

JOINT ACTION FOR UKRAINE:

A Comprehensive Report
on Ukraine's Humanitarian, Social,
and Economic Needs



WORLD FOR UKRAINE (W4UA) FOUNDATION SUMMIT 2022 REPORT

ABOUT W4UA FOUNDATION

The World for Ukraine (W4UA) Foundation is a non-governmental institution whose primary goals are to integrate and support the efforts of non-governmental organizations, local and central governments, and corporate actors for the benefit of the Ukrainian nation. The W4UA Foundation was established in Rzeszów, Poland - a city that since the outbreak of the war has served as a hub of transportation of aid and a host for Ukrainian refugees and humanitarian workers from all over the world. The W4UA Foundation focuses on three action areas: (i) strengthening collaboration between private, public and non-governmental stakeholders who contribute to the well-being of Ukrainians and the welfare of Ukraine, (ii) raising awareness about Ukraine's humanitarian, social, and economic situation and (iii) advocating across sectors to ensure continued support. The W4UA Foundation is the official organizer of the W4UA Summit.

Find out more: www.w4ua.com

ACKNOWLEDGEMENTS

The W4UA Foundation thanks the speakers of the W4UA Summit 2022, whose active participation, contribution to panel discussions and exchange of expertise are at the heart of this report. Many speakers traveled long hours to cross the Ukrainian-Polish border and share important lessons. We would like to extend special words of gratitude to our partners in Lviv and USAID who have brought a delegation of 33 Ukrainian mayors to the Summit. Many other stakeholders such as humanitarian workers, have dedicated themselves entirely to the support of the Ukrainian people - their immense commitment and knowledge are greatly valued. The organizers also thank more than 100 partners of the Summit whose support has made the W4UA Summit 2022 possible.

REPORT PARTNERS

The report partners are organizations, representing the four stakeholder groups that W4UA cooperates with, who have supported the production of this report and its distribution. The content of the report is authored independently by W4UA Foundation and was in no way influenced by the affiliated partners.



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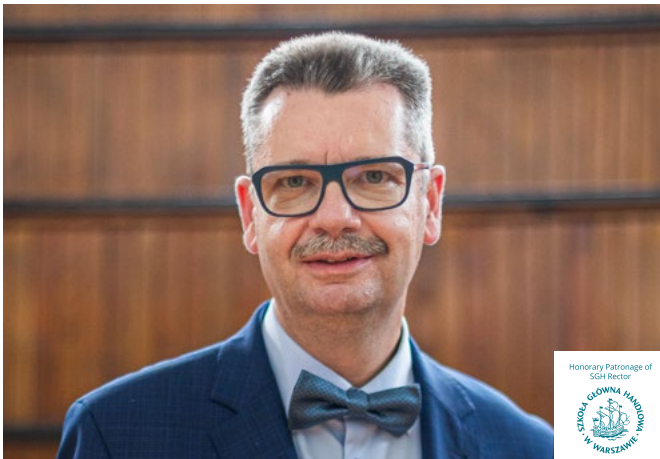
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TESTIMONIALS



dr hab. Piotr Wachowiak,
prof. SGH

Rector of Warsaw School of Economics

It was intended for this war to be brief. The aggressor state hoped that Ukraine would fall within days and eventually fall back into the Russian sphere of influence. Ukraine was to lose its freedom and abandon its European aspirations. But this did not transpire. What happened will be researched and studied in-depth in the fields of social, economic and political science. Such research is already underway and will certainly continue.

The report you are holding in your hand is a compendium of knowledge on many aspects of the humanitarian situation in Ukraine. Noteworthy is the inclusion of the main actors involved in the fight against the crisis caused by the war. Governments and local governments, business and the NGO sector, the role of which cannot be overestimated, create a kind of ecosystem that today supports Ukrainian society in its resistance and allows it to survive, and tomorrow it will guarantee the reconstruction of the country.

I recommend this publication as a summary of the crucial first year of humanitarian efforts in the face of the Russian invasion. Efforts that will always inspire us all.



Marcin Moczyróg

Regional Director of Uber

In the second year of the war in Ukraine, there were unprecedented challenges that we couldn't have imagined before. Uber joined a massive relief effort together with non-governmental organizations, volunteers, and businesses to support Ukrainians.

As a company present in 18 cities in Ukraine, we provided over 100 000 free rides for Ukrainian refugees, their families, and aid workers so they could reach safe places, cross the country's border, or move within countries providing aid. This is just one example of our commitment. We donated over 44.000.000 Polish zloty for humanitarian purposes, including the International Rescue Committee, the Red Cross, UNHCR, UNICEF, and the World Food Program.

Uber sponsored this report because information and knowledge are crucial areas of relief efforts. Our partnership with World For Ukraine Foundation was a valuable experience. As a company, we recognize the urgent need to build platforms for meetings and relationship-building. Humanitarian aid requires understanding and coordination at the local and global levels. Therefore, the idea of World For Ukraine fits into our long-term actions. This report summarizes the humanitarian situation in Ukraine in the first year of the war.

The recommendations for various entities involved in aid for Ukraine are particularly valuable. This knowledge resource broadens our understanding of the situation in the attacked country and builds synergy effects for various parties involved in relief efforts.



Iryna Tverdovska

Head of The Communication Media Center at The Embassy of Ukraine to the Republic of Poland

What began on February 24, 2022 continues to this day. For more than a year now, Poland has been demonstrating to the world true solidarity with Ukraine - Polish people support us in the humanitarian, economic, military and moral spheres. Countless events have taken place all around Poland, and the World For Ukraine Summit occupies a special place among them.

The event managed to gather in one place an unprecedented number of participants and representatives from public institutions, non-governmental organizations, business, donors, media, local government officials and experts. Thanks to this, W4UA is a unique example of uniting around a common goal, which is to help Ukraine.

Our main message during the summit was to show the importance of communication and joint Polish-Ukrainian projects on the information front against the background of Russian efforts aimed at dividing our societies and sowing distrust and hostility through disinformation insertions.

