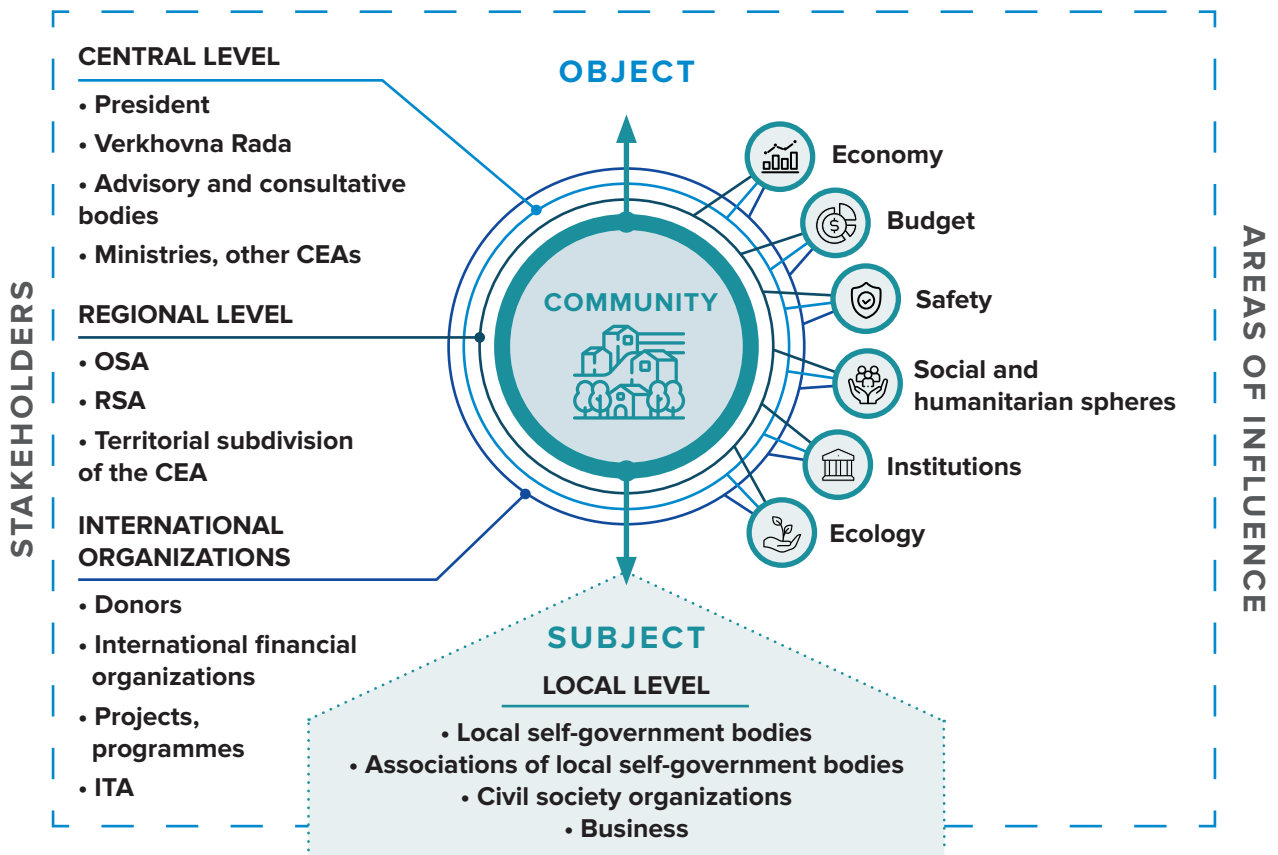
In the process of recovery, territorial communities and their representative bodies (local governments) acquire the status of both an object and a subject of this process.

As an entity, local self-government bodies express the interests and needs of residents of their respective territorial communities during the wartime and post-war reconstruction period. It is at the level of territorial communities that destruction and damage are recorded and assessed, various registers are formed, including IDP register, proposals and projects for the construction, modernization or repair of infrastructure are prepared, and strategies/plans/programmes for recovery and development are developed.

Basic-level local self-government bodies, their executive bodies and associations, along with utility companies, representatives of civil society, business, education and science, local trade unions and organizations, are also key stakeholders in the process of restoring territorial communities.

At the same time, territorial communities are the object of restoration for numerous central and regional stakeholders, as well as international donors and development partners mentioned in the previous paragraph, and are directly or indirectly affected by their activities (interventions).

INFLUENCE OF KEY STAKEHOLDERS ON COMMUNITY RECOVERY



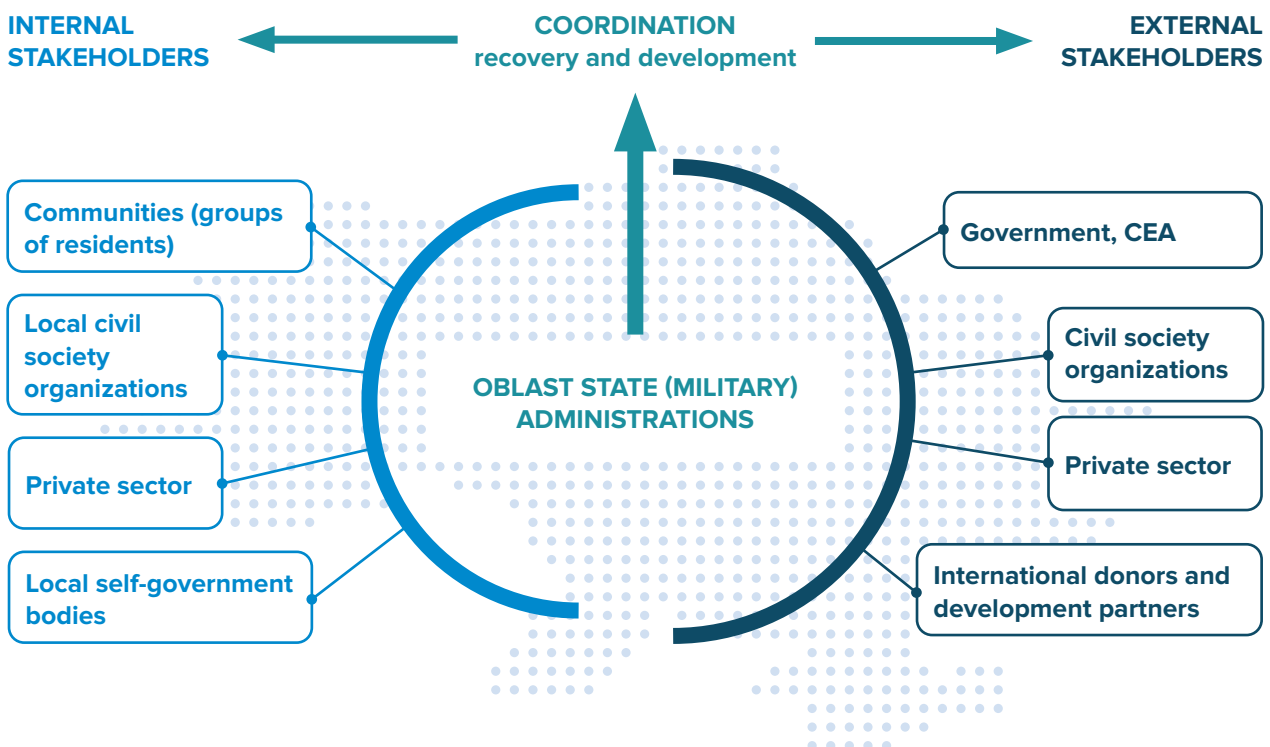
At the regional level, the peculiarities of the restoration process include the need to ensure that Article 13 of the Law of Ukraine “On Local State Administrations” is implemented throughout the entire territory of a particular oblast within the powers of oblast state (military) administrations and within the limits and forms determined by the Constitution and laws of Ukraine for the implementation of the following tasks:

- ✓ Ensuring the rule of law, protection of the rights, freedoms and legitimate interests of citizens;
- ✓ Socio-economic development of the respective territories;
- ✓ Budget, finance and accounting;
- ✓ Property management, privatization, promotion of entrepreneurship and implementation of state regulatory policy;
- ✓ Industry, agriculture, construction, transportation, and communications;
- ✓ Science, education, culture, health care, physical education and sports, family, women, youth and minors;
- ✓ Use of land, natural resources, and environmental protection;
- ✓ Foreign economic activity;
- ✓ Defence work and mobilization training;
- ✓ Social protection, employment, labour and wages;
- ✓ Other issues that are legally within their powers.

In July 2020, the Verkhovna Rada of Ukraine formed a total of 1,469 territorial communities all over Ukraine.¹⁵ Their number varies by oblast: from 37 territorial communities in Luhansk Oblast to 91 in Odesa Oblast.

During the full-scale invasion, almost every territorial community in Ukraine suffered the consequences of hostilities to one degree or another and needs to restore destroyed facilities, establish a system of municipal services to the population in various areas, or maintain effective functioning and development in the face of a significant increase in population due to the influx of IDPs, the burden on municipal infrastructure, and the need to create decent living and working conditions for community residents.

Under such conditions, the role of oblast state (military) administrations in restoring regions and communities during martial law and the post-war period increases significantly and consists in consolidating the efforts of local authorities together with state bodies, local self-government bodies, public associations, enterprises, institutions and organizations, citizens and donor organizations and development partners to implement measures of public security and order, protect the rights, freedoms and legitimate interests of citizens, addressing the devastating consequences of the full-scale invasion in the economic, demographic, social, humanitarian, environmental, transport and other areas in communities all over the oblasts, taking into account the specifics of the situation and existing problems of each community.¹⁶



15 Resolution of the Verkhovna Rada of Ukraine "On the Formation and Liquidation of Rayons." — Verkhovna Rada of Ukraine [official website]. — Available at: <https://zakon.rada.gov.ua/laws/show/807-20#Text>.

16 The Constitution of Ukraine, the Laws of Ukraine "On Approval of the Presidential Decree "On the Introduction of Martial Law in Ukraine", "On the Legal Regime of Martial Law", "On Defense of Ukraine", "On Mobilization Preparation and Mobilization", "On Local Self-Government in Ukraine."

Given the large number of stakeholders involved in this process, their activities should be strategically well-coordinated and agreed upon at the national and regional levels:

- 1) By regions (oblasts) and territories (territorial communities);
- 2) By goals, objectives and activities;
- 3) In terms of time and resources to ensure the desired result and efficient use of limited financial, human, material, technical, natural and other resources.

SECTION 3.

CREATING A MECHANISM FOR COORDINATING THE PROCESSES OF RECOVERY AND DEVELOPMENT

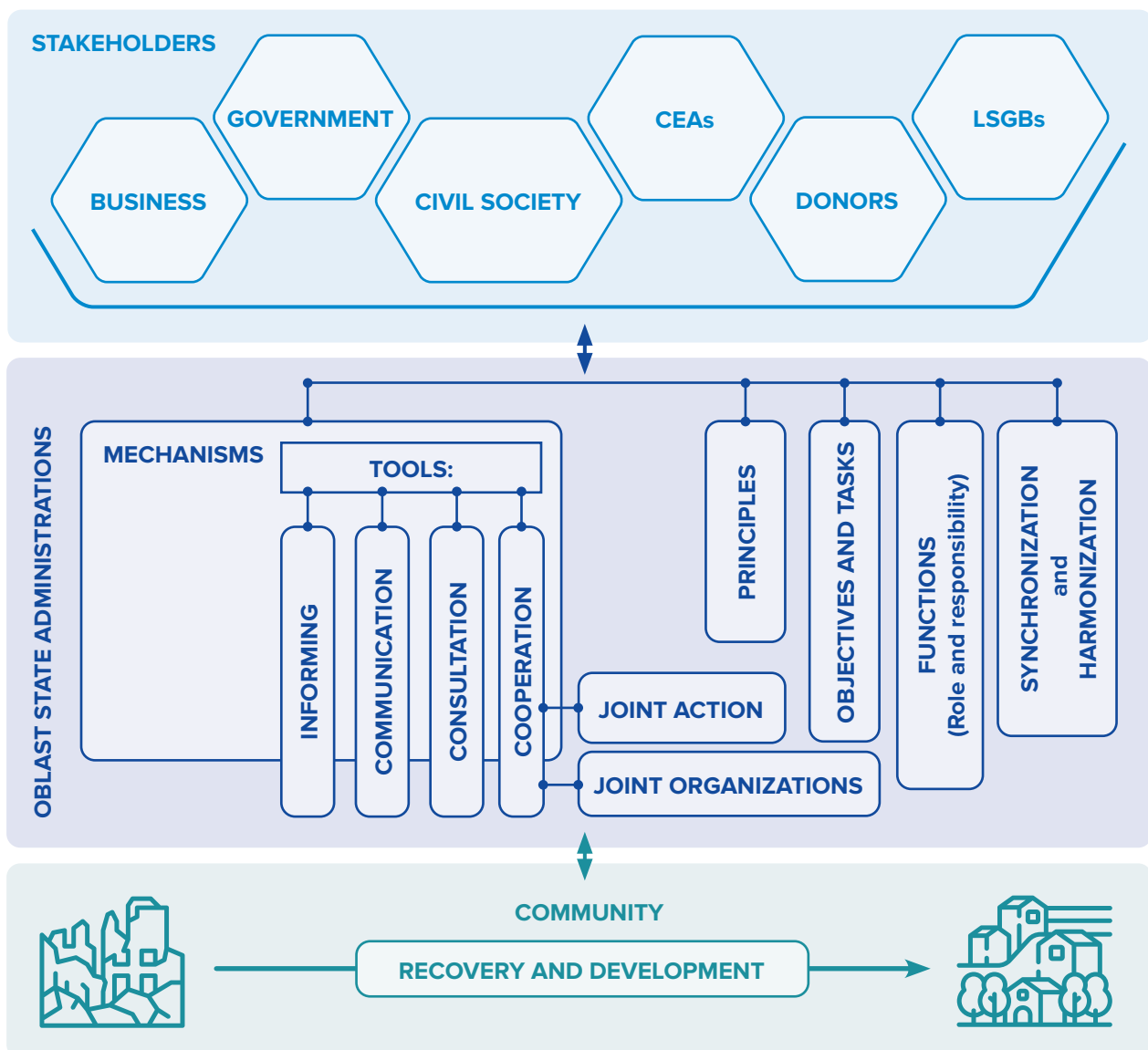




3.1. CONCEPTUAL FRAMEWORK

For the purposes of recovery and development of regions and communities, a coordination mechanism is an approach or system for organizing and directing the actions of various stakeholders or participants to achieve common goals or solve specific problems.

Scheme of the mechanism for coordination of stakeholders in the process of recovery and development of regions and communities



The mechanism of stakeholder engagement can be simple or complex, depending on the scale and complexity of the tasks. It helps to ensure that the team works together without chaos and conflict, promotes interaction and cooperation between stakeholders, helps achieve better results, and usually includes the following components:

PRINCIPLES	Stakeholder engagement should comply with the principles: <ul style="list-style-type: none"> • Providing clear information in a format and language that meets the needs of stakeholders; • Informing stakeholders about plans and activities in advance; • Providing information in accessible ways and channels, as well as in places convenient for stakeholders; • Transparent mechanism for responding to questions, suggestions or complaints from stakeholders.
OBJECTIVES AND TASKS	Identifying common goals and specific tasks to be achieved or accomplished. The goals should be clear and understandable for all participants involved in the process of post-war recovery and development of communities and territories.
ROLE AND RESPONSIBILITY	Establishing roles and responsibilities for each participant, considering their functions, capabilities, unique abilities and skills. This helps ensure that resources are allocated efficiently and that the necessary tasks are completed.
COMMUNICATION	Establishing effective means of communication between participants to avoid misunderstandings and maintain the necessary flow of information.
SYNCHRONIZATION AND HARMONIZATION	Ensuring that the actions of various participants in the planning and implementation process are coordinated and aimed at achieving a common goal.
MONITORING, ASSESSMENT AND ADJUSTMENT	Continuously tracking and analyzing results and progress to ensure that tasks are completed in accordance with established goals and requirements, and that actions are adjusted in a timely manner if necessary.
LEADERSHIP AND MANAGEMENT	Identifying leaders or managers who provide direction and motivation to all stakeholders and make strategic decisions.

The need for oblast state (military) administrations to create an effective mechanism for coordinating post-war recovery and development activities at the sub-national level is determined by the importance of the tasks and results that can be achieved if the basic principles of its functioning are observed.