In order to neutralize the anti-Ukrainian propaganda, the Center for Media Communication prepared a large campaign entitled „Thank you, Poland”. The campaign spot was watched in Poland by over 30 million people in social media, television and cinemas. Thanks to the campaign, it was possible to reach the widest possible audience with an important message showing the gratitude of Ukrainians to their Polish friends.

We understand that the fight against disinformation lasts every day, every hour, and Victory in this war must take place not only on the battlefield, but also on the information front. We wish the W4UA Foundation and the Summit success in its noble intentions to support Ukraine, to support the good in the fight against evil.



Michael Capponi

Founder and President of the Global Empowerment Mission

The motto is to deliver the greatest amount of aid to the greatest amount of people for the least amount of money and in the shortest possible time.

I am grateful to the W4UA Foundation for the opportunity to build lasting relationships through their incredible conferences. The relationships made are priceless and enabled Global Empowerment Mission to effectively scale our relief efforts in Ukraine.



EXECUTIVE SUMMARY

This W4UA Report provides crucial recommendations for humanitarian organizations, companies, governments, and municipalities in their ongoing efforts to support Ukraine and its people. The report is based on the outcomes of over 40 panel discussions, presentations and workshops held during the W4UA Summit in Rzeszów-Jasionka, Poland. The Summit was held on December 7-9, 2022 and gathered more than 1500 participants. Views presented in this report are of a diverse range of distinguished speakers, including a significant representation of Ukrainian voices. The report focuses on the unique challenges facing joint action in **times of uncertainty**, the **difficulties of public-private cooperation** and the **fragmented humanitarian landscape**. As such, it serves as a valuable resource, providing a comprehensive overview of Ukraine's humanitarian, social and economic needs, outlining the necessary steps to support Ukraine in the months to come.

Chapter 1 addresses the ongoing humanitarian efforts in three steps: (i) by analyzing the specific needs of women, children and displaced individuals, (ii) discussing several types of humanitarian aid and interventions in detail and (iii) outlining logistics of transportation, managing volunteers and arranging partnerships. The two main priorities for short- and medium-term humanitarian efforts most frequently cited by participants are the provision of **medical aid** and **mental health support**. Another area of great importance is the organization of enough **employment opportunities** for those internally displaced and refugees, identified as a continued challenge. The chapter also deals with the serious issue of **human trafficking** and the need for increased attention to this widespread, yet often neglected form of criminal activity. Lastly, this chapter identifies the need for better **coordination of efficient aid delivery** between governmental and non-governmental actors.

Chapter 2 deals with current challenges faced by Ukrainian municipalities, including the provision of temporary shelters, reconstruction projects, the construction of rehabilitation centers and the protection of cultural heritage sites. While the specific needs of Ukrainian cities differ depending on their conditions, a ubiquitous and urgent need was identified for **electricity and heat generators** to support critical infrastructure and residential areas in all of Ukraine. For urban projects, it was widely acknowledged that materials should be **sourced and manufactured locally** to support the Ukrainian market and people, while international partnerships can supplement these efforts with know-how and financial resources. Lastly, the emphasis was placed on the emerging forms of **municipal partnerships** and their long-term benefits.

Chapter 3 deals with the impact the war has had on the Ukrainian economy, pointing out that despite many challenges, Ukrainian businesses have proved resilient. It reflects on the extensive financial resources that will be required to reconstruct infrastructure, support the Ukrainian agricultural sector and **stabilize governmental institutions**. This chapter discusses Ukrainian entrepreneurship which has played an essential role in providing innovative digital solutions during the war. It also identifies lengthy and **bureaucratic customs clearance procedures** as one of the major challenges for cross-border cooperation. Lastly, it finds that businesses can offer much more than material ways to implement **corporate social responsibility (CSR)** practices in times of crisis.

Chapter 4 complements the report with some considerations on ensuring **accountability for crimes** committed during the war. This chapter reveals that the domestic and international efforts to pursue justice also depend on partnerships with other stakeholders who **collect battlefield evidence**, financially support these investigations and promote avenues to justice in the international arena.

RECOMMENDATIONS

This summary of recommendations is organized by stakeholder groups: humanitarian organizations, Ukrainian and foreign governments, municipalities and corporate actors. This list of recommendations is not exhaustive and further details can be found in the respective sections below.

HUMANITARIAN ORGANIZATIONS:

1. Collaborate with other humanitarian organizations and the central Ukrainian authorities to increase effectiveness of the aid. Coordination among NGOs and authorities helps avoid duplication of efforts, leverage expertise and resources and facilitate volunteer exchange.

2. Partner with local communities, especially municipalities, to leverage their insights into the specific needs of the population. This is crucial in the rapidly evolving context of the war, where the demand for different types of aid is constantly shifting.

3. Utilize local resources and labor by purchasing goods and hiring workers within the community. This approach supports local economies and reduces transportation expenses. Involving Ukrainian volunteers and workers in aid programs can have a positive psychological impact, empowering them to contribute to the recovery of their country.

4. Maintain transparency in resource allocation by providing regular, frequent and public reports on donation spending. This fosters trust and strengthens relationships with donors and partners, promoting good practice among humanitarian organizations.

5. Weigh up the benefits of cash assistance against delivering humanitarian products. Cash assistance could be prioritized in areas where supplies can be easily purchased. Humanitarian organizations should base their decision on needs-based assessments conducted in cooperation with local organizations and relevant authorities.

6. Continue to support the critical needs of the Ukrainian medical sector. These include repairing damaged infrastructure, purchasing medical equipment including vehicles, instruments and specialist devices, providing training and increasing medical staffing.

7. Explore the use of digital tools for remote diagnosis and treatment of patients. This allows for the provision of professional healthcare in war-torn and (de)occupied territories without risking the safety of medical staff. The employment of such tools requires careful analysis and skilled personnel.

8. Increase the provision of mental health support. Urgent attention is needed for military staff, survivors, chil-

dren, marginalized individuals and especially teenagers. Train teachers and parents to adequately support children's mental health. Increase awareness of mental health issues in rural areas.

9. Train aid workers to recognize and raise awareness of human trafficking risks. Observe and identify potential trafficking behavior and report it to local law enforcement agencies. Raise awareness of trafficking risks amongst IDPs and refugees, especially Ukrainian women.

10. Collaborate with the government to design and implement financial education programs specifically for displaced women. Build financial literacy, support women's business initiatives and promote financial independence. Economic empowerment can help to prevent marginalization, domestic abuse and dependence on humanitarian aid.

UKRAINIAN GOVERNMENT:

11. Improve transparency of spending of donations at all governmental levels. Provide clear information on the purpose and amount of available funds and scrutinize donations and spending of governmental agencies.

12. Continue to enhance coordination and communication about delivered aid from national to municipal levels. This is crucial to prevent duplication of efforts and misuse of resources. Governmental agencies should improve communication with local agencies and jointly with humanitarian organizations provide needs-based assessments and resource allocation guidance.

13. Provide tax breaks and subsidies to foreign companies looking to replace imported products from Russia and Belarus. This aims to facilitate Ukraine's market integration into the regional value chain.

14. Reduce bureaucracy and streamline the customs procedures for cross-border transportation of goods and aid. This will benefit organizations by reducing delays and increasing efficiency in delivering aid.

15. Prioritize in-person education over digital solutions. Measures that can be quickly implemented following destruction of schools and to ensure safety were highlighted, such as bomb shelters and mobile education units.

16. Adapt educational standards and requirements to facilitate child refugee returns to Ukraine. Consider recognizing foreign educational standards and facilitating the transition of Ukrainian children living abroad back into the Ukrainian education system. Alternatively, work with foreign governments to create Ukrainian schools abroad. Eliminate the burden of children having to navigate two education systems at once.

17. Improve adoption procedures for orphans. Improve domestic laws and procedures of adoption to make it easier for orphan children to be adopted into healthy and caring families, especially during the time of war. This could also include simplifying procedures for adoption by foreign families.

18. Implement national programs to prevent human trafficking. Strengthen anti-trafficking operations by the law enforcement agencies and raise public awareness of this widespread issue.

19. Adapt existing rehabilitation and disarmament programs to the needs of female soldiers. Due to the increase in women joining the military, existing programs that were mostly designed for men should be re-designed. Necessary changes include, for example, gynecological treatment services and mental health support tailored for women.

FOREIGN GOVERNMENTS:

20. Assist Ukraine's agricultural sector by providing direct material aid to farmers. Supply farmers with seeds and equipment to compensate for damages. Support local farmers in the modernization farms.

21. Simplify and unify customs procedures. This includes import/export clearance of humanitarian aid and transit procedures for transported goods (e.g., through Poland to Ukraine).

22. Assist Ukrainian businesses with the transition to the international market. This includes helping them get required national and international certifications and establishing clear and specific regulations for Ukrainian firms abroad. It is furthermore recommended to support Ukrainian startups and recognize Ukrainian qualifications to increase employment opportunities for Ukrainian workers.

23. Ensure the provision of educational programs to Ukrainian child refugees. Options include transition or adaptation courses, specialized programs and full integration into the educational system. Most importantly, provide adequate mental health support and train teachers to deal with children who suffered trauma.

24. Reduce language barriers to foster refugees' integration into host countries. Offer free foreign language

classes to Ukrainian children and adults and Ukrainian language lessons to foreign teachers and officials working with Ukrainians. Include information in Ukrainian on relevant governmental websites and services.

25. Where possible, hire Ukrainian teachers in local schools. Their presence can support Ukrainian child refugee integration into the new environment. Remove or minimize certification requirements for Ukrainian teachers to facilitate their employment.

26. Implement nationwide programs to prevent trafficking of refugees. These initiatives should involve registering and closely monitoring refugees immediately after they cross the border. It is also important to raise awareness among law enforcement agencies regarding this issue and to collaborate with NGOs and academic institutions to gather comprehensive data.

27. Consider the establishment of a special international tribunal for the war crimes in Ukraine. It has been suggested that a separate tribunal is necessary to prosecute Russian leaders for the crime of aggression due to the limits in the jurisdiction of other international courts.

MUNICIPALITIES:

28. Establish and maintain long-term municipal partnerships. Municipal partnerships are a crucial mechanism for Ukrainian cities to attract foreign investments, meet critical humanitarian needs and support reconstruction projects. Invest in long-term partnerships that will continue into the post-war period.

29. Provide assistance to NGOs in identifying local needs. Municipalities in Ukraine play a crucial role in identifying local needs of the most vulnerable groups and communicating them to humanitarian actors.

30. Ukrainian municipalities should support international organizations in gathering reliable data and battlefield evidence. These efforts are crucial for evidence-based assessments and will inform future conflict resolution strategies.

31. Rebuild infrastructure according to modern standards. Modern standards should be implemented by making use of smart city planning and innovative technologies to rebuild sustainable and inclusive Ukrainian cities. Municipalities should create unified reconstruction plans that suit the Ukrainian landscape and available resources.

32. Give preference to adapting and restoring damaged buildings over temporary modular solutions. Minor repairs such as replacing windows or repairing heating and ventilation systems offer more sustainable solutions and are often sufficient to provide suitable living conditions for IDPs.

33. Implement low-cost activities for displaced children.

For example, organize movie screenings, free museum visits and art therapy sessions.

CORPORATIONS:

34. Expand into the Ukrainian market and support its economic growth.

Consider relocating facilities and/or production sites to Ukraine. Companies may gain from, for example, Ukraine's favorable tax benefits and special schemes in places like Diia.City. Alternatively, form partnerships with Ukrainian firms to leverage their expertise and gain insight into expanding into the local market. To succeed, it is important to be adaptable, embrace innovative ideas and implement high-risk management strategies.

35. Prioritize imports of products from Ukraine over those from Russia and Belarus.

Agricultural products, equipment and machines for the construction and woodworking industries can be easily replaced by Ukrainian productions. Tax breaks and subsidies from the Ukrainian government may contribute to making these products competitive.