No.	TASK	RESULT
1	Ensuring recovery efficiency	In the aftermath of military conflicts or disasters, community recovery and development are an integral part of the process of improving the situation in the community and the region as a whole. If regional authorities provide a clear and effective coordination mechanism, it facilitates the efficient use of resources, efforts and assistance for recovery from armed conflicts, natural disasters or other negative events.
2	Promoting cooperation and involvement of various stakeholders	Regional authorities can and should play a mediating role between different stakeholders, such as communities, government agencies, civil society organizations, international donors, the private sector and local residents. This helps unite efforts towards sustainable and balanced recovery and development of territories.
3	Transparency and responsibility	A clear coordination mechanism makes it possible to ensure transparency in the use of resources and distribution of aid. When the coordination process is transparent, the risk of corruption and abuse is reduced. It also helps ensure accountability to citizens and donor organizations for the use of resources.
4	Ensuring harmonization of initiatives	The coordination mechanism helps avoid duplication of projects and efforts and ensures harmonization of various initiatives and programmes. This helps use resources efficiently and achieve a greater impact on the development of communities and territories of the region as a whole.
5	Ensuring the sustainability and durability of development	Armed conflicts and disasters can have long-term consequences that require long-term and systematic action to restore the territories. A clear coordination mechanism helps ensure that development is sustainable and aligned with the needs and capacities of the region's communities.
6	Attracting investments	A clear and effective coordination mechanism creates trust among investors who may be interested in supporting the development of the region after a military conflict or disaster. Investors prefer stable and predictable conditions for investing in the development of territories.

Establishing a clear and effective regional mechanism for coordinating post-war recovery and development is a key element in achieving successful, sustainable and long-lasting development of communities and the oblast as a whole after the events caused by the war. This will help optimize the use of resources, engage various stakeholders, and ensure the effective implementation of recovery and development programmes and projects of communities and regions to ensure rapid post-war recovery.

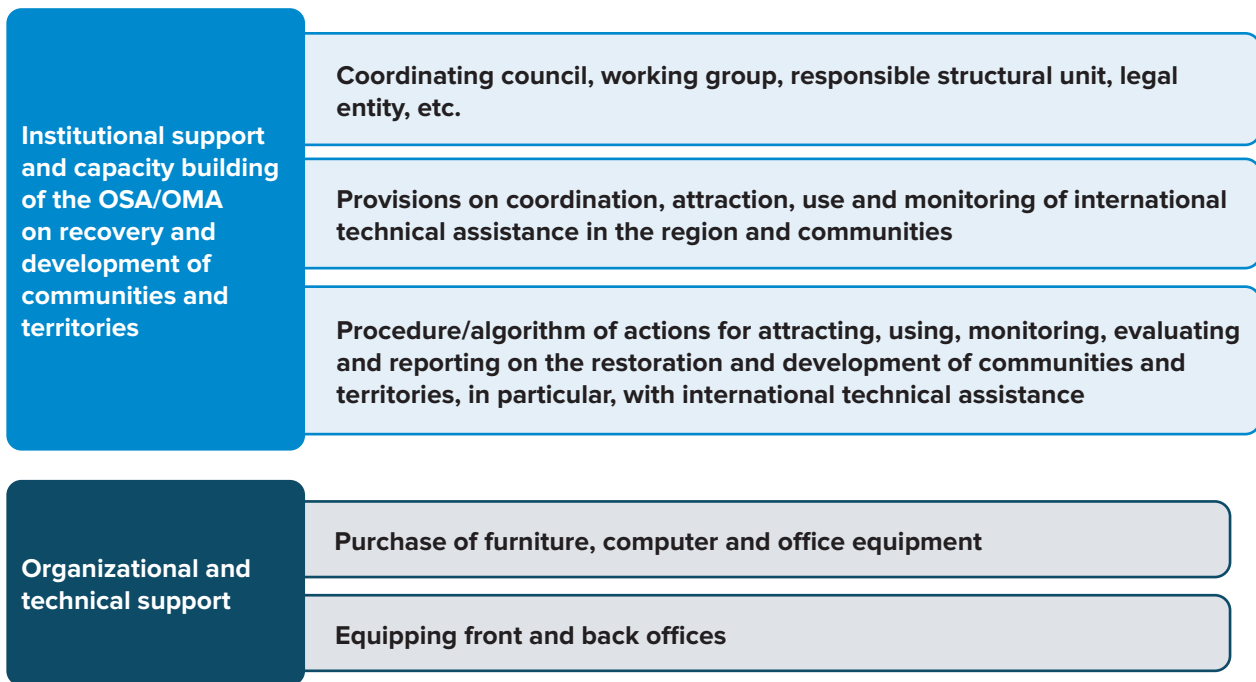
We are currently witnessing a situation where the implementation of tasks and measures for recovery and peacebuilding is not systematic. The fragmented nature of the restoration of facilities complicates the process of ensuring sustainable results, there is no coordination of efforts aimed at restoration, and the risks of duplication of measures and reduced efficiency of management decisions in the face of limited resources are increasing. Therefore, it is advisable to intensify efforts to create a system of integrated management and coordination of measures, improve legal, organizational, operational, technical, and information support for the implementation of recovery programmes and projects.

To this end, the United Nations Development Programme in Ukraine, as part of the Recovery and Peacebuilding Programme, has implemented a pilot project to support the establishment of regional Recovery and Development Offices in Donetsk, Luhansk, Mykolaiv and Kharkiv Oblasts. The Recovery and Development Office is an information and communication space for international, national, and local partners seeking to cooperate at the level of oblasts, communities, and territories. The office is an element of the recovery coordination mechanism and the platform where ROIC will operate.

The concept of establishing a regional Recovery and Development Office involves several components:

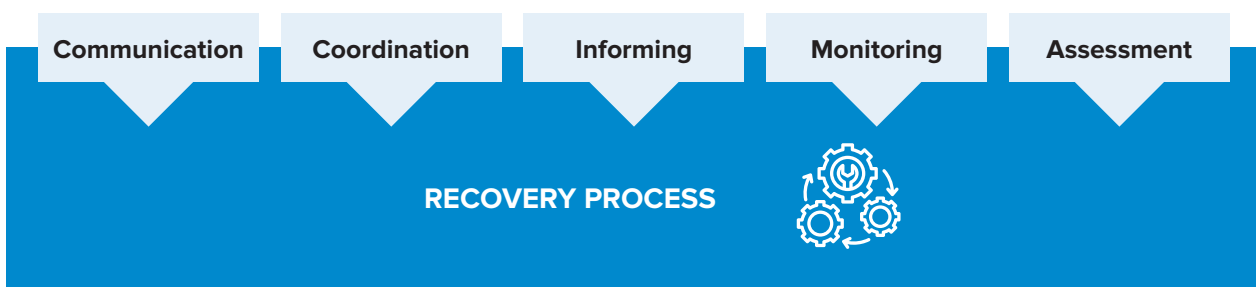
- 1) Increasing the institutional capacity of the OSA/OMA to recover and develop communities and territories;
- 2) Organizational and technical support of the Recovery and Development Office.

THE CONCEPT OF ESTABLISHING A RECOVERY OFFICE PROVIDES FOR

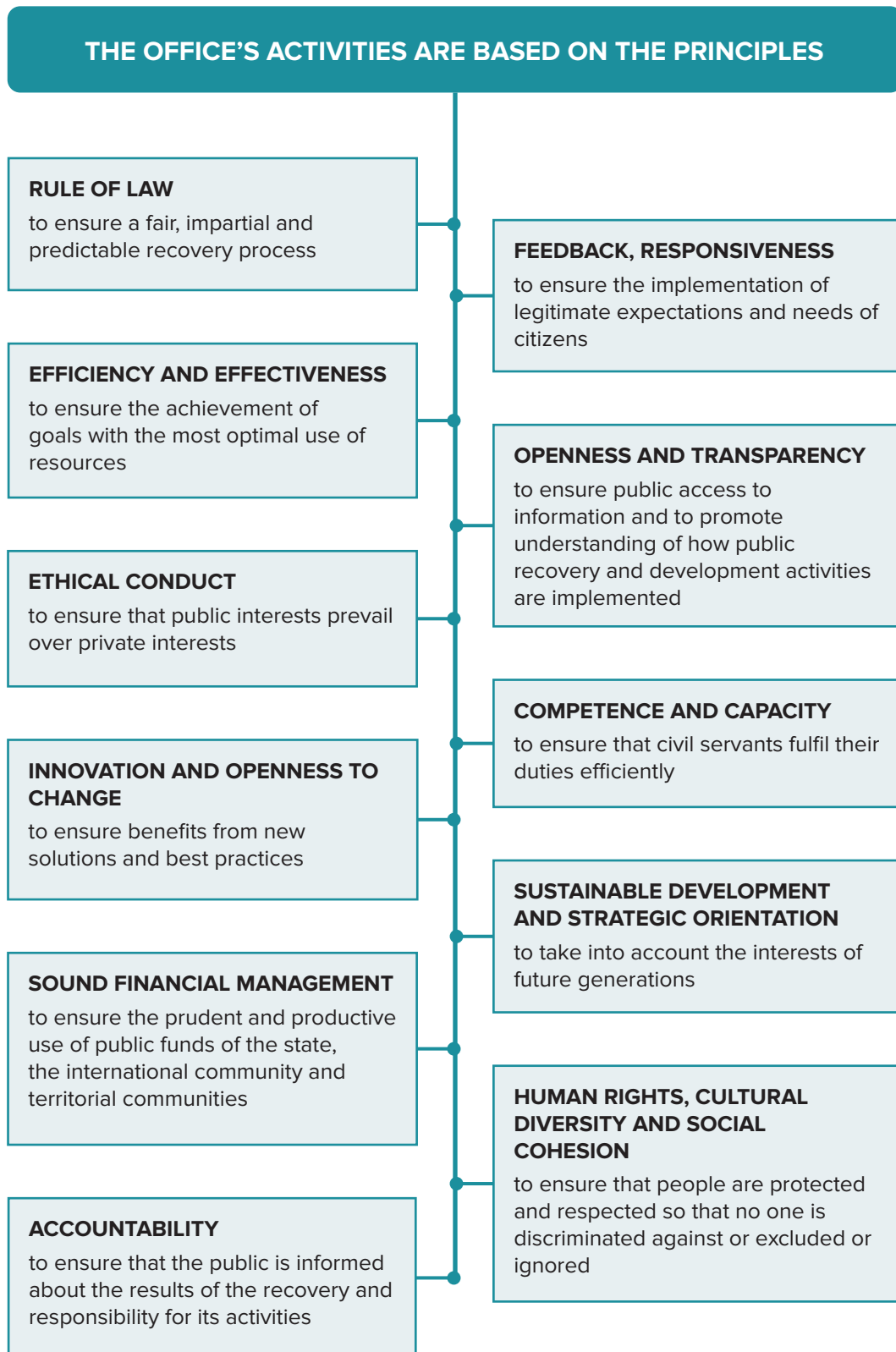


The main functions of the Recovery and Development Office are:

MAIN FUNCTIONS OF THE RECOVERY AND DEVELOPMENT OFFICE



PRINCIPLES OF THE RECOVERY AND DEVELOPMENT OFFICE'S ACTIVITIES



TASKS OF THE RECOVERY AND DEVELOPMENT OFFICE

ENSURING IDENTIFICATION AND ANALYSIS OF THE NEEDS/PROBLEMS OF RESIDENTS OF TERRITORIAL COMMUNITIES, INCLUDING IDPS AND OTHER VULNERABLE GROUPS, AND PRIORITIZATION OF PROBLEMS

DEVELOPING STRATEGIES AND PROGRAMMES FOR THE RECOVERY AND DEVELOPMENT OF COMMUNITIES AND THE REGION IN ACCORDANCE WITH THE ESTABLISHED PRIORITIES

SOLVING PROBLEMS OF OPERATIONAL ALLOCATION OF FUNDING BETWEEN IMMEDIATE GOALS AND LONG-TERM SUSTAINABILITY GOALS

QUICKLY FINDING POTENTIAL BENEFICIARIES/IMPLEMENTERS IN THE REGION FOR THE IMPLEMENTATION OF RECOVERY AND DEVELOPMENT PROJECTS THAT ARE ABLE TO INDEPENDENTLY AND EFFECTIVELY MANAGE INTERNATIONAL ASSISTANCE

ENSURING MONITORING, EVALUATION, STRATEGIC AND TACTICAL COMMUNICATIONS

EVALUATING PROGRESS AND EFFECTIVENESS OF THE RECOVERY PLAN. COVERAGE OF THE RESULTS

INTERACTION / COORDINATION OF STAKEHOLDERS

INFORMING

press releases, reports, website, social media, handouts

COMMUNICATION

direct personal communication, negotiations

CONSULTATIONS

public hearings, roundtables, conferences, seminars, etc.

IDENTIFYING OPINIONS AND INTERESTS

surveys, questionnaires, interviews

PARTICIPATION IN EVENTS ORGANIZED BY STAKEHOLDERS

meetings, thematic forums, conferences, educational events

JOINT ACTIVITIES

joint/partner projects, events, promotions, contests

In order to ensure the coordinating role of the oblast state administration in the process of recovery and development of the oblasts, the regional Recovery and Development Office may be established as follows:

- 1) a communication platform (an advisory body to OSA/OMA);
- 2) a separate structural unit within OSA/OMA;
- 3) a legal entity is newly created or powers are delegated to an existing institution (organization) founded by OSA/OMA on regional development (e.g., the Regional Development Agency established in accordance with the Law of Ukraine “On Principles of State Regional Policy”).

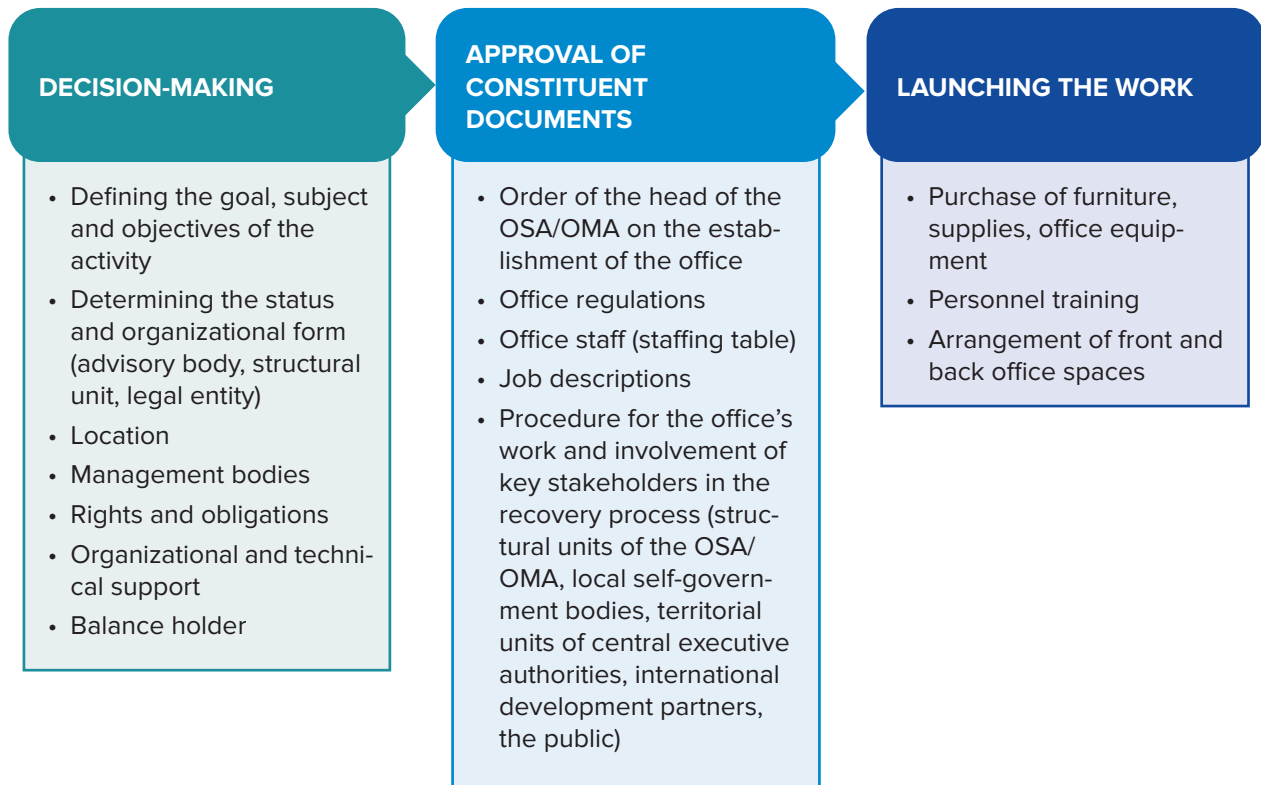
Consequently, the mechanism of such a Recovery and Development Office will differ depending on the chosen organizational form.