36. Considered partnering with logistics and transportation companies.

They can facilitate documentation and clearances for border crossings of your products to and from Ukraine.

37. Focus on manufacturing products that are in high demand in Ukraine.

These include rehabilitation equipment, wheelchairs, heat generators, water purification systems and repair materials and tools. By prioritizing the production of these essential items, manufacturers can help meet critical Ukrainian needs.

38. When providing donations and humanitarian aid, partner with reliable humanitarian aid organizations.

Avoid duplicating efforts so that your resources are put to effective use. Focus on long-term planning and consider becoming a donor in a specific area to provide localized support.

39. Create employment opportunities for Ukrainians.

Employ qualified Ukrainian workers abroad and in Ukraine to give them opportunities to continue working. Companies should also initiate special initiatives to support women, such as educational programs that allow them to gain new skills for the labor market or coworking spaces with babysitters.

40. Develop inclusive employment, marketing and market policies under the corporate social responsibility (CSR) initiatives.

This includes putting in place programs to support Ukrainian employees (e.g., mental health support, and relocation programs) and tailoring their products and spaces to the conditions of the Ukrainian refugees.

The Power of Partnerships: Best Practices for Long-Term and Sustainable Cooperations

CHAPTER 1:

HUMANITARIAN NEEDS AND EFFORTS

From the left: Iryna Pulvas (moderator), Pawel Mania (Deputy Director, Humanitarian Leadership Academy), Ievgeniia Bodnya (Reform Delivery Office, Cabinet of Ministers of Ukraine), Michael Capponi (CEO, Global Empowerment Mission), Brock Bierman (CEO, Ukraine Friends), Maryana Zavyiska (Project Manager, Collective Leadership Institute)

Intense hostilities, massive damage to civilian infrastructure, destroyed livelihoods and forced displacements have left millions of people in need of humanitarian aid. This chapter addresses some of the issues in providing this type of aid. It identifies which groups of people are most in need and shares best practices and recommendations on what types of aid are needed. It also addresses some practical issues and provides recommendations on the logistics of delivering humanitarian aid. The information presented in this chapter aims to equip humanitarian aid providers with specific knowledge of the issues involved in delivering such aid through the sharing of statistical data and best practices.



1.1. Targeted assistance for vulnerable populations

Women

Women, although facing some common challenges, are a large and diverse group that has been affected by the war in many distinct ways. The speakers primarily highlighted the need amongst humanitarian, governmental and private actors to better understand their different circumstances, needs and opportunities.

Many women joined the Ukrainian armed forces, making up 22-25% of the Ukrainian army, according to Colleen Denny (Regional Director for Europe, Spirit of America). Thereby, Ukraine has the highest percentage of female military staff among NATO members. Existing programs on disarmament and reintegration, however, were designed mainly based on men's needs. Such programs will need to be adapted to include, for instance, gynecological treatment services and mental health support for women.

A significant segment of the female population has been displaced by the ongoing violence. UN Women reported in their Rapid Gender Analysis on May 4, 2022, that 90% of refugees are women and children, and 60% of internally displaced people (IDP) are female. Displacement often results in women losing employment. While their husbands and other male family members join the armed forces, some women take on the role of a protector of their families. This added responsibility significantly increases their risk of suffering from mental issues, such as post-traumatic stress disorder (PTSD). Furthermore, Maryna Marchenko (Head, NGO Pregnancy and Maternity Support 'Club Lada') highlighted that a survey conducted by her organization revealed that 84% of women do not have personal savings, which can create financial dependence on their partners. It can lead to further abuse if they are victims of domestic violence. Going forward, tailored programs are needed to support women displaced by war, including financial education and mental health support.

As refugees, Ukrainian women, like men, face obstacles such as language barriers and the lack of recognition of their professional qualifications. This can result in women working in low-skilled, low-paying jobs or being unable to find employment at all. Irina Kopanytsia (CEO, White Ribbon Ukraine) stressed that this challenging employment situation is despite the fact that 67% of Ukrainian women have received higher education and 17% of them have two or more degrees. The speakers, therefore, called upon companies and governments to recognize Ukrainian degrees and support their employment possibilities.

Furthermore, it was recommended that special training and educational programs could be established to support IDPs and refugees in obtaining new skills for the labor market. The speakers suggested that companies may consider expanding inclusive policies to facilitate the employment of women including female refugees, such as the provision of babysitting spaces. Irina Costache (Romania Country Lead, CORE) also recommended engaging Ukrainian women in humanitarian work, which has proven to give them a strong sense of purpose and fulfillment of being able to help their country.

Children

Children, as dependent minors, are particularly vulnerable in the context of war. From February until December 2022, the war claimed the lives of over 400 children, with more than 600 children injured and around 11,000 deported, according to Oleh Kuts (Minister-Counsellor, Embassy of Ukraine to the Republic of Poland). The speakers highlighted that apart from physical injuries, children's mental health and well-being is of a major concern. For children, the risk of developing mental health issues is higher and they are deeply impacted by forced separation from their parents. They can also be exposed to their parents' mental health problems. Speakers suggested some low-cost programs for children, such as movie screenings, agricultural activities and museum visits be organized. However, as the conflict persists, solutions that provide children with tailored long-term mental health support are urgently and extensively needed (see also section 1.2 on mental health support). Another major issue is the lack of proper education which has resulted in social isolation and separation of children from their support system (see also section 1.2 on educational programs).

Orphans are particularly vulnerable due to overcrowded orphanages and limited access to education in war-affected Ukraine. Up until December 2022, over 2,700 orphaned children have been evacuated abroad, with an additional 1,000 to be evacuated in the near future, according to Senator Raymond Lesniak (Founder and President, Lesniak Institute for American Leadership at Kean University). Relocating abroad without their families, orphans are exposed to higher risks of human trafficking and are prone to mental health problems. These children are in dire need of protection, nourishment, appropriate medical care, education, and mental health support services. As the adoption process in Ukraine is challenging, the speakers, including Senator Lesniak called upon governments to collaborate in placing evacuated orphans in loving and caring families abroad.