Mechanism 1. COMMUNICATION PLATFORM	Mechanism 2. SEPARATE STRUCTURAL UNIT WITHIN OSA/OMA	Mechanism 3. LEGAL ENTITY (e.g. RDA)
<p>CHARACTERISTICS:</p> <ul style="list-style-type: none"> • Requires a strong leadership position of the OSA/OMA and systematic work <p>PROS:</p> <ul style="list-style-type: none"> • Does not require additional staff • Does not require additional funding • Prompt response to issues <p>CONS:</p> <ul style="list-style-type: none"> • Lack of sufficient decision-making authority • Need to change functional responsibilities without increasing employee compensation • Optionality to implement the recommendations of the advisory body • Possible duplication of functions, as the process involves representatives of specialized structural units • Risk of weak executive discipline due to unmotivated specialists 	<p>CHARACTERISTICS:</p> <ul style="list-style-type: none"> • Status (representation of a local executive body) <p>PROS:</p> <ul style="list-style-type: none"> • Concentration of efforts and working time on coordinating recovery and development • Ability to select qualified personnel to perform new tasks • Controllability and accountability of the process at the OSA/OMA level • Prompt decision-making at the OSA/OMA level • Legitimacy of decisions through approval by the head of the OSA/OMA <p>CONS:</p> <ul style="list-style-type: none"> • Requires a change in the structure of the OSA/OMA • Needs additional funding to fulfil its responsibilities • Risk of duplication of functions of different structural units 	<p>CHARACTERISTICS:</p> <ul style="list-style-type: none"> • Expert approach <p>PROS:</p> <ul style="list-style-type: none"> • Availability of specialists with experience in strategic planning, project, investment and grant management, etc. • Experience in mediation and partnerships with various stakeholders and implementation of projects in various fields • Existing institution established by the OSA and LSGB with other co-founders representing individual stakeholders • Does not require additional costs for creating an organizational structure <p>CONS:</p> <ul style="list-style-type: none"> • Political dependence of the Regional Development Agency (RDA) on its founders • Suspension or inability to function (Donetsk and Luhansk oblasts) during the war

Establishing the Recovery and Development Office involves at least three stages:

- 1) Initiation and decision-making;
- 2) Approval of constituent documents;
- 3) Launching the work.

GENERAL ALGORITHM FOR SETTING UP AN OFFICE



Donetsk, Luhansk, Mykolaiv and Kharkiv Oblast State Administrations, pursuant to the protocol decision of the conference call at the Office of the President of Ukraine on 21 April 2023, requested UNDP assistance in establishing Regional Offices for International Cooperation, which would develop the interaction of local and regional authorities with international partners seeking to cooperate at the oblast and territorial community levels and function as **advisory bodies to the OSA/OMA and communication spaces/platforms**.

The architecture of the Recovery and Development Office:

- Front office;
- Back office.

The division of the Recovery and Development Office into such units is conditional, but the employees of each of the structural elements perform their tasks in a certain order to support the work of other departments/structural units and fulfil the tasks of the office.

RECOVERY AND DEVELOPMENT OFFICE — AN ELEMENT OF THE RECOVERY MECHANISM



USERS

- Balance sheet holder (structural sub-division)
- Responsible for the content
- Technical support
- Workplaces

It can be one
structural subdivision

PARTICIPANTS

- Structural sub-divisions of the OSA/OMA (sectoral)
- Territorial communities (LSGB)
- International organizations — development partners
- CSOs
- media
- Territorial sub-divisions of the CEA
- Private sector
- Others

The **front office** is responsible for direct interaction with various stakeholders in the recovery and development of the oblast and communities. In general, this category includes those employees of the OSA/OMA who are directly responsible for international activities, strategic planning, investment and construction, etc. Front office is a space available for various stakeholders to communicate, hold meetings, consultations, roundtables, briefings and other informational events, discuss urgent issues and problems of recovery and development with local self-government bodies, civil society organizations, representatives of the donors and international community, etc.

Back office is involved in planning of joint stakeholder activities, information gathering, reporting, monitoring, analysis and evaluation of recovery and development results. It also provides technical support for the office through IT and technical staff.

The Recovery and Development Office is a modern space for active communication and free expression of the opinions of all participants in the recovery and development process.

3.2. PRACTICAL RECOMMENDATIONS FOR LOCAL AUTHORITIES



STEP 1. Determine which mechanism fits the local needs and context

- **Based on consultations with key stakeholders and the public, identify the urgent needs/problems that need to be addressed to ensure the recovery of communities and the region during martial law and sustainable development and improvement of the quality of life of residents in the post-war period.**
 - Analyze the situation and determine what problem or need should be solved/met. Which area of community life and which groups of beneficiaries are affected by the need/problem?
 - Is it possible to solve this problem in the community by forming and coordinating the interaction and partnership between the OSA/OMA — local governments — donors — the public — business? What specific aspects of the need/problem should the cooperation coordination mechanism take into account?
- **Tailor the mechanism design approach to your specific needs/problems and context.**
 - Which mechanism is most relevant to address the problem/need and in which area?
 - Is there a need to adapt the cooperation mechanism to local conditions?
 - How should the mechanism be modified to address specific problems and your local context?
- **Analyze the key components of the mechanism and what tasks they should solve.**
 - What are the most important elements of the mechanism?
 - Which components are important and which can be considered optional or adapted?
- **Identify potential participants in the partnership mechanism** (before launching the recovery and development coordination mechanism, it is advisable to conduct a thorough stakeholder analysis to identify relevant stakeholders and beneficiaries, analyze their interests and develop strategies for their involvement (communication strategies for recovery and development of the oblast).
 - Who could potentially lead the process of implementing the mechanism?
 - Do the potential leaders of the process (organization or individuals) of multisectoral cooperation have the necessary qualifications (e.g., education, knowledge of foreign languages, experience in the relevant field)?
 - What formal/informal arrangements or partnership agreements are required for implementation? Alternatively, are they already in place?

- Is it possible to involve an organization with proven successful experience in implementing a recovery partnership coordination mechanism from another region and/or international experts in partnership or advisory support?
- What organizational conditions are needed to implement the mechanism? Are there such organizational conditions in the OSA/OMA?

STEP 2. Determine who should be involved in implementing or sustaining the results of the partnership arrangement (first and foremost, those are individuals — specialized professionals, managers, volunteers — who will be ready to participate in the processes of community recovery and development, as well as intangible assets)

- Direct users are those who will directly implement the mechanism and with whom partnerships should be formalized (representatives of local self-government bodies, local executive authorities, business, public sector, donor and expert community, academia, and education sector), depending on the issue and the format of the partnership mechanism.
- Other individuals who should be involved in the process of implementing the mechanism.
- The role of CSOs is very important in the reconstruction process. As the war goes on, respect and trust in them grew both from the population in the communities and from the international and donor community. CSOs involved in the process of reconstruction and post-war development can be most effective in the following activities:
 - Establishing communication between local self-government bodies and the population;
 - Conducting training sessions and exercises;
 - Taking part in grant programmes and fundraising;
 - Analytical work, idea generation;
 - Control, including financial control;
 - Supporting project implementation;
 - Searching for dialogue, explanations;
 - Submission of initiatives.

STEP 3. Determine what professional development stakeholders need to successfully replicate the Recovery and Development Office mechanism

- Information and strategy sessions
- Training sessions
- Study visits

STEP 4. What resources (e.g., staff, funds, facilities) are available? And what resources are missing?

- Finance (refers to various sources of funding not prohibited by Ukrainian law)
- Infrastructure (premises, equipment)
- People (highly specialized specialists, managers)

- System resources (to support partnerships and communication)

Resource mobilization activities are carried out at any stage of cooperation and implementation of recovery and development strategies/programmes/projects.

STEP 5. Plan and agree on the activities of the future partnership, assign roles to the partners, and conclude a partnership agreement for the period of partnership

- Recovery plans and programmes should be flexible to evolve into long-term development strategies as quickly as possible.
- Future development (sustainability) plans should be flexible enough to take into account and respond to external influences, enable adaptation and return to normal functioning of communities and regions as soon as possible.

STEP 6. Agree on and establish an organizational and management mechanism for the partnership. Determine how the recovery and development partnership will be informed, planned, communicated, jointly implemented, monitored and reported on, and how you will measure progress

- Monitoring and evaluation (M&E) is necessary to assess whether progress is being made towards achieving strategic and intermediate goals; to provide an evidence base for further response measures; and to support resource mobilization. This is an ongoing process that records the results of activities that have been achieved against the planned goals, as well as verifies the actual results and resources allocated.
- It is important that partners understand the need for assessment and rely on trustworthy data. It is advisable to introduce two types of assessment:
 - Assessment in the process of project/programme implementation;
 - Assessment of the results achieved.
- It is advisable to ensure the involvement of relevant technical and monitoring staff as well as representatives of local self-government bodies in M&E activities on a regular basis.
- Ensure that M&E data is shared with relevant local self-government bodies and other stakeholders to share best practices, build local capacity, and ensure sustainability.
- Ensure active dissemination of good practices and lessons learned from monitoring and evaluation in a variety of formats, including online, printed materials, foreign language translations, and information appropriately adapted for different user groups.

STEP 7. Establish how evaluating data and feedback will be used to improve coordination mechanisms and strengthen partnership outcomes for rapid recovery and development of communities and the region

- Monitoring and evaluation provide an informational and analytical basis for decision-making on the recovery process and possible revision and adjustment of partnership mechanisms based on lessons learned.

GENERAL RECOMMENDATIONS TO THE PARTICIPANTS OF THE PARTNERSHIP FOR THE RECOVERY AND DEVELOPMENT OF COMMUNITIES AND REGIONS FOR BETTER COORDINATION AND MORE EFFECTIVE WORK

In a survey conducted as part of the Ukraine Civil Society Sectoral Support Activity project implemented by the Initiative Centre to Support Social Action “Ednannia”, respondents representing community leaders formulated the following advice to donors, CSOs and other stakeholders involved in post-war recovery:¹⁷

- ✓ Identify ways and priorities for recovery;
- ✓ Create a single, convenient and accessible centre (registry) for NGOs or international donors;
- ✓ Involve all communities in the recovery, even the less active ones;
- ✓ Reduce bureaucracy and formalism;
- ✓ Take into account positive examples of recovery in other countries and implement or adapt them to our conditions;
- ✓ Pay attention not only to large cities, but also to small towns and villages;
- ✓ Visit localities and see the problems yourselves;
- ✓ Start recovery process in the border communities;
- ✓ Prioritize changes to improve security (physical, energy, food, and environmental);
- ✓ Support local CSOs;
- ✓ Allow more practice, not just learning;
- ✓ Involve specialists from other municipalities and countries;
- ✓ Direct and control financial flows to the most affected regions where hostilities are taking place.

17 A research project initiated by Initiative Centre to Support Social Action “Ednannia” and implemented by the Kyiv International Institute of Sociology within the framework of the project “Ukraine Civil Society Sectoral Support Activity” implemented by Initiative Centre to Support Social Action “Ednannia” in consortium with the Ukrainian Centre for Independent Political Research (UCIPR) and the Centre for Democracy and Rule of Law (CEDEM) thanks to the generous support from the American people through the United States Agency for International Development (USAID). — Available at: https://ednannia.ua/images/Master_version_UKR_Rebuilding.pdf.

SECTION 4.

PRACTICAL EXPERIENCE IN CREATING A MECHANISM FOR COORDINATING THE ACTIVITIES OF PARTNERS IN RECOVERY AND POST-WAR DEVELOPMENT AT THE SUB-NATIONAL LEVEL



4.1. DONETSK OBLAST



Experience of recovering territories of Donetsk Oblast before 2022

Given the armed conflict that began in 2014, the oblast has a long history of recovering territories. The occupation of a large part of the oblast, the destruction of infrastructure, challenges related to internally displaced persons, obstacles to economic activity, and investment isolation occurred in the oblast nine years ago. Under these conditions, the Donetsk Oblast State Administration, having received the status of a civil-military administration, has set the recovery of infrastructure as its main priority using all possible sources of funding not prohibited by law.

After the active phase of hostilities ended, in the early 2016, village, town and city mayors, heads of raion state administrations, and heads of civil-military administrations submitted proposals to the oblast state administration for the comprehensive reconstruction of social and transport infrastructure, housing and life support systems to formulate an integrated approach to the recovery of the territories.

In order to form a base of infrastructure projects and prioritize them, a working group was created by the order of the head of the oblast state administration, head of the oblast civil-military administration No. 113 of 19 February 2016 “On working groups on specific issues related to the development of the region’s territories” and identified the main problem areas for the oblast that need to be addressed as a matter of priority, namely

- Water supply and sewerage;
- Heat supply;
- Educational and health care institutions;
- Engineering and transportation infrastructure;
- Energy efficiency;
- Housing stock.

The joint discussion of the list of projects and their ranking by priority for each territory took place in three stages. The following criteria were taken into account when compiling the list: 1) ensuring the implementation of administrative and territorial reform; 2) reforms in education and health care; and 3) an integrated approach. The main criterion was the number and needs of the population, including internally displaced persons living in the affected areas and in need of better living conditions.

Based on the results of the work done, a list of infrastructure projects was approved by the order of the head of the oblast state administration, the head of the oblast civil-military administration

No. 213 of 18 March 2016, which included those that were to be implemented using funds from various sources:

- State Regional Development Fund;
- Subventions from the state budget to local budgets for the implementation of measures for the socio-economic development of territories;
- Oblast budget;
- Local budgets;
- Other budget funds;
- Funds from international financial organizations (European Investment Bank, KfW);
- Funds from international organizations (Nordic Environment Finance Corporation (NEFCO), UNDP, etc.).

Active reconstruction of local communities and infrastructure with a focus on future development began in 2017. Partnerships with international financial organizations and the implementation of international technical assistance projects played a significant role in the reconstruction of critical infrastructure and provision of social services in key areas of life, restoration of economic activity and entrepreneurship, development of social resilience, and peacebuilding.

The first international projects in Donetsk Oblast were those of various UN agencies, including UNDP.

With the assistance of **the United Nations Development Programme in Ukraine**, important economic infrastructure facilities, including water supply infrastructure, have been restored in Donetsk Oblast:

- Pumping station of the second lift in Kramatorsk, which supplied water to seven industrial enterprises and 13 thousand residents of Kramatorsk and nearby settlements;
 - Fully restored the capacity of the pumping station of the 1st lift of the Siverskyi Donets-Donbas canal in Semenivka village, Sloviansk district, which was in critical condition and partially out of operation as transformers were damaged by shelling;
 - Filtering station in Sloviansk;
 - A road bridge on Almazna Street in Dobropillia;
 - Pressure water supply from the Zoloty Kolodiaz well to the connection point in Bilozerske;
 - Non-residential premises for the production of fuel pellets in Andriivka village, Sloviansk district;
 - Post office in Mykolaivka.
- In addition, the Centre for Social and Psychological Assistance to Survivors of Violence and Abuse was established in Sloviansk.

Moreover, the United Nations Development Programme have funded the construction and equipment of two modern ASCs in the cities of Sloviansk and Mykolaivka. Nine communities received modern equipment, furniture and appliances to improve the quality of administrative and social services. The specially equipped vehicles handed over to the communities made it possible to create mobile administrative and social services, bringing them closer to people in remote settlements of the oblast.

A comprehensive spatial development programme was developed for Druzhkivka and Zvanivka communities using geographic information technologies. By focusing on strengthening the institutional capacity of local authorities to fulfil their responsibilities related to public services and local democracy, UNDP has been a strong supporter of regional development strategy processes. In particular, with the support of UNDP experts, a development strategy for Donetsk Oblast until 2027, an investment passport for the oblast, a marketing strategy and brands for the oblast and 10 territorial communities were developed.

With the help of **UNICEF**, 10 kindergartens were renovated to open new children's groups, heating systems were repaired in four educational institutions in Toretsk, nine community youth centres were created, and sports and playgrounds were installed in 10 secondary schools in the cities and rural communities of the oblast. Materials and equipment were also purchased to repair water supply and sewage systems in the cities of Mariupol, Volnovakha, Mariinka, Krasnohorivka and Selydove.

Thanks to **financial support from the European Union**, the reconstruction of dormitories for IDPs living in Kramatorsk has been completed at the following addresses:

- 3 S. Nazarenko St. 32 apartments for 95 IDPs renovated;
- 5 Uralska St. 15 apartments for 40 IDPs renovated;
- 160 Rybinska St. 37 apartments for 86 IDPs renovated.

The traction sub-station of the electric transport in Kramatorsk was also modernized, with new equipment installed, which increased the efficiency of electricity use, saved energy resources and enabled the use of additional electric transport.

The “Luxembourg Red Cross” organization carried out:

- Overhaul of Sloviansk city hub hospital;
- Overhaul of the women's consultation at the Maternity Hospital in Sloviansk;
- Construction and equipping four paramedic stations (Andriivka, Malynivka, Uspenivka, Lyman);
- Repairing and equipping two paramedic stations and two outpatient clinics in Krasnohorivka, Klynove, Virolubivka and Halytsinivka.

Regional Clinical Psychiatric Hospital in Sloviansk had the following works done:

- Thermal modernization of the building of the psychotuberculosis department;
- Reconstruction of a hospital building to equip a mixed children's hospital with 30 regular beds and five compulsory detention beds;
- Rebuilding a playground for the children's department with round-the-clock supervision;
- Reconstruction and technological equipment of the catering unit.

In cooperation with **NEFCO**, projects to improve energy efficiency and energy saving have been successfully implemented. Overhaul and thermal modernization educational, health care, and street lighting facilities (Bakhmut, Vuhledar, Dobropillia, Druzhkivka, Mariupol, Myrnohrad, Selidove, and Sloviansk).

The **ADRA Charitable Foundation** has done the following work: improving non-centralized water supply in more than 200 villages in the oblast, drilling or repairing wells, purchasing auxiliary equipment for water supply systems, etc.

The Donetsk Oblast State Administration has gained considerable experience in working with international financial organizations.

Over the past five years, the **European Investment Bank** has been implementing the Emergency Loan Programme for Ukraine's Recovery aimed at overcoming the consequences of geopolitical events in the east of Ukraine — the restoration of infrastructure and addressing the needs of internally displaced persons.

More than half of the programme's projects were implemented in Donetsk Oblast — 117 projects with a projected funding of UAH 3.5 billion in 34 settlements:

- 39 — repair and reconstruction of secondary schools;
- 25 — pre-school educational institutions;
- 22 — health care facilities;
- 13 — dormitories, including those for IDPs;
- 9 — cultural institutions;
- 3 — objects of social protection;
- 3 — administrative buildings;
- 1 — sports infrastructure facility;
- 1 — improving the transportation infrastructure;
- 1 — water supply facility.

Construction work on 31 projects has been completed in full. It was planned to complete the reconstruction of all facilities by the end of 2022.

International cooperation on recovery and development during full-scale war

Unfortunately, most of the plans were ruined by the full-scale Russian invasion of Ukraine. Due to active hostilities in Donetsk Oblast and the temporary occupation of the territories, construction work is currently suspended on almost all projects.

In 2022, Donetsk Oblast retained the international partners who had been working in the oblast before 24 February 2022, and added the same number of international organization partners during the full-scale war.

At the same time, most international organizations have changed the vector of their work in Donetsk Oblast from development to humanitarian: The United Nations High Commissioner for Refugees, UNICEF, the International Organization for Migration (IOM), the World Food Programme, etc. A significant amount of assistance is provided by the International Committee of the Red Cross, People in Need, ACTED, Norwegian Refugee Council, ADRA, Medicos del Mundo, Luxembourg Red Cross, USAID projects in Ukraine, including Economic Support of Eastern Ukraine, Democratic Governance in Eastern Ukraine, Building Public Trust, and many others.

After the de-occupation of the Lyman and Sviatohirsk urban communities of the Kramatorsk raion, these organizations promptly launched their activities in the area to provide humanitarian, financial, medical and social assistance.

In addition, considerable attention is paid to the activities of communal institutions that ensure the operation of critical infrastructure facilities.

In 2022, the International Committee of the Red Cross provided the largest amount of humanitarian aid to the municipal enterprise “Water of Donbas,” amounting to almost UAH 49 million. The aid included chemicals, equipment (motor pumps, drills, tanks, etc.), generators, and six units of special vehicles.

A fruitful cooperation with UNICEF and IOM was also established to support the operation of critical infrastructure facilities in the region. In particular, IOM representatives handed over 31 powerful generators for the needs of Donetskteplokomunenerho and nine for the “Water of Donbas” company.

USAID projects have also changed the areas of cooperation and are providing assistance to meet the priority needs of the civilian population.

For example, the USAID Economic Support of Eastern Ukraine project provided 84 units of equipment for housing and communal services (chainsaws), 2,000 fire extinguishers, more than 3,500 water tanks of various sizes, 30 motor pumps, 122 powerful battery-powered lights, 104 radios, 51 megaphones, and 71 charging stations. The project provided bulletproof vests and helmets (69 sets), tents (46 units), satellite phones (129 units) and bedding (129 units) to organize the functioning of authorities at various levels (oblast state administration, raion state administration, military administrations, local self-government bodies) and ensure the smooth operation of public utilities, 58 Motorola portable radios, 111 radios with accessories (case, battery, antenna), 10 chargers for six radios, 100 folding beds with mattresses, 18 units of office equipment, 10 cabinets, 51 shelves, 42 heat guns, and 50 generators.

Together with the Pokrovsk City Administration, the project arranges a place of compact residence for IDPs in Fastiv (Kyiv Oblast) in the building of a former railway hospital by purchasing expensive household equipment. USAID Democratic Governance in Eastern Ukraine (DG East) project provided five diesel generators, five tents, five thermopots, 10 electric stoves, five electric kettles, and five 6 kW generators to resume operations in the Sviatohirsk urban community of Kramatorsk raion. Lyman urban community of Kramatorsk raion received 60 folding beds, 60 blankets, 60 pillows, 60 sets of bed linen, 21 microwaves, 20 thermoses, 20 electric kettles, four tents, and 20 6 kW generators from the project. Office equipment was transferred to the ASC in Lyman to equip it for operation.

Creation of a mechanism for coordinating the processes of recovery and development of territories and communities in the oblast

Donetsk OSA/OMA is already laying the groundwork for the development of strategic programme documents for the development of Donetsk Oblast after the end of the war and the de-occupation of the territory. The active work of Donetsk OSA/OMA in partnership with central and local executive authorities, local self-government bodies, international partners, NGOs and charitable organizations to rebuild the region requires an effective mechanism for coordinating and harmonizing the joint actions of all stakeholders for post-war recovery and development.

Regional Office for International Cooperation and the Coordination Council for the Stabilization of the Situation in the De-occupied Territories were established by the orders of the head of the oblast state administration and the head of the oblast military administration No. 167/5-23 of 6 May 2023 and No. 214/5-23 of 2 June 2023 to coordinate the work related to attracting and strategically planning the priorities for using the assistance of foreign donors and international organizations for the development of Donetsk Oblast, as well as to prepare and plan actions to stabilize and reintegrate the de-occupied territories of the oblast.

ROIC is a key window for international partners seeking to cooperate at the oblast and territorial community level. Its advantages include obtaining up-to-date information; coordination of international assistance; monitoring, analytics and reporting; feedback; and a decentralized approach.

The Regional Office for International Cooperation will be responsible for systematization, support, and coordination.

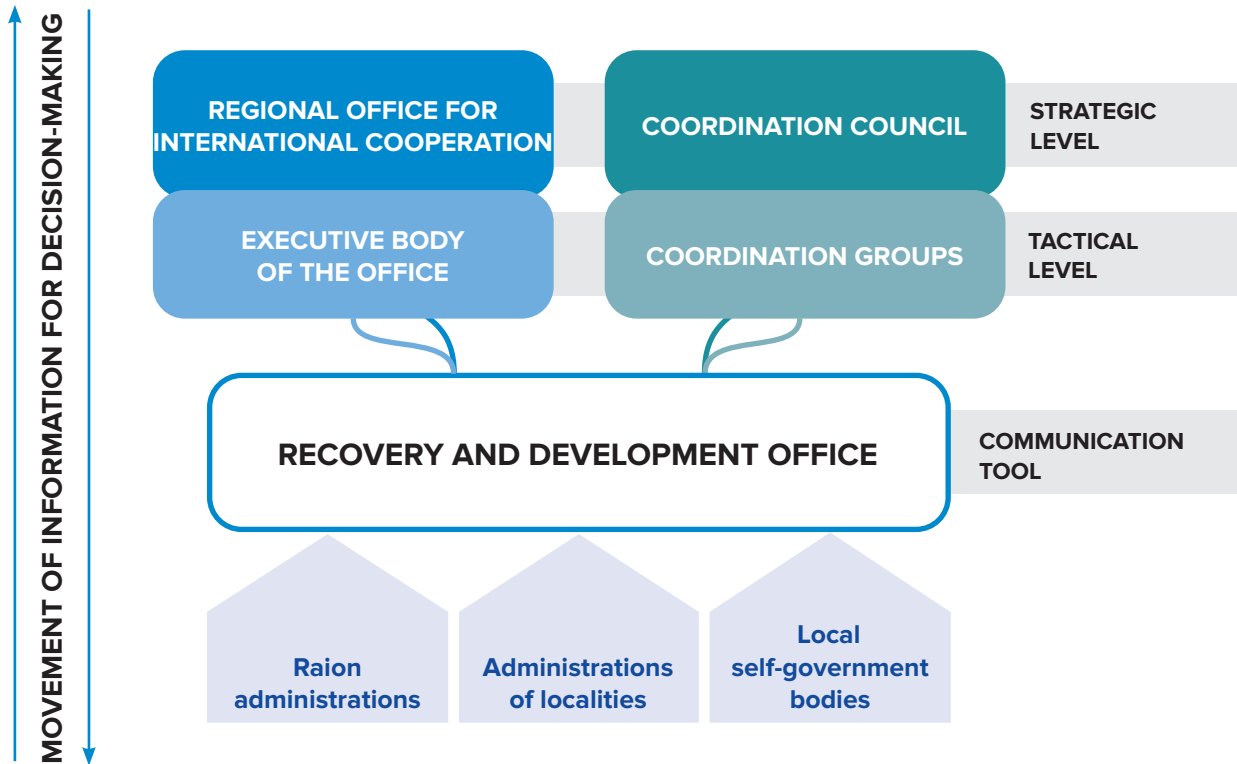
The Coordination Council for the Stabilization of the Situation in the De-occupied Territories of Donetsk Oblast and their Reintegration was established to analyze the state of affairs, plan and prepare reports, coordinate and control the activities of coordination groups established in the relevant areas defined by the Resolution of the Cabinet of Ministers of Ukraine No. 486 of 12 May 2023 “On Preparing Actions to Stabilize the Situation in the De-occupied Territories of Donetsk and Luhansk Oblasts and Their Reintegration,” facilitating coordination of activities of territorial bodies of ministries and other central executive authorities, other state bodies, local self-government bodies, military formations established in accordance with the laws of Ukraine, law enforcement agencies and public associations in preparing and planning actions to stabilize and reintegrate the de-occupied territories of the oblast.

The main tasks of these bodies are:

- Ensuring interaction and cooperation between local self-governments, military administrations of settlements, public authorities, the Office of the President of Ukraine, enterprises, institutions and organizations, representatives of civil society organizations to develop international cooperation, establish and expand relations with international organizations and foreign donors to stabilize the situation, and the restoration and development of the entire territory of Donetsk Oblast, covering the socio-economic, cultural, humanitarian, housing and communal, and environmental areas, as well as adaptation, structural modernization and reboot of the oblast’s economy;
- Analysis, development and identification of proposals that can be implemented at the expense of international organizations and foreign donors in the priority areas for the recovery and development of Donetsk Oblast, covering socio-economic, cultural, humanitarian, housing and communal, environmental areas, as well as adaptation, structural modernization and reboot of the oblast’s economy.

Potential results of the work of these bodies:

- Systematized data, supported projects, and ensured coordination of international cooperation between all parties represented in the field;
- A draft plan of priority actions to stabilize the situation in the de-occupied territories of the oblast and their reintegration was prepared;
- Recovery and Development Office will serve as a communication tool for ensuring the work of these two advisory bodies, established with the methodological, organizational and technical support of UNDP in Ukraine.



A separate instruction from the head of the oblast state administration and the head of the oblast military administration will define the mechanism and step-by-step algorithm for its use.

The Recovery and Development Office will become a co-working area that will bring together regional authorities, district and municipal administrations, international and civil society organizations to find effective solutions for the recovery and development of Donetsk Oblast.

Opening of the Recovery and Development Office of Donetsk Oblast 2 November 2023



Martin Aberg, Ambassador of Sweden to Ukraine (*on the left*), and Ihor Moroz, Acting Head of the Donetsk Oblast Military Administration

Artem Husak, Advisor to the Deputy Head of the Office of the President of Ukraine (*foreground*), Ihor Moroz and participants of the event



Delegation of UNDP in Ukraine headed by Jaco Cilliers, Resident Representative (*third from the right*), Artem Husak (*fourth from the right*), Ihor Moroz (*fourth from the left*) and other participants of the event

Photo credit:
Ivan Lavrenko / UNDP in Ukraine

4.2. LUHANSK OBLAST



Experience of recovering territories of Luhansk Oblast before 2022

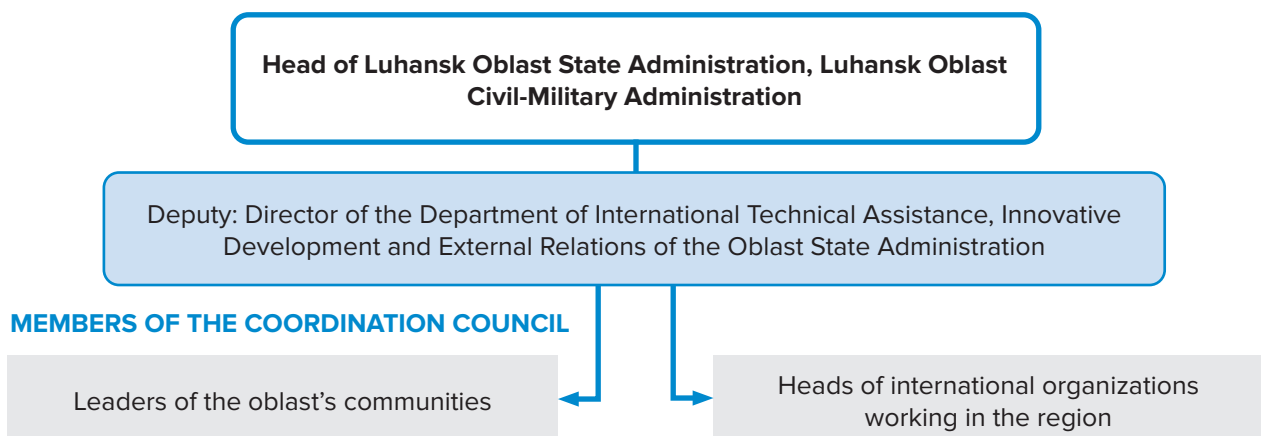
Prior to Russia’s full-scale invasion of Ukraine, Luhansk Oblast had been plagued by a number of problems for several years, which were the result of prolonged hostilities and the temporary occupation of approximately one-third of the territory after 2014.

The main problems included: the loss of traditional markets; inability to use land from the so-called “grey” 30-kilometer zone along the contact line; large mined areas; dilapidated infrastructure and logistics; extreme living conditions of local residents, and a significant number of internally displaced persons.

Under these conditions, the activities of the authorities in the government-controlled part of the oblast were focused on ensuring the controllability and efficiency of the processes of recovery and development of all spheres of socio-economic and public life in the region.

During this period, international technical assistance was one of the tools for the development of Luhansk Oblast. In order to ensure sustainable development and effective cooperation with international partners, the Regional Coordination Council for the implementation of projects, programmes and initiatives of the European Union, the United Nations Development Programme and other international organizations in Luhansk Oblast (hereinafter referred to as the Coordination Council) was established by the order of the head of the oblast state administration and the head of the oblast military civil administration No. 298 of 25 May 2016.