Refugees and IDPs

Refugees (those who relocated abroad) and internally displaced people (IDP) are the primary groups that have received necessary humanitarian support to a great extent. The ongoing support from Western countries towards Ukrainian refugees has elicited criticism from refugees of other nationalities who face longer and more complicated asylum seeking processes. Data from the United Nations High Commissioner for Refugees (UNHCR) confirms that until 7 February 2023, 8 million people have left Ukraine, with 1.5 million settling in Poland, making it the country with the largest number of Ukrainian refugees under temporary protection. Another 5.9 million people have been displaced internally, according to the UNHCR statistics.

The speakers presented various perspectives on Ukrainian refugees attitudes toward their lives abroad. On the one hand, many Ukrainian refugees see their stay abroad as a temporary solution. Those planning to return to Ukraine often live in shelters, do not integrate and are not willing to learn the language of the country of temporary residence or find a job. On the other hand, Paula Gierak (Country Focal Point, IMPACT Initiative) shared that, according to a survey conducted by her organization, more than 60% of Ukrainian refugees in Poland do not plan to return to Ukraine at this time. The reasons for this decision are complex, mostly including safety concerns, war-related traumas, exhaustion from repeated relocations since 2014, as well as better medical care available in European countries for those with disabilities or severe medical conditions.

Meanwhile, the Ukrainian authorities have appealed to Ukrainians not to return considering increased attacks by Russian forces that have put additional strain on the country's infrastructure. The severe winter weather conditions exacerbate the demand for humanitarian support. With increased power outages, the top priority should be to provide heat-generating items, such as power generators, warm clothing, portable heaters and firewood, as well as constructing warm shelters. Additionally, there is a food shortage due to the occupation hindering territories from producing their usual yield of crops (see also section 3.2 on agriculture damage). The speakers also expressed their fear that there may be an increased exodus of Ukrainian refugees to neighboring countries during winter. As a result, NGOs and governments are preparing additional resources such as heated housing and supplementary packages of food, hygiene and baby products to properly support the incoming refugees.

In Ukraine, while some cities such as Mykolaiv have been dealing with great numbers of residents leaving their homes, other cities such as Kopychyntsi and Lviv have doubled resi-



It's about how to get the most amount of aid to the most amount of people for the least amount of money in the shortest amount of time.

*Michael Capponi, Founder and President,
Global Empowerment Mission (GEM)*

dent numbers within a short time. Both cases present unique challenges. The displacement of a significant number of people has resulted in a shortage of shelter for the IDPs. To address this issue, some initiatives have helped IDPs secure short-term rental arrangements with individuals who left Ukraine. While this approach provides stability and a sense of security for both parties, it may create difficulties when the original owners return and reclaim their properties. Thus, the renovation of existing buildings, such as former dormitories, is crucial (see also section 2.3 on the provision of emergency and temporary shelters). The speakers further stressed the dire need to create IDP centers that can offer immediate assistance for those relocated, help in finding new employment, provide short training programs for individuals to enter new professions and offer community centers. For example, such an IDP center has been established with the help of the W4UA Foundation in the city of Kopychyntsi. By hiring local workers, employment opportunities can be created for Ukrainian professionals, which may encourage them to return and rebuild their lives in Ukraine.

1.2. Types of humanitarian aid and interventions

Medical aid

Ukraine had aimed to boost its healthcare sector through a new health strategy that focused on investing in medical facilities and human resources, as stated by Deputy Minister Oleksii Iaremchenko (Ministry of Health of Ukraine). However, the war has disrupted these efforts and shifted the focus toward providing emergency medical assistance and improving access to medicines and humanitarian aid. The Ministry of Health reports that over 1000 healthcare facilities have been destroyed as of December 9th, 2022. To restore the healthcare sector in Ukraine to its pre-war state, an estimated investment of 15 to



20 billion US dollars is required. The Deputy Minister emphasized that in the long-term, these financial resources will be used to improve the financial stability of the national healthcare system, rebuild damaged healthcare infrastructure, improve healthcare coverage for those affected by the war and address the shortage of healthcare workers. Also, as Mayor Andriy Sadovyi (Lviv) noted, it is important to expand and build new medical and care facilities, especially in Western Ukraine where injured soldiers are evacuated to.

Currently, a significant challenge for the Ukrainian healthcare system is the shortage of medical personnel and adequate medical equipment. The war has led to a shortage of medical personnel, with only 20% of the civilian medical staff remaining in Ukraine, as stated by Professor Yaroslav Zarutskyi (Colonel of the Medical Service, Ukrainian Military Medical Academy). There is also a severe shortage of specialized vehicles which were stolen or damaged by the Russian troops, which further complicates the evacuation of injured individuals from the front lines. There are also shortages in the number of medical instruments and specialized devices. Currently, many medics in Ukraine also volunteer in war zones after their hospital shifts. They must adapt to the chaotic conditions of the battlefield by deviating from the standard procedures they are accustomed to. On the battlefield, their top priority remains saving lives by immediately stopping the loss of blood and keeping individuals warm during transportation to the nearest hospital. A well-organized blood delivery system is therefore crucial.

The speakers shared best practices for providing medical aid in Ukraine. Current priorities include the provision of generators to power medical facilities, emergency servi-

ces, medicines and medical devices for individuals with special needs and mental health support for survivors. Some organizations are exploring the use of technology to deliver medical services by competent doctors from afar. Another solution presented by Joanna Jozefiak (Founder, Mediciner International Healthcare Association) was to organize online training programs for Ukrainian medics aimed at improving their skills to deliver care in challenging battlefield conditions. The speakers further emphasized the importance of collaboration with local healthcare providers, such as hospitals and patient organizations (i.e., umbrella organizations acting on behalf of patients), to understand their evolving needs and to ensure that donated resources are effectively utilized. It is crucial to properly instruct local medics in the use of these technologies, as many may not have prior experience with such equipment.