STRUCTURE OF THE COORDINATION COUNCIL IN ACCORDANCE WITH THE APPROVED REGULATIONS



In accordance with the Regulation, the organizational form of the Coordination Council’s work is meetings held as needed, but no less than once a year.

Due to coordination with international partners, Luhansk Oblast State Administration participated (as a beneficiary and/or recipient) in the implementation of 69 international technical assistance projects with an estimated value of \$626.22 million (including all project beneficiaries) in 2019–2021 alone.

The main results of the ITA's impact in the communities of the oblast were:

- Infrastructure modernization;
- Improving the quality of administrative and social services;
- Improving economic potential;
- Implementation of energy efficiency measures;
- Humanitarian demining;
- Support for the health care system, educational institutions, local security and safety centres, and local police, including those who are displaced;
- Strengthening community security and social cohesion;
- Creating community brands, etc.

Twenty-eight international technical assistance projects were to be implemented in 2022, with a total estimated cost of \$392.99 million (including all project beneficiaries).

Activities during a full-scale war

Russia's full-scale invasion of Ukraine has negated the efforts of the public authorities to recover and develop Luhansk Oblast. Currently, more than 95 percent of the oblast's territory is under occupation, and the de-occupied settlements are constantly affected by hostilities. However, the oblast state administration did not cease its work — it changed its location, form of work and priorities.

In particular, Dnipro city became the temporary location of the Luhansk Oblast State Administration. Remote work was introduced for some civil servants and employees of the oblast state administration who were forced to move to safer regions of Ukraine. The main areas of work of the oblast state administration are:

- Humanitarian aid to residents of Luhansk Oblast who have moved to other regions of Ukraine;
- Ensuring access to educational, medical and other services for internally displaced residents of Luhansk Oblast;
- Facilitating business relocation and supporting its operations;
- Planning the actions of regional and local authorities aimed at creating conditions for comfortable and safe living in the settlements of the oblast after their de-occupation as soon as possible;
- Involving ITA in the identified priority areas of the oblast state administration.

Humanitarian assistance

Over 188,000 IDPs, or 152,000 IDP families, from Luhansk Oblast have moved to other oblast and registered at their new place of residence.

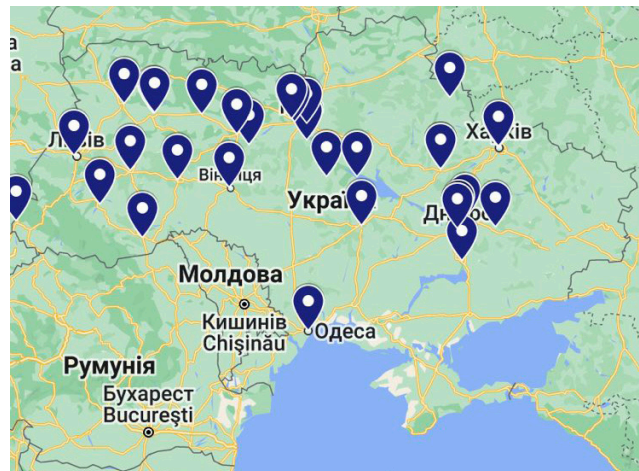
The regions of Ukraine with the largest number of IDPs who moved from Luhansk Oblast are Dnipropetrovsk Oblast (44.2 thousand people), Kyiv City (26 thousand), Kyiv Oblast (16 thousand), Poltava Oblast (11.6 thousand) and Lviv Oblast (10.9 thousand).

Therefore, one of the top priorities for the Luhansk Oblast State Administration and the administrations of the oblast's communities was to provide humanitarian support to the IDPs. To ensure coordination of this process, an oblast humanitarian headquarters was established.

The “My Luhansk Oblast” project was launched in July 2022, creating a network of 34 humanitarian hubs across Ukraine. Due to the well-established work of the hubs, IDPs from Luhansk Oblast are not only provided with food, hygiene products, medical, humanitarian and other types of assistance (household items, blankets, underwear, etc.), but also legal, medical, psychological and other services, as well as consultations with specialists from the State Employment Service and the Pension Fund.

Humanitarian hubs for residents of Luhansk Oblast

As of 1 July 2023, 11 administrative service centres from the oblast (Lysychansk, Sievierodonetsk, Rubizhne, Hirske, Kreminna, Popasna, Starobilsk, Shchastia, Bilokurakyne, Markivka and Novopskov) have partially resumed operations outside their territorial communities on the basis of humanitarian hubs of community administrations in the cities of Dnipro, Vinnytsia, Zhytomyr, Kyiv, Poltava, Rivne, Uzhhorod, Kharkiv, Cherkasy, Korsun-Shevchenkivskiy in Cherkasy Oblast and Bohdanivka village in Dnipropetrovsk Oblast.



In the second half of 2023, the Bilolutsk and Milove ASCs are expected to resume operations.

Older people and people with disabilities from Lysychansk territorial community can receive services from the comfort of their homes in Dnipro and Dnipropetrovsk Oblast thanks to a portable hardware complex called Mobile Office, provided by the USAID Democratic Governance in Eastern Ukraine Project (DG East).

Such “mobile offices” were also transferred to the Sievierodonetsk ASC as part of the USAID E-Governance for Accountability and Participation (EGAP) Programme and to the Hirske ASC as part of the USAID DG East Project.

In addition, the administrators of the Sievierodonetsk centre teach Luhansk IDPs digital literacy skills and the ability to receive administrative services on their own at the digital hub located in the humanitarian headquarters of the Sievierodonetsk administration, which was created as part of the international cooperation of the Luhansk Oblast State Administration, Sievierodonetsk City Administration and the USAID E-Governance for Accountability and Participation (EGAP) Programme funded by Switzerland and implemented by the East Europe Foundation in cooperation with the Ministry of Digital Transformation of Ukraine.

Health care

As a result of the full-scale invasion, all health care facilities lost their permanent locations, supplies and technical base.

Since 1 April 2022, 52 institutions resumed their work in the oblasts controlled by the Government of Ukraine, including 19 primary care facilities, 15 secondary care facilities, and 18 oblast-level facilities.

Medical care in oblast-level health care facilities has mostly been restored as a polyclinic service. Luhansk Oblast Clinical Oncology Dispensary, a municipal non-profit enterprise of the Luhansk Oblast Council, has resumed providing outpatient and inpatient medical care in Sarny, Rivne Oblast. Luhansk Oblast Centre for Emergency Medical Care and Disaster Medicine, a communal non-commercial enterprise of the Luhansk Oblast Council, is involved in providing emergency medical care in the hubs and, on behalf of the Ukrainian Scientific and Practical Centre for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine, in transporting the wounded from military hospitals in Dnipro to other specialized institutions.

A regional warehouse of medical and humanitarian supplies was organised in Dnipro on the basis of the Luhansk Oblast Centre for Emergency Medical Care and Disaster Medicine. Those supplies are subsequently distributed to all relocated health care facilities in the oblast.

Primary and secondary health care facilities subordinated to the respective communities have mostly resumed medical care in the form of outpatient appointments, including remote appointments, for internally displaced persons and local residents. The doctors and nurses in those institutions are involved in providing medical counselling services for internally displaced persons in the hubs and dispensing medicines.

Education

Special attention is paid to ensuring a continuous educational process. Currently, three pre-school education institutions provide distance learning services; those involve 47 pupils and seven teachers.

In the 2022–2023 academic year, the education in 82 general secondary education institutions of the oblast took form of distance learning, and one institution operated in a mixed mode. They educated 25,771 students, of whom 7,359 are abroad, 9,205 are in the safe regions of Ukraine, and 8,667 are in the temporarily occupied territories.

IDP teachers in Luhansk Oblast were provided with 1,827 laptops, and students — with 360 tablets and 196 chromebooks from UNICEF, UNESCO, Ukraine House DC Foundation, Inc. and the Embassy of the Republic of Korea in Ukraine (Korea International Cooperation Agency).

Ten vocational education and training institutions in the region have also been temporarily relocated to the government-controlled territory and are conducting educational activities in a remote format. The displaced institutions include 2,034 people, including those in Ukraine, temporary displaced, abroad and in the occupied territories.

The Strategy and Plan for the Recovery and Development of Education in Luhansk Oblast for 2023–2027 were approved by the Order of the Head of the Oblast State Administration — Head of the Oblast Military Administration No. 88 of 2 May 2023. The Swiss-Ukrainian project DECIDE “Decentralization for Democratic Education” provided support in adopting this document. In addition, the project organized the Forum “Education of Luhansk Oblast: Recovery and Reintegration” where the current situation in the education sector of Luhansk Oblast was described, and the Strategy for the Recovery and Development of the Education Sector of Luhansk Oblast for 2023–2027 presented. The forum discussed the priority steps to restore the region, including education and reintegration of the territories occupied since 2014.

Business support

As a result of the hostilities caused by the full-scale invasion, 79 business entities in Luhansk Oblast applied to participate in the state programme for the relocation of enterprises. This programme was used by 43 entities. Of these, 23 companies relocated to the central part of Ukraine, 18 companies moved to the west of the country, one company moved to the north and one — to the south. Relocated businesses resume their work or reformat it to another type of activity.

To support the relocated businesses in Luhansk Oblast, UNDP in Ukraine under the Recovery and Peacebuilding Programme, with financial support from the European Union, the U.S. Embassy in Ukraine and the Government of Croatia, organized the East Expo 2023 exhibition in Kyiv which hosted a series of business meetings for business owners, representatives of business infrastructure, international organizations, local and national authorities aimed at developing entrepreneurial activities.

A catalogue of state and international entrepreneurship support programmes, including grant (financial) assistance and other initiatives aimed at business development, has also been compiled. The information is updated monthly, posted online, and sent to relocated businesses.

Oblast State Administration cooperates with the State Institution “Office for Entrepreneurship and Export Development”, USAID Economic Support to Ukraine Project, UNITY Programme, which is being implemented with financial support from USAID, the United Nations Development Programme, Partnership for a Strong Ukraine Foundation, East Europe Foundation, PROSTO Project, and other organizations implementing projects aimed at developing and supporting business and providing administrative services.

Cooperation with civil society organizations in the oblast continues. Support was provided to a project developed by the “Kreminna Business Association” NGO entitled “Creating Favourable Conditions for Local Business in the De-Occupied Territories of Eastern Ukraine and Restoring Government-Community-Business Cooperation,” which provides for resuming the work of the Network of NGO Business Support Centres. This will help revive entrepreneurship, including social entrepreneurship, in the de-occupied territories of the east of Ukraine and will create not only a virtual but also a real network of business support hubs (centres, rooms, etc.) that will help restore the economy.

Preparing for the de-occupation and reintegration of the temporarily occupied territories

At present, the planning of actions by the Luhansk Oblast authorities at both oblast and local levels is aimed at creating conditions for comfortable and safe living in the oblast’s settlements after de-occupation as soon as possible. The work takes place on two levels:

- **State level** — in accordance with the Action Plan of the executive authorities for the recovery of the de-occupied territories of territorial communities, approved by the Ordinance of the Cabinet of Ministers of Ukraine No. 1219-p of 30 December 2022;
- **Oblast level** — in accordance with the Priority Action Plan for the stabilization of the situation in the de-occupied territories of Luhansk Oblast and their reintegration, approved on 6 July 2023 by the decision of the Coordination Council for the stabilization of the situation in the de-occupied territories of Luhansk Oblast and their reintegration. The plan provides for priority actions of structural sub-divisions of the oblast state administrations, raion administrations, local administrations, territorial units of central executive authorities, and critical infrastructure enterprises. Military administrations of the oblast’s communities also have similar plans.

The current legislation requires a number of documents for planning the recovery of regions affected by the full-scale invasion.

In particular, the Law of Ukraine “On State Regional Policy” stipulates that plans for the recovery and development of regions and territories affected by the full-scale invasion are developed to recover and develop regions and territorial communities. The procedure for their development, implementation and monitoring is approved by the Resolution of the Cabinet of Ministers of Ukraine No. 731 of 18 July 2023.

The Law of Ukraine “On Regulation of Urban Planning Activities” also provides for the development of programmes for the comprehensive recovery of the oblast and relevant community programmes. The procedure for their development, public discussion and approval is endorsed by the Resolution of the Cabinet of Ministers of Ukraine No. 1159 of 14 October 2022.

Similar planning documents can be developed for specific areas of social and economic development of the oblast. The development of these documents requires clear coordination of authorities at all levels, primarily in collecting a complete and high-quality set of data on the state of the region’s social and economic infrastructure, conducting expert analysis, and preparing substantiated conclusions and recommendations on priority steps for reconstruction.

The occupation of the oblast’s territory does not allow to fully assess the extent of the damage. At the same time, the oblast state administration and community administrations are collecting information about the destruction from all possible sources. **According to the available operational information, more than 13,000 objects have been damaged and destroyed to varying degrees, and some settlements in the oblast have been completely destroyed.**

That is why it is already clear that funds from international partners will be used first and foremost to rebuild Luhansk Oblast. Therefore, the actions of authorities at all levels with regard to preparing recovery plans or programmes should be coordinated and in line with international practices and standards.

In order to attract international assistance for the recovery of the oblast state, the Department of Economic Development and Foreign Economic Activity of the Luhansk Oblast State Administration has developed the ReBuild Luhansk Region platform which contains information materials on the destroyed infrastructure and damage caused by the hostilities in each community in the oblast. The plan is to create an investment information portal ReBuild Luhansk Region, which will serve as an electronic platform for communication between the authorities and potential investors to attract additional resources for the social and economic development and recovery of Luhansk Oblast.

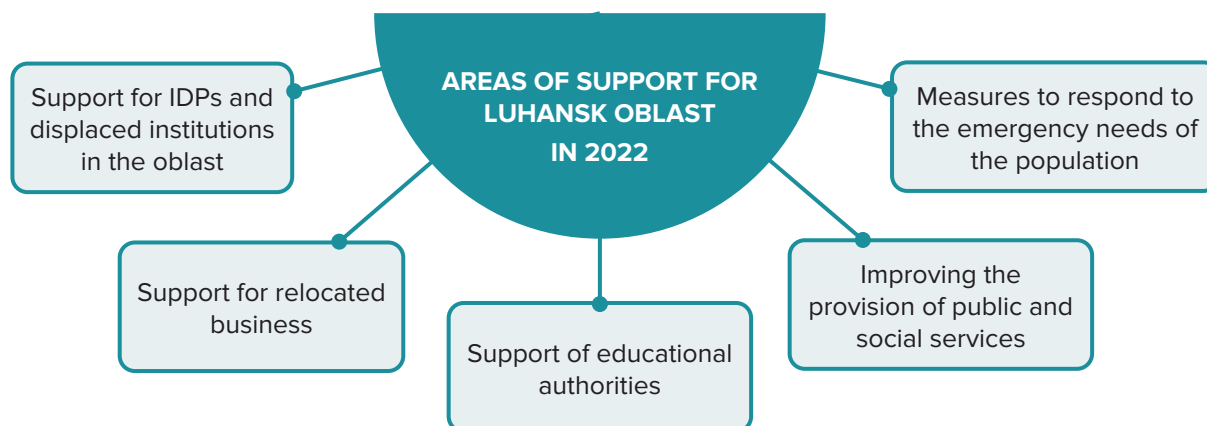
Measures aimed at rebuilding the oblast are constantly being monitored by establishing business relations with international partners.

For example, in February 2023, representatives of the Sievierodonetsk and Rubizhne city administrations participated in the international offline platform ReBuild Ukraine to attract external funding for community recovery. As a result of the event, three memorandums of cooperation were signed with international leading companies, according to which assistance will be received to rebuild the territory of the Sievierodonetsk city territorial community after de-occupation.

On 26 June 2023, a memorandum of cooperation was signed between the subsidiary Premier Expo and the Luhansk Oblast State Administration. The parties agreed to cooperate in preparing for participation in the ReBuild Ukraine forum in November 2023 and to represent the interests of six communities in Luhansk Oblast that suffered the greatest destruction and damage as a result of the full-scale invasion, which will allow them to expand investment relations with international donors.

International technical assistance

With the full-scale Russian invasion of Ukraine, the role of the ITA in all the priority areas of the oblast state administration has significantly increased. In 2022, the largest donor country in terms of funding for ITA projects in the oblast was the United States (38 percent), followed by the European Union, Switzerland, and Canada (14 percent each). Other donor countries in the oblast were Sweden, the Netherlands, and Japan.



The largest projects (taking into account all beneficiaries) are:

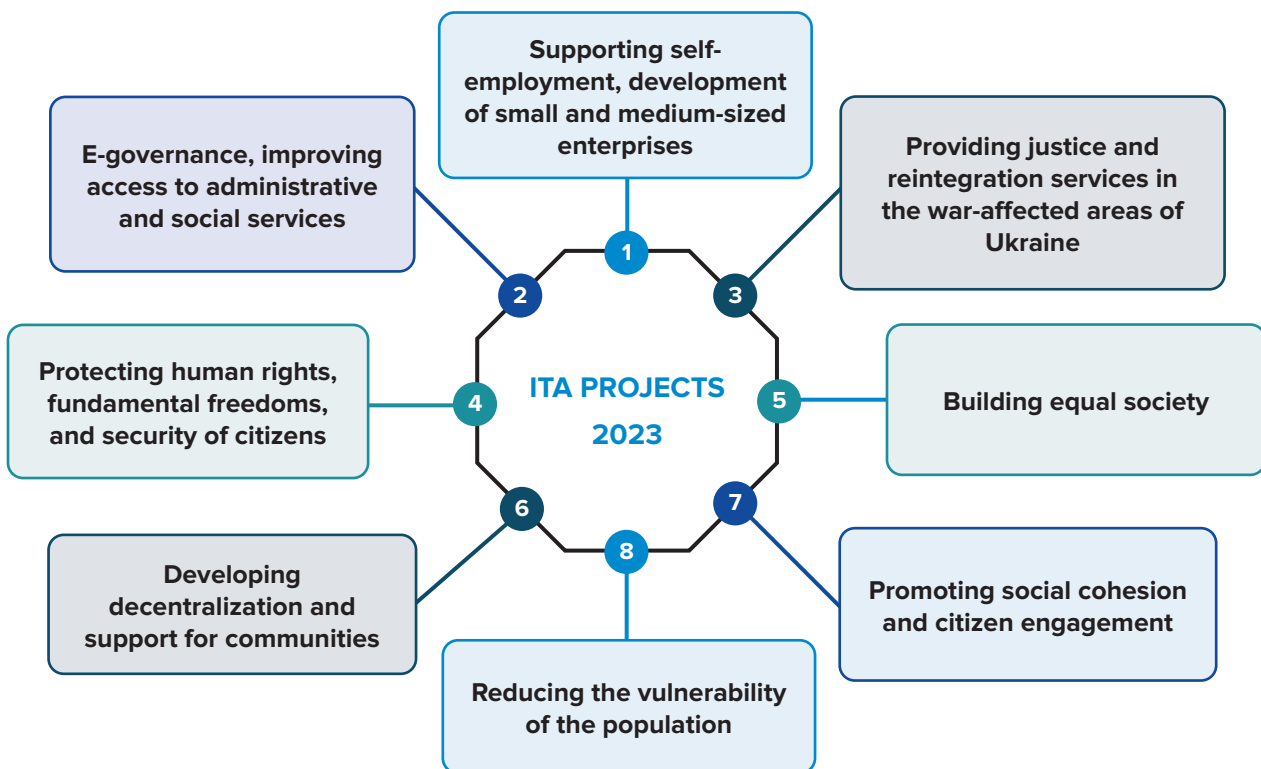
- USAID Economic Support of Eastern Ukraine project, implemented by DAI Global LLC, SDM Engineering Ukraine LLC, FHI 360, the Danish Refugee Council in Ukraine, estimated cost — \$71.8 million;
- USAID Democratic Governance in Eastern Ukraine project, implemented by Chemonics International Inc., estimated cost — \$57 million;
- EU Support to the East of Ukraine – Recovery, Peacebuilding and Governance project, implemented by UNDP in partnership with the United Nations Population Fund (UNFPA), the Food and Agriculture Organization of the United Nations (FAO), the UN Entity for Gender Equality and the Empowerment of Women (UN Women) with financial support from the European Union, estimated cost — €56.5 million;
- Partnership for a Strong Ukraine Foundation project, implemented by Chemonics International Inc., estimated cost — £35 million;
- Towards Good Governance through Public Participation, Improved Service Delivery and Greater Environmental Protection in the East of Ukraine project, implemented by UNDP with financial support from the Government of Sweden, estimated cost — 35.068 million Swedish kronas;
- Mobile Service Delivery for Conflict-Affected Populations in Eastern Ukraine project, implemented by UNDP with financial support from the Government of Canada, estimated cost — 7.5 million Canadian dollars;
- E-Governance for Government Accountability and Community Participation project (EGAP), implemented by the International Charitable Organization “East Europe Foundation”, estimated cost — 5.08 million Swiss francs.

One of the important factors that had a positive impact on the intensification of international assistance to the oblast was the signing of plans for joint activities of the Luhansk administration with UNDP to implement the ITA projects “Towards Good Governance through Public Participation, Improved Service Delivery and Greater Environmental Protection in the East of Ukraine” with financial support from the Government of Sweden and “EU4Recovery — Empowering Communities in Ukraine” with financial support from the European Union in 2022–2024.

Oblast state administration signed a memorandum of understanding with the Partnership for a Strong Ukraine Foundation's international technical assistance project to strengthen the information and communication technology capacity of government organizations, and with the USAID Ukraine Confidence Building Initiative (UCBI III) to provide the oblast state administration with equipment needed in case of emergency.

Oblast state administration received essential equipment for the oblast's communities to effectively coordinate activities, take measures to ensure the protection of Luhansk Oblast residents and restore critical services to the population as part of the USAID Economic Support to Eastern Ukraine Project.

In 2023, ITA projects are expected to be implemented in the following areas:

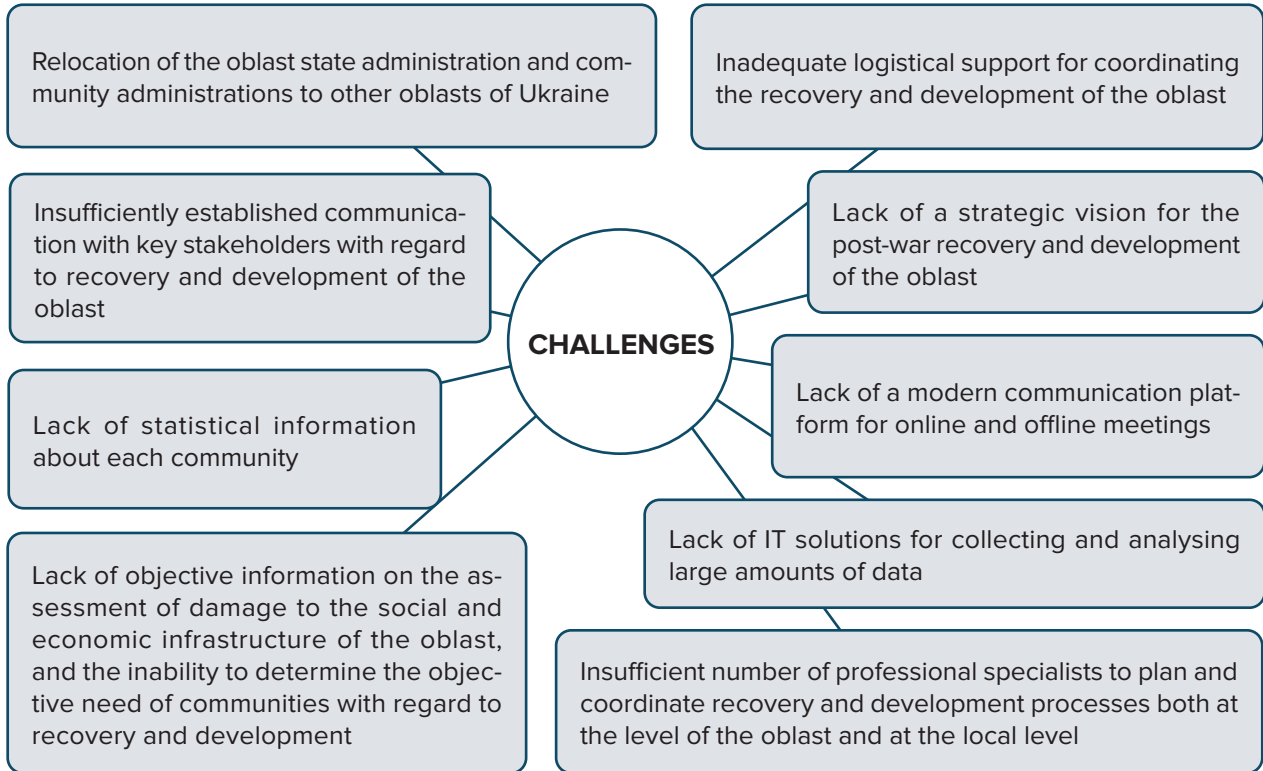


Among the largest ITA projects that were extended/started in 2023 are USAID and UNDP projects:

- **Economic Support of Eastern Ukraine**, implemented by DAI Global LLC, SDM Engineering Ukraine LLC, FHI 360, the Danish Refugee Council in Ukraine, and USAID, estimated cost — \$130 million;
- **Democratic Governance in Eastern Ukraine**, implemented by Chemonics International Inc., with USAID as development partner, estimated cost — \$57.05 million;
- **Partnership for a Strong Ukraine Foundation**, implemented by Chemonics International Inc., estimated cost — £35 million;
- **EU4Recovery — Empowering Communities in Ukraine**, implemented by UNDP, with the European Union as development partner, estimated cost — €35 million;
- **Towards Good Governance through Public Participation, Improved Service Delivery and Greater Environmental Protection in the East of Ukraine**, implemented by UNDP, with the Government of Sweden as development partner, estimated cost — 35.068 million Swedish kronas.

ISSUES AND CHALLENGES

The aforementioned set of measures implemented by the oblast state administration to address humanitarian issues, prepare for de-occupation, and plan for the recovery and development of the oblast has a number of challenges that negatively affect their coordination and effectiveness, in particular:



Creation of a mechanism for coordinating the processes of recovery and development of territories and communities in the oblast

Pursuant to the instructions of the Office of the President of Ukraine, Luhansk Oblast State Administration established the Regional Office for International Cooperation at the oblast state administration to develop international cooperation in order to establish and maintain relations with international partners, restore and develop infrastructure, restore and preserve cultural heritage sites, provide humanitarian assistance, support internally displaced persons, and restructure and restart the oblast’s economy (order of the head of the oblast military administration, head of ROIC No. 96 of 12 May 2023).

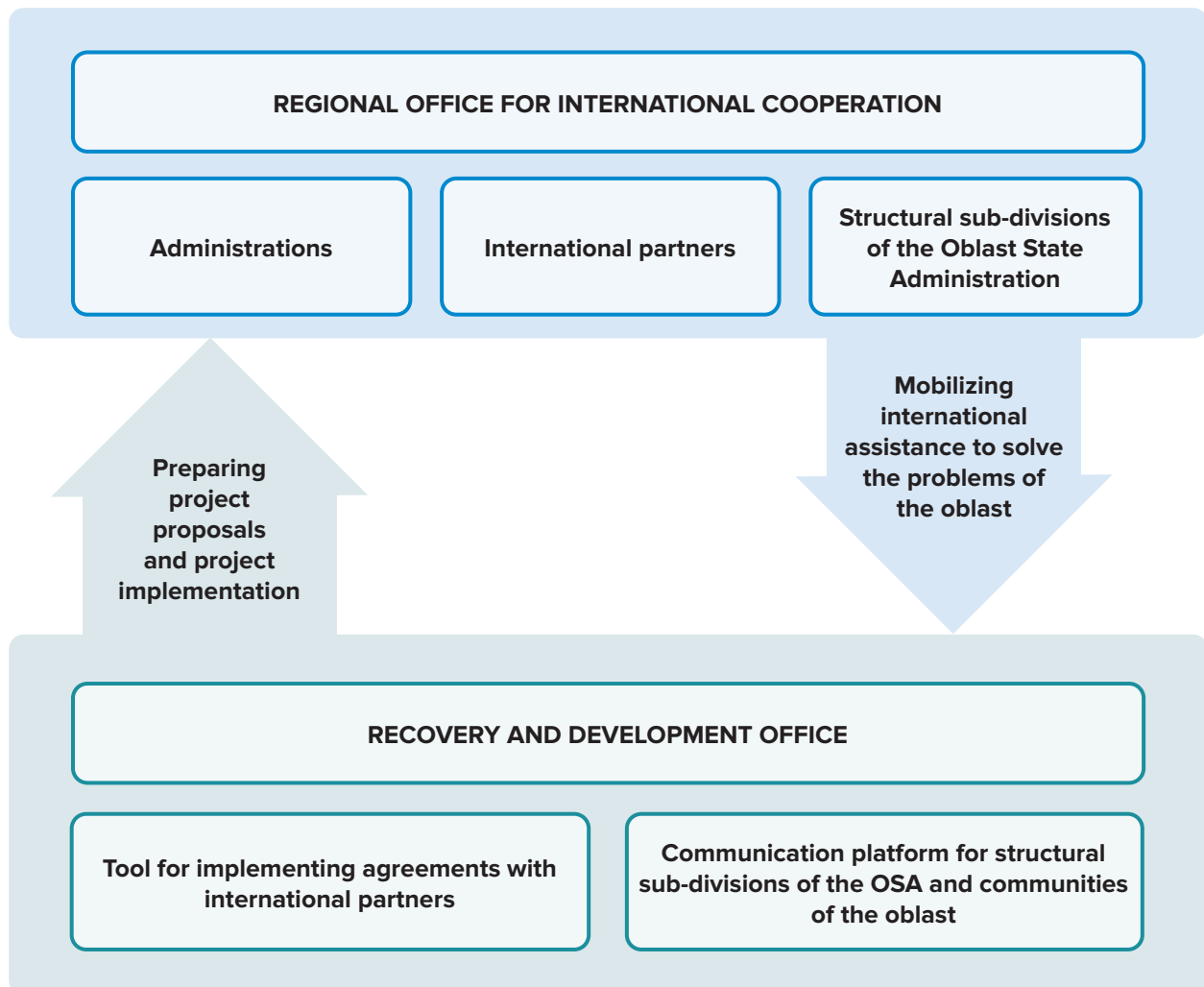
The main tasks of the ROIC are to coordinate with partners and attract international assistance to solve problematic issues in the oblast.

ROIC consists of heads of structural subdivisions of the oblast state administration and heads of military administrations of the oblast’s communities.

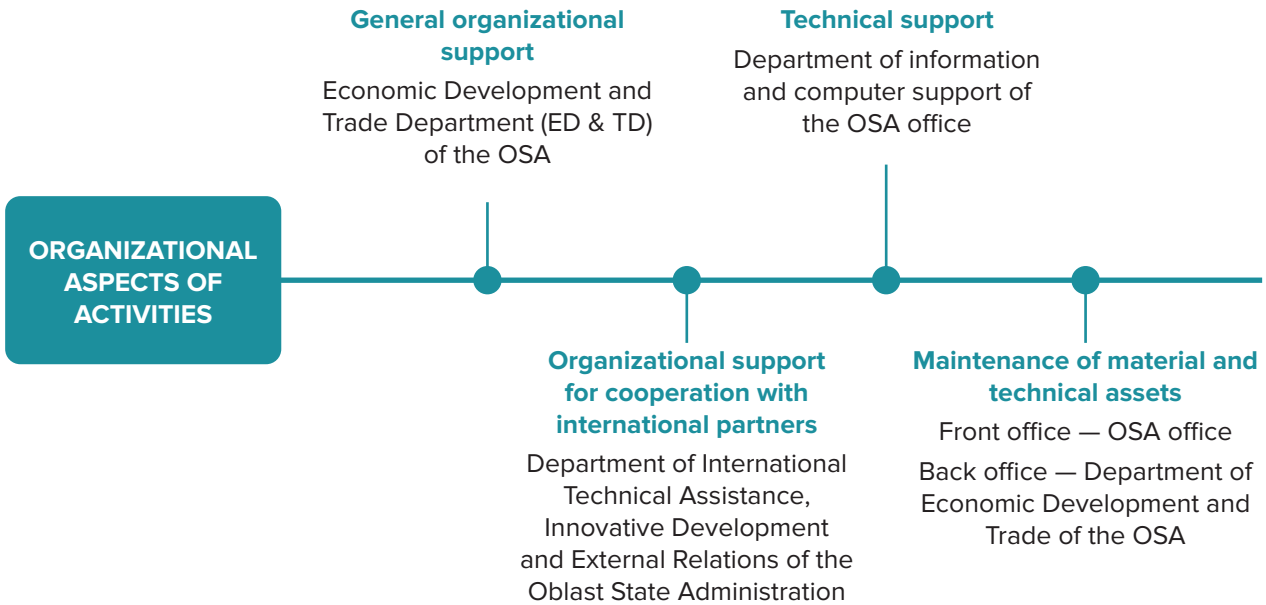
One of the ways to solve these problems would be to create the Recovery and Development Office of Luhansk Oblast, which would help improve inter-agency and inter-territorial coordination of recovery processes, increase institutional capacity of both the oblast state administration and community administrations, and improve the effectiveness of recovery planning and implementation.