Mental health support

Attending to the mental health needs of those affected by the war in Ukraine was listed as a top priority in various panel discussions. Urgent treatment is needed for war-related traumas, particularly post-traumatic stress disorder (PTSD) but long-term effects also require well-established mental health support programs. Dmitri Teperik (Chief Executive, International Center for Defence and Security) highlighted the importance of treating soldiers, veterans, first responders, IDPs, children, especially orphans, and other vulnerable groups. Blandine Bruyère (Coordinator, International Medical Corps) also emphasized the importance of catering to the needs of survivors of cruel or inhumane treatment, people with pre-existing mental, neurological and substance use disorder (MNS) conditions, people with disabilities, people living in rural areas, the homeless, people marginalized by their communities as “traitors” or due to having relatives in Russia and others. Additionally, aid workers themselves may also need mental health support due to exposure to war atrocities. Therefore, local medical staff should be educated on mental health issues to recognize these in patients and treat them accordingly. Due to a prevalent societal stigma around seeking mental health support in Ukraine, speakers emphasized the importance of raising awareness among Ukrainians about the potential risks of war-related traumas and educating local aid workers in delivering effective treatment.



Source: Ministry of Health of Ukraine

Special attention should be paid to the psycho-social needs of children, as they are often unaware of their problems and hesitant to discuss them. Several speakers highlighted that teenagers (ages 10-12 for girls and ages 12-14 for boys) are in the most crucial development stage,



sensitive and exposed to negative feelings. Moreover, they are old enough to understand what is going on around them, which makes it harder to accept when they are not given autonomy in making important decisions such as where their family relocates to. Furthermore, this age group is also sensitive to their parent's feelings which is why it was recommended to de-traumatize them in a space away from their carers. Supporting children is possible through art therapy, group therapy sessions and workshops, which can help them express their traumas without having to talk about them directly. Such programs should help children to adequately cope with war-related experiences. The speakers also stressed the importance of helping the parents and carers, including training on how to speak with their children about the war. Additionally, it may be beneficial to organize art workshops and therapy sessions for parents but also to provide respite by hosting the children in the organized facilities.

Cash assistance

Low incomes and limited personal savings of many Ukrainians before the war were pre-conditions that exacerbated their vulnerabilities when the war started. As a result, many war-affected individuals have been unable to meet their basic needs, have been forced to skip meals, become homeless and have become vulnerable to (sexual) exploitation. This financial situation also affected those individuals who escaped to European countries, where prices are higher than they could initially afford, making them once again vulnerable to abuse. The speakers agreed that cash assistance programs can protect these individuals. Cash assistance refers to cash transfers that allow vulnerable individuals affected by the war to meet the most pressing needs without being required to use it for a specific purpose. They noted that such assistance should be provided not only to Ukrainian citizens but to all other nationals living in Ukraine, including university students from third countries.

The speakers discussed the benefits and drawbacks of providing cash assistance as a form of aid. They agreed that cash support is an efficient way to aid local communities as it stimulates the local economy and provides recipients with the dignity and autonomy to decide how to spend the funds. However, to be effective, cash assistance must be implemented in appropriate contexts and measures must be put in place to prevent the dependence of recipients on "support money". For those who are fleeing, cash assistance is a practical solution as it is easier than carrying large quantities of supplies. However, speakers acknowledged that humanitarian organizations have limited resources and must make difficult decisions about who to support. To address this challenge, the Polish Red Cross established a set of criteria to identify those in greatest need: individuals who

left Ukraine after February 24, 2022, who have not received support from other humanitarian organizations, who have at least one child or elderly person to care for, who have multiple dependents, and individuals with specific needs. Hleb Salauyou (CVA-IM Officer, Polish Red Cross) noted that using Moneygram with self-registration through their app was found to be the most effective payment method.

Combating human trafficking

Human trafficking is a global issue that has become the second largest and fastest-growing criminal enterprise, estimated to be worth around \$150 billion, according to Aaron Asay (Chief Medical Officer, Aerial Recovery Group). The UN Office on Drugs and Crime reported that the most common form of human trafficking worldwide is sexual exploitation (79% of cases), followed by labor exploitation (18% of cases). Other forms include domestic servitude, forced marriage, forced criminality and organ harvesting. The speakers concurred that the conflict in Ukraine has seen an increase in human trafficking in the region, largely due to the government's weakened control and the likelihood of perpetrators escaping punishment.

Human trafficking primarily affects refugees and IDPs who need support and are therefore vulnerable to exploitation. Their conditions of homelessness but also physical, mental, financial and social disadvantages put them at risk. The harsh winter weather, which forces individuals to seek warmth and food, exacerbates their vulnerability. Despite the large-scale support and well-intended shelter that refugees received in neighboring countries, there are still some people, especially women, who fall victim to trafficking, as observed by Professor Zbigniew Lasocik (Human Trafficking Studies Center, University of Warsaw). Similar problems exist in Ukraine, especially in occupied or recently de-occupied territories with little to no state control. Aaron Asay shared personal accounts of human trafficking he witnessed in Ukraine, where a group of orphaned children went missing because of inadequate management of their relocation. The speakers emphasized the seriousness of the issue and the need for increased focus on this widespread, yet often neglected, form of criminal activity. There is no official data on the extent of human trafficking in Ukraine and the speakers agreed that further efforts are necessary to gather accurate information.

The speakers emphasized the importance of raising awareness about the risks of human trafficking among potential victims, including women, children, and minority groups (e.g. the Roma community) who have been displaced. Such programs can be implemented by NGOs but would benefit



from the support of central governments. The speakers also noted the need to provide humanitarian workers with training on the profiles of potential traffickers, so they can identify and report suspicious activities to local law enforcement agencies. la Dadunashvili (Council of Europe's Group of Experts on Action against Trafficking in Human Beings (GRETA)) strongly recommended a guidance document created by GRETA to assist NGOs in dealing with trafficking victims¹. Further points were raised about the need to ensure safe accommodation for displaced children and to immediately register missing children with local government authorities. The speakers called on national and international actors to increase their efforts to combat human trafficking at all costs and suggested focusing on the „4Ps”: prevention, protection, prosecution and partnership. Although some governments, such as the United Kingdom, have already implemented such programs, more countries must follow to enhance their effectiveness.