Recovery and Development Office will work in close cooperation with ROIC, which coordinates cooperation with international partners and international assistance, and will become an important tool for implementing the agreements reached in terms of preparing recovery strategies and plans, project applications, recovery programmes, and monitoring their implementation.

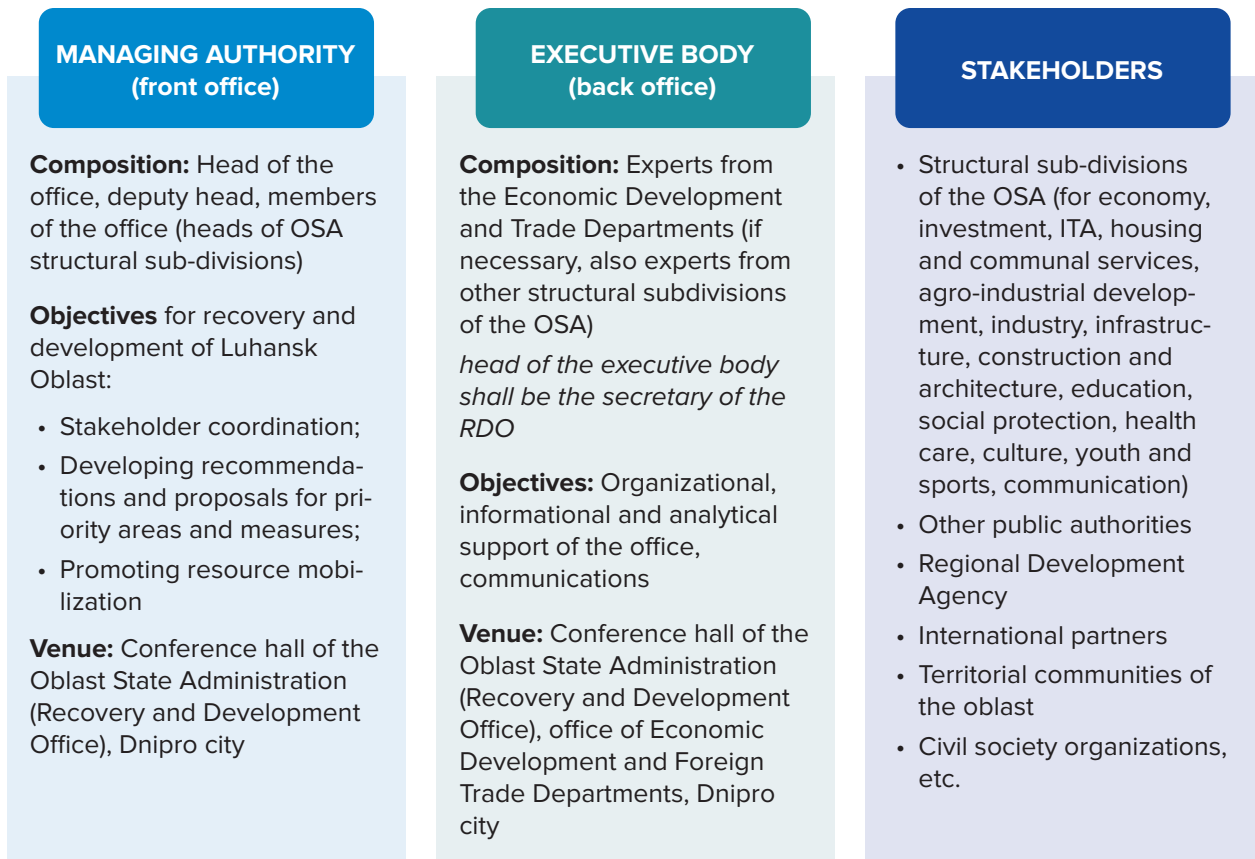
MECHANISM FOR COORDINATING THE PROCESSES OF RECOVERY AND DEVELOPMENT OF TERRITORIES AND COMMUNITIES IN THE OBLAST



ALGORITHM FOR ESTABLISHING AND OPERATING OF THE RECOVERY AND DEVELOPMENT OFFICE IN LUHANSK OBLAST



RECOVERY AND DEVELOPMENT OFFICE IN LUHANSK OBLAST



Opening of the Recovery and Development Office of Luhansk Oblast 2 November 2023



Representatives of the Luhansk OMA, headed by Artem Lysohor (third from the right)

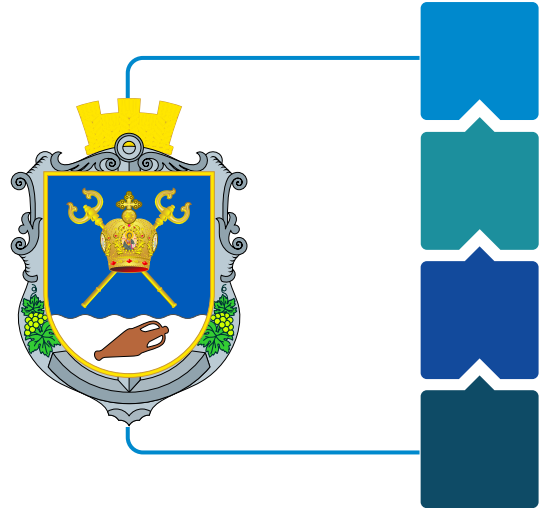
Opening of the office attended by the delegations of the Embassy of Sweden to Ukraine, UNDP in Ukraine and Luhansk OMA



Artem Husak, Advisor to the Deputy Head of the Office of the President of Ukraine (on the foreground), Jaco Cilliers, UNDP Resident Representative in Ukraine (on the middle) and Martin Aberg, Ambassador of Sweden to Ukraine

Photo credit:
Ivan Lavrenko / UNDP in Ukraine

4.3. MYKOLAIV OBLAST



In accordance with Article 13 of the Law of Ukraine “On Local State Administrations,” foreign economic activity falls within the scope of authority of local state administrations.

In particular, the powers in the field of international foreign economic relations include:

- Ensuring the fulfilment of obligations under international treaties of Ukraine in the relevant territory;
- Promoting the development of international cooperation in the areas of economy, human rights, counter-terrorism, environmental safety, health care, science, education, culture, tourism, physical education and sports;
- Entering into cooperation agreements with foreign partners within the scope of competence established by law;
- Promoting foreign economic relations of enterprises, institutions and organizations located on its territory, regardless of their form of ownership;
- Submitting proposals to the relevant authorities in accordance with the established procedure for attracting foreign investment to develop the economic potential of the relevant territory, etc.

The Department of Economic Development and Regional Policy of the Mykolaiv Oblast State Administration is responsible for implementing the public policy in the field of foreign relations, foreign economic activity and attraction of foreign investments in Mykolaiv Oblast.

Among the functions of the department aimed at ensuring the implementation of the public policy in the field of foreign economic activity in Mykolaiv Oblast, one of the key ones is to take measures to facilitate the implementation of international technical assistance projects in the oblast, monitoring, select the coordinator of ITA projects whose beneficiary is the oblast state administration, etc.

To fulfil these functions, the Department of Foreign Economic Activity and European Integration was created.

Since the beginning of Russia’s full-scale invasion of Ukraine, given that hostilities are taking place in Mykolaiv Oblast or there is an immediate threat (the territories of some communities were (are) under temporary occupation), most of the assistance provided by partners in 2022 under international technical assistance projects was refocused on the urgent needs of the region primarily related to the implementation of martial law measures, including humanitarian assistance and rapid recovery during martial law.

The main partners providing assistance are the United Nations Development Programme in Ukraine, the Danish Refugee Council, the United Nations Office for Project Services, the International Organization for Migration, and the Danish Red Cross.

In addition, the Mykolaiv Oblast Military Administration closely cooperates with other UN agencies, such as the United Nations High Commissioner for Refugees (UNHCR), UNICEF, and the World Food Programme. The assistance provided includes construction materials, generators, medical equipment, food, hygiene products, clothing, and cash assistance (cash programme). In total, these agencies have provided support to more than 580 thousand people in the oblast, and in 2023 assistance will be provided to more than 730 thousand people.

The organizations Freunde helfen Konvoi, Round Table Germany and Moldova, with the assistance of the Embassy of Ukraine in Moldova, provided 50 trucks with food kits worth approximately €1 million to the oblast. At the moment, cooperation in the field of housing construction for people who lost their homes as a result of Russia's full-scale invasion of Ukraine is ongoing.

Due to the Railroad Bridge project, 50 railcars of humanitarian aid (special equipment, food, medicine, and clothing) were delivered to the oblast by the German railroad operator Deutsche Bahn (DB) in cooperation with DB Cargo in Poland and Ukrzaliznytsia.

Significant amounts of aid are provided by international organizations such as World Central Kitchen (food kits), International Medical Corps (food, medical equipment), ALIMA (medical equipment and medicines), Médecins Sans Frontières (medical and psychological aid stations, repair work in medical facilities, reverse osmosis filters), USAID (equipment and furniture for invincibility points, generators) and Ukraine's diplomatic missions abroad, including the embassies of Ukraine in the UK, Moldova, Latvia, Japan, and Italy.

In 2023, a Memorandum of Understanding was signed between the Mykolaiv Oblast Military Administration and the Danish Refugee Council, as well as between Mykolaiv Oblast and the Kingdom of Denmark.

Due to cooperation with the Kingdom of Denmark, in 2022 the oblast received more than €3 million in aid. The main areas of cooperation were building repairs and emergency repairs of water supply and district heating systems. In particular, the Mykolaivoblteploenerho company received more than 300 generators of various capacities, household appliances for compact accommodation centres for internally displaced persons, nine units of special equipment, pumps, and water treatment equipment. In 2023, Denmark has already provided more than €4 million in aid, and the expected amount of aid for 2023 is more than €10 million.

It is worth noting that the main tasks of the Department of Economic Development and Regional Policy of the Mykolaiv Oblast State Administration also include ensuring the implementation of the following in the Mykolaiv Oblast:

- Public policy for economic and social development;
- Regional policy;
- Public policy in the field of investment activity;
- Public policy in the field of reforming the territorial organization of power and local self-government.

In the context of martial law and planning for the development of the region after the war, combining all of the above activities of the oblast state administration has become more important than ever, especially in order to create a mechanism for coordinating the activities of the OSA/OMA to recover and develop territories and communities, in particular using funds from international donors and development partners.

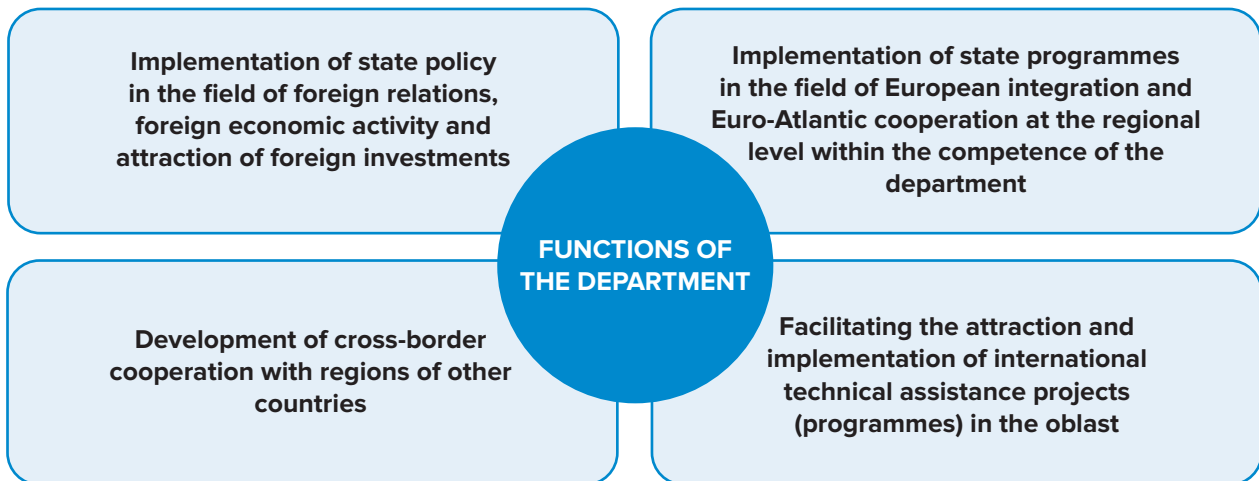
For this purpose, a Regional Office for International Cooperation was established at the Mykolaiv Oblast Administration. It is an advisory body established by the order of the head of administration No. 174-r of 3 May 2023, and ensures the fulfilment of its tasks in Mykolaiv Oblast.

The office is chaired by the head of administration. The office is managed by the deputy head of the administration and the director of the department of economic development and regional policy of the administration. The executive body of the office consists of 21 project managers, and the members of the office are heads of structural sub-divisions of the administration, heads of territorial communities, and heads of raion administrations.

The main objectives of the office are the following:

- 1) Ensuring interaction and cooperation between local self-government bodies, public authorities and the Office of the President of Ukraine, enterprises, institutions and organizations, representatives of civil society, as well as international partners (organizations, enterprises, foundations) in order to develop international cooperation, establish and maintain relationships with foreign partners, restore and develop transport, medical, social, communal, industrial infrastructure and housing, energy and communications infrastructure, restore and preserve cultural heritage sites, provide humanitarian aid, support vulnerable categories of the population and people in difficult life circumstances that occurred as the result of the war, internally displaced persons, as well as support structural modernization and revitalization of Mykolaiv Oblast's economy;
- 2) Identifying and developing proposals for priority areas and measures in the field of infrastructure recovery, social and humanitarian spheres, as well as in the field of economic recovery and development, aimed at eliminating the consequences of the full-scale invasion in Mykolaiv Oblast;
- 3) Fundraising to raise resources for recovery and development of Mykolaiv Oblast.

In view of the above, the powers of the established Recovery and Development Office are exercised by the Department of Economic Development and Regional Policy of the Mykolaiv Oblast State Administration, taking into account its functions enshrined in the relevant Regulation (without changes to the Regulation and job descriptions of the department's employees) and the Regional Office for International Cooperation.



The office is located in the rented premises of the Department of Economic Development and Regional Policy of the Oblast Administration (hereinafter referred to as the Department). The property of the department was destroyed as a result of a missile attack by the Russian army on the building of the Mykolaiv Oblast Administration, which resulted in a significant shortage of office furniture and equipment for the department's employees and the office in particular.

As a result of the project, the United Nations Development Programme donated furniture and equipment to the department, including laptops, computers, tables, chairs, cabinets, sofas, etc. The equipment will strengthen the capacity of the department and the office to fulfil their tasks and create a convenient platform for meetings of the office members, meetings with international organizations and civil society representatives.

It will also open up new opportunities in the field of communication, search for modern forms and methods of effective interaction between executive authorities and local self-government bodies, especially on such important and urgent issues as the recovery and development of territories and communities, and will increase the number of information and other activities aimed at achieving common goals and developing social and economic processes in each territorial community and in the region as a whole.

Opening of the Recovery and Development Office of Mykolaiv Oblast 6 November 2023



From left to right: Vitalii Kim, Head of Mykolaiv OMA, Ole Egberg Mikkelsen, Ambassador of Denmark to Ukraine, Jaco Cilliers, UNDP Resident Representative in Ukraine, Nils Christensen, EU4Recovery and Recovery & Peacebuilding Programme Manager

Participants also joined the event online



Representatives of the Embassy of Denmark in Ukraine, UNDP in Ukraine, Mykolaiv OMA and other participants of the event

Photo credit:
Dmytro Sazonov / UNDP in Ukraine

4.4. KHARKIV OBLAST



In the wake of Russia's full-scale invasion, Ukraine urgently needed international assistance. Large-scale requests for assistance and a large number of international organizations of various kinds necessitate the creation of coordination centres (headquarters) to streamline the provision of assistance at the oblast level and in Ukraine as a whole.