Educational programs

Ukrainian children are suffering from a lack of education due to the widespread damage to schools and parents' fear of sending children to schools. Distance learning using digital technologies has also been disrupted due to prolonged blackouts and the lack of necessary tools in the homes. Some speakers, however, expressed the view that digital education is not sufficient to provide children with the social and psychological support they require to deal with distress. Furthermore, children attending schools outside of Ukraine are facing difficulties due to language barriers, differences in education levels and psychological trauma from being relocated.

Humanitarian organizations are actively seeking solutions to the critical issue of children's education. For instance, the international NGO, CORE Response provides schools in Ukraine with bomb shelters and air raid protection to create a safe environment for children's in-person learning. The Poland-based Society of Friends of Ukraine has developed mobile education units that can be quickly transported to newly affected regions in Ukraine to ensure the continuity of education. Additionally, several initiatives abroad have been established to support Ukrainian children, such as digital education platforms and tailored classes in Polish schools. The TUTU Center for Psycho-physical Development in Rzeszów provides Ukrainian children with daily activities, mental health support and critical educational assistance with the help of many em-

ployed Ukrainian psychologists and teachers. The importance of initiatives like the TUTU Center, which employs Ukrainian teachers abroad was emphasized as it not only helps Ukrainian children assimilate into their new communities but also provides employment opportunities for Ukrainian adults. Oleksandr Romanishyn (Reforms Delivery Office of the Cabinet of Ministers of Ukraine) also suggested that Ukrainian schools abroad be set up by foreign governments. With the support of the Ukrainian government, they may facilitate the integration of children into a new environment and facilitate their return to Ukrainian educational system afterward. The speakers further stressed the importance of training teachers in Ukraine and abroad to effectively handle children's war-related traumas (see also section 1.2 on mental health support). Foreign governments may consider removing the certification requirements for Ukrainian teachers to facilitate their entry into employment. Finally, the speakers discussed the need for collaboration between the Ukrainian government and the countries receiving refugees, particularly in terms of standardizing educational requirements to eliminate the burden of children having to navigate two educational systems.



Poland is the leader in providing support for Ukraine, who set an example and inspired the whole world, because now the whole world is witnessing the determination of Poland and Ukraine fighting together for a better tomorrow for our children, for our freedom.

*Oleh Kuts, Charge d'affaires,
Embassy of Ukraine*

¹ Council of Europe's Group of Experts on Action against Trafficking in Human Beings (2022). Guidance Note on addressing the risks of trafficking in human beings related to the war in Ukraine and the ensuing humanitarian crisis (Report No. GRETA(2022)09). <https://rm.coe.int/guidance-note-on-addressing-the-risks-of-trafficking-in-human-beings-r/1680a663e2>



1.3. The logistics of delivering humanitarian aid

Partnerships and coordination

The primary provider of humanitarian aid is the Ukrainian government which has organized the provision of many key products and has given out many grants to support Ukrainian businesses. International actors involved include the UN, the European Union (EU), which is offering help through emergency humanitarian aid and through the EU

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We have to do everything we can to save every single life. But there will never be enough resources to address the need that's in Ukraine. We just have to do the best we can and work together to address those needs. It's criminal what is going on in Eastern Ukraine, we'll work the best we can to meet every single need which arises.

*Brock Bierman,
CEO, Ukraine Friends*

Civil Protection Mechanism, the World Bank, as well as individual states, such as the United Kingdom, the United States and various EU Member States. In total, however, an amount of 3 billion dollars per month is needed to fulfill the basic needs of the Ukrainian people, according to Juha Auvinen (Deputy Director, Directorate-General for European Civil Protection and Humanitarian Aid Operations, European Commission).

International organizations were firmly advised to collaborate with local organizations that can help with data gathering and needs assessments, making it possible to target the right people with the right type of aid. In this context, Pawel Mania (Deputy Director Transformational Response, Humanitarian Leadership Academy / Save the Children UK) pointed out that only 0.003% of the funding currently available to humanitarian organizations goes to local organizations. This contrasts with more than 60% of available funding going to the UN agencies and about 10% going to the largest international NGOs. A similar point was raised by Ievgeniia Bodnya (Project Manager, Privatization and State-owned Enterprises Reform, Cabinet of the Ministers of Ukraine), who said that during the first 3 months of the full-scale invasion, local NGOs received the smallest part of the funding from the Ukraine Humanitarian Fund, a pooled fund by the UN to support Ukraine. She observed that international NGOs and the UN agencies' partners/projects together received more than half of the available money within this same Fund (80% of the available funds dated November 2022²). The speakers suggested that these inequalities should be eliminated, or at least minimized, to enable greater cooperation between local and international partners.

Cooperation with local authorities through memoranda of understanding was also encouraged since the local government can assist with identifying the most vulnerable people, navigating the bureaucracy and coordinating the work of the various organizations to avoid duplication of the aid efforts. With almost 700 members, the Association of Municipalities in Ukraine is working on joint solutions to adjust the legal framework to the state of war and make the bureaucratic process for delivering aid as easy as possible, as mentioned by Mayor Ihor Hnatusha (Komysh-Zorianska municipality, Zaporizhzhia region).

Some of the biggest challenges encountered by humanitarian organizations are the risks towards their field workers, the coordination required by the massive inflow of donations and the difficulty of reaching the most vulnerable in a country at war. Many participants of the Summit pointed out that efforts should be better coordinated between governmental and non-governmental actors and between private and public actors, and the map of needed provisions may be created and distributed in real-time among humanitarian actors. This is essential to ensuring that the aid provided is tailored to the specific needs of the population and to making its delivery as efficient as possible.