Given that Kharkiv Oblast currently significantly differs in terms of the life of communities and territories, this should be taken into account when establishing institutions for cooperation with international organizations.

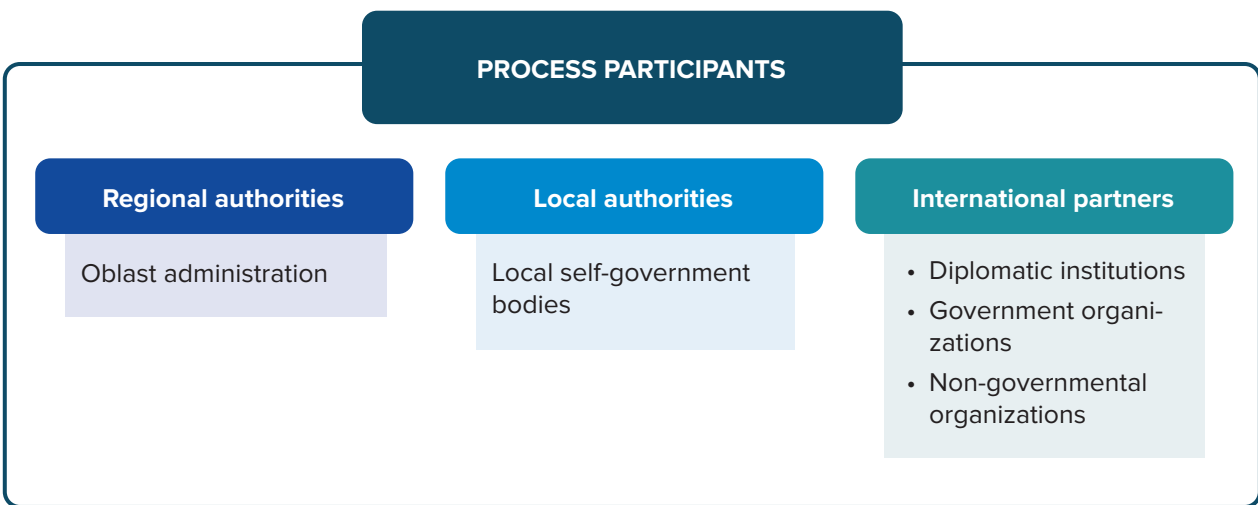
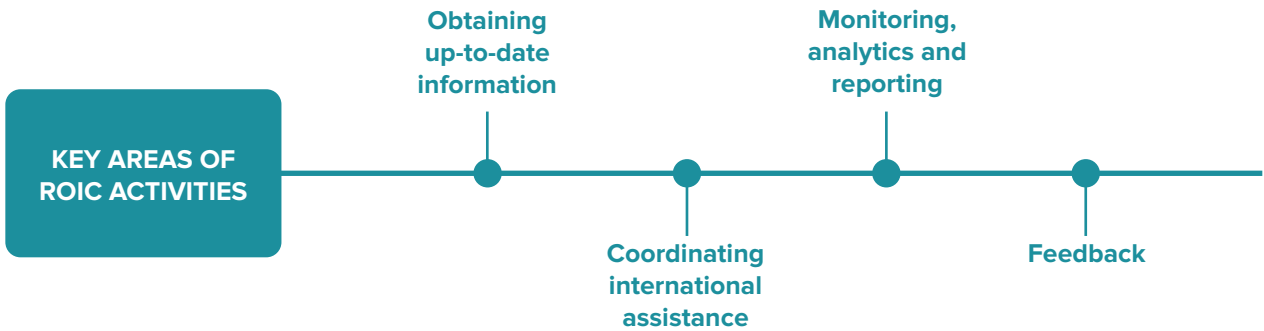
On 2 March 2022, a missile strike damaged the administrative building of the Kharkiv Oblast Administration and destroyed the premises and equipment located there. There was a need for a space for management decision-making, a platform for negotiations, places for group and analytical work, as well as equipment, computers and office supplies, and furniture for meetings, presentations and conferences.

In May 2023, the Kharkiv Oblast Administration became a partner of the United Nations Development Programme in a project funded by the European Union and the Government of Sweden to organize the work of a jointly created Recovery and Development Office.

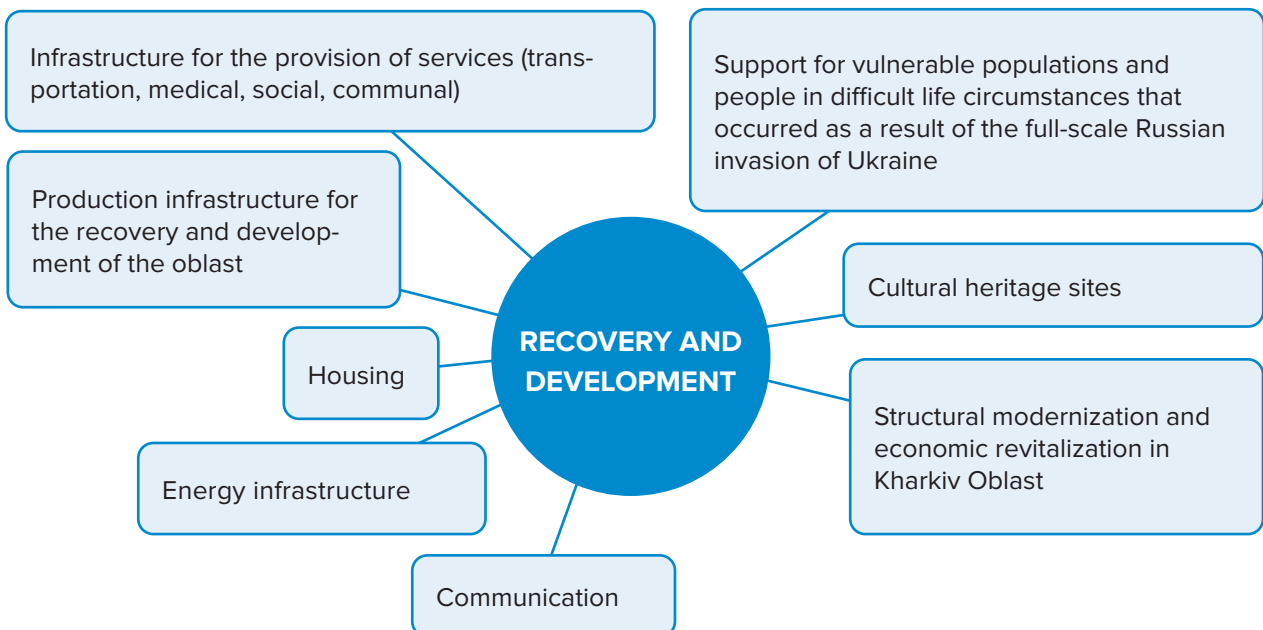
Following the offline meeting of the inter-regional working group on the development of mechanisms for the work of regional offices for recovery and development which took place on 3 May 2023, in order to strengthen technical capacity the participants discussed and decided to implement the mechanism of the office through the Regional Office for International Cooperation of Kharkiv Oblast under the Kharkiv Oblast Administration. ROIC is currently making its first steps, developing its principles, defining effective algorithms and tools for its activities.

ROIC is an information and analytical platform for systematizing data, supporting projects, and coordinating international cooperation between all parties represented in the region. ROIC activities are regulated by the Regulations on the Regional Office for International Cooperation of Kharkiv Oblast, approved by the Order of the head of the Kharkiv Oblast Military Administration No. 210 of 18 May 2023. The staff of the Regional Office for International Cooperation in Kharkiv Oblast was also appointed, as well as the head of the Office, its management team and members.

KEY AREAS OF ROIC ACTIVITIES



The office plans to strengthen the following aspects of recovery and development:



Main tasks of ROIC

1. Processing of information materials from public authorities, local self-government bodies, military administrations of settlements (if any), civil society organizations, enterprises, institutions and organizations, including international ones, working on the recovery and development of Kharkiv Oblast.
2. Creating and administering an information database in accordance with the main tasks.
3. Considering proposals from public authorities, local self-government bodies, military administrations of settlements (if any), civil society organizations, enterprises, institutions and organizations, including international ones, working on the recovery and development of Kharkiv Oblast.
4. Coordinating between local self-government bodies, military administrations of settlements (if any), public authorities, civil society organizations, enterprises, institutions and organizations, including international ones, working on the recovery and development of Kharkiv Oblast.
5. Conducting outreach activities on issues related to the office's activities.
6. Submitting recommendations and proposals based on the results of the work, as well as action plans for the recovery and development of Kharkiv Oblast to Kharkiv Oblast Administration.
7. Informing the Kharkiv Oblast Administration and the Office of the President of Ukraine about the results of the office's work.

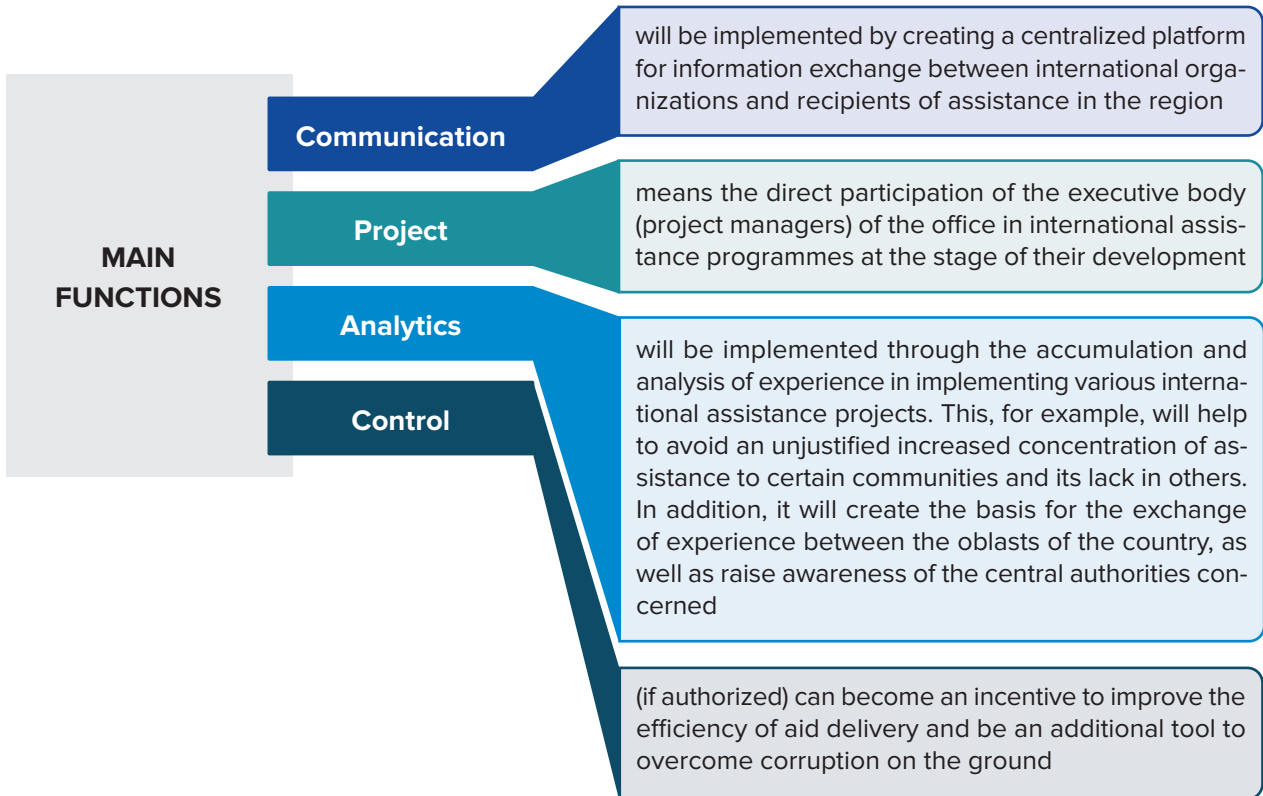
Given the expectation that the volume of international assistance may grow significantly, in particular during the period of post-war recovery and development of Ukraine, ROIC activities in coordinating international assistance will be based on the principles of transparency, fairness, efficiency of its provision, distribution and use by territorial communities.

Principles of ROIC operation

1. The **principle of transparency** should be implemented primarily so that all participants in the recovery and development process can publish and adjust their current projects, current needs, announce events, etc. in real time. This can be implemented by creating a single electronic information resource (website, dashboard, interactive map, etc.). This approach shall be a key factor in preventing corruption.
2. The **principle of equity** shall be to distribute international aid evenly among the territories and communities that need it most. In the Kharkiv ROIC, this is embodied, in particular, by the collegiality of advisory decision-making by its members who are representatives of communities. This will contribute to a coordinated and prioritized distribution of assistance.
3. The **principle of efficiency** must be ensured by:
 - Special status (coordination with the Office of the President) and specialization of the Office as a key entry point for international assistance in the area of recovery and development;
 - Distinguishing international assistance aimed at recovery and development from ordinary humanitarian aid, including food, clothing, household items, etc.;
 - Cooperation with international organizations on the office's platform at the stage of developing international assistance programmes (projects), as well as in accordance with the expectations of international organizations related to the office's activities;

- Functional specialization of the office’s executive body, involving not individual project managers but specialized structural sub-divisions of the Kharkiv Oblast Administration in terms of overall competence.

Therefore, the **main functions** of the office shall be:

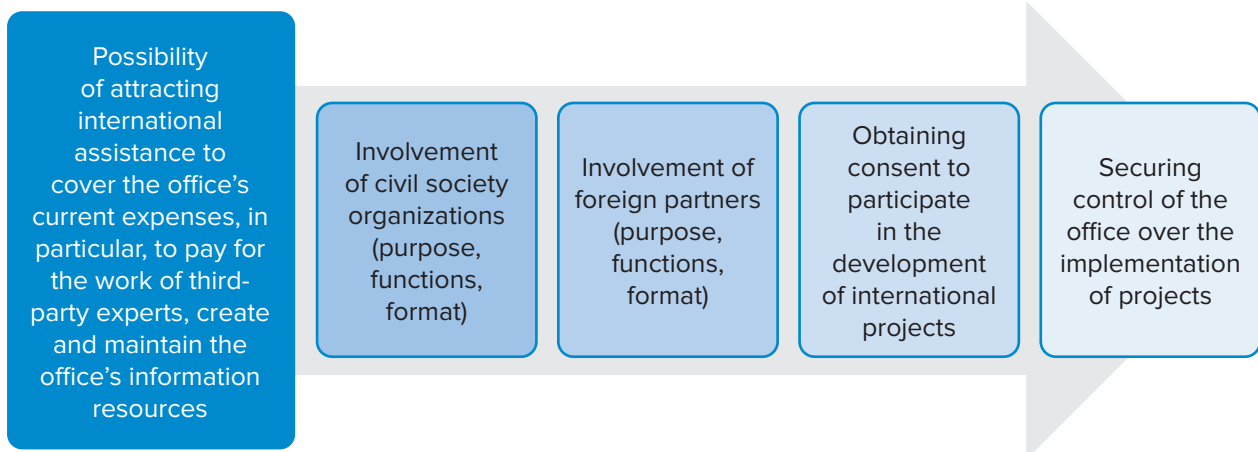


First steps in ROIC work

- Up to 10 international technical assistance organizations have been invited to cooperate;
- Investment passports are being developed and data is being collected in the oblast’s communities to be presented to international partners to attract investment and receive international technical assistance;
- ROIC is popularized at conferences, seminars, and meetings;

Presentation materials are being prepared to disseminate information about the office’s work.

As a result of the project to create an office through the ROIC mechanism that will deal with post-war recovery and development, Kharkiv Oblast will be able to accelerate and coordinate the actions of all stakeholders in these processes.

IMMEDIATE PROSPECTS FOR THE DEVELOPMENT OF THE OFFICE

Opening of the Recovery and Development Office of Kharkiv Oblast 1 November 2023



Mykhailo Kharnam, Deputy Head of the Kharkiv OSA (on the left), and Nils Christensen, EU4Recovery and Recovery and Peacebuilding Programme Manager

Ivan Dudka, Director of the Department of Economics and International Relations of the Kharkiv OSA (on the left), and Mykhailo Kharnam



Delegation of UNDP in Ukraine and Mykhailo Harnam (on the left)

Photo credit:
Andrii Rumiantsev / UNDP in Ukraine