² UN Office for the Coordination of Humanitarian Affairs (2 Nov 2022) *Ukraine Humanitarian Fund: 2022 Allocations Dashboard, January - September 2022*. https://reliefweb.int/report/ukraine/ukraine-humanitarian-fund-2022-allocations-dashboard-january-september-2022?gclid=Cj0KCQiA6fafBhC1ARIsAUJL8n-Scev_mL84L7bW6sE68fcYMU51hzi3EAHNWtlyplOChEJw4qu-XYaAkOmEALw_wcB



Volunteers

The outbreak of the war has resulted in a significantly amplified workload for NGOs, and people from all over the world and of all ages have applied as volunteers to different organizations. Hanna Proszowska (MPCA/Livelihoods Officer, Polish Humanitarian Action) explained how Polish Humanitarian Action is providing food to volunteers and transporting them to the border where they go on to help in different contexts. Aaron Asay (Chief Medical Officer at Aerial Recovery Group) said that his team grew from 70 people to 2000 mainly due to the increase in volunteers which enabled them to greatly expand their operations. This increase in volunteering activities has renewed the discussion of whether volunteering is in fact a profession. Arguments against it include that volunteering is a way for young adults to gain professional experience and that the main idea of being a volunteer is to help without getting paid. Regardless of the regulatory policies, the speakers agreed that all volunteers need to be assured protection, adequate training and mental health support. Furthermore, organizations should be sensitive to potential burnouts as volunteering can be a very demanding activity.

Transportation of aid

Poland is a key transit country for both humanitarian and military goods which are transported to Polish seaports and airports under the transit procedure. Import customs

are then cleared on the Ukrainian side. Since Ukraine joined the Convention on Common Transit (WPT), new opportunities have opened in connection with the transit guarantee. However, no legislation to protect customs agencies and transport carriers has been implemented. Furthermore, required documents are sometimes missing which extends the entire delivery process and increases its costs as containers must be stored in short-term warehouses at the border or sent back. They therefore called for organizations to ensure that the correct documentation is prepared and for governments to make border crossings as easy as possible.

Another challenge is delivering goods to near-frontline and occupied areas. This raises significant security concerns as NGOs need help from local organizations and military supervision. Furthermore, various documentation is required and much flexibility is needed to adapt to the fast-changing state of these territories. The participating NGOs felt that delivering aid to occupied territories may affect their relationship with donors and local authorities. While some seemed to be afraid of being seen as collaborating with Russia, many speakers argued that saving lives is more important than an organization's reputation, pointing out that the government's ability to support people in the occupied territories is limited and therefore the NGOs need to help. In all cases, the speakers stressed the importance of collaborating with the Ukrainian authorities to ensure the security of their aid workers above all else.



CHAPTER 2:

CITIES IN TIMES OF WAR

From the left: Konrad Fijolek (Mayor of Rzeszów), Natalya Holchenkova (Member of the Chernihiv City Council), Yana Brovdiy (Adviser, Council of European Municipalities and Regions), Andrej Horvat (Deputy Programme Director, GIZ/U-LEAD with Europe)

Cities play an important role in the war. Local governments are providing humanitarian aid, building shelters and rebuilding urban spaces and infrastructure. This chapter provides an overview of the tasks and challenges they are facing. It starts with some unique stories of resiliency shared by the mayors of different Ukrainian villages and cities. It also addresses the importance of municipal partnerships in times of war, before zooming in on three specific issues - the provision of emergency and temporary shelter, rebuilding urban spaces and infrastructure, and the protection of cultural heritage.



2.1. Resilience of Ukrainian mayors

The mayors of Ukrainian cities have reported a variety of challenges in municipal governance in times of war. Mayor Natalya Petrenko (Shulhynka, Luhansk region) described how the Russian invasion destroyed most modernization efforts implemented in her village before the war. Under occupation, the municipal government was forced to leave and she is personally managing the city affairs from afar. Mayor Hryhoriy Rudyuk and his community in Nova Borova had to face the challenge of being located close to the border with Belarus. The government introduced several projects in support of the town's residents, such as the establishment of community self-defense groups, the construction of points where people could charge their devices, get warm and receive food and the so-called "gardens of victory" where food was grown to be sent to cities under occupation. Mayor Volodymyr Mitsyuk (Bilozirya, Cherkasy region) spoke of the challenge of accommodating and providing food for the large number of military personnel who were stationed in his town. He too was very positive of the other cities' support that have been sending supplies.

Many towns were also forced to engage in military activities. Mayor Oleksandr Syenkevych (Mykolayiv) told the story of how Mykolayiv built fortifications and trenches to hold the invaders back. 156 residents of his town were killed, 703 injured and about half of the remaining population left since the start of the war and up until December 2022. After setting up a walkie-talkie system to maintain communication among the community and with the support of other municipalities which sent supplies, the city was able to defend itself against the Russian forces. Similar experiences were also shared by Mayor Roman Dmytriv (Hora Municipality), whose community managed to successfully build trenches and establish minefields to defend themselves. The personal stories of the Ukrainian mayors were an important reminder of the varied challenges that the cities are facing and the importance of collaboration in order to overcome these dynamically changing conditions. The recommendations in the following sections address some of the challenges.

2.2. Municipal partnerships

Much pressure is currently put on local governments which must deal with damaged supply networks, ruined infrastructure and the high number of people leaving. The speakers agreed that municipal partnerships can help relieve this pressure when partner cities send humanitarian aid and/or contribute to the funding of reconstruction works. There are currently many successful partnerships

in place, such as that between the towns of Cherniyiv, Ukraine and Rzeszów, Poland, according to Mayor Konrad Fijołek (Rzeszów, Poland). Some of the municipal partnerships already existed before the war, whilst others were set up after the hostilities begun with the aim of sending humanitarian aid. Several speakers also stressed the importance of not allowing the war to put an end to long-lasting anti-corruption and decentralization projects which were introduced in recent years. Mayor Fijołek pointed out that, while the war has had a catastrophic impact on Ukrainian towns, it is also an opportunity to rebuild in line with modern standards.



The Ukrainian nation is fighting and paying the highest price for freedom. We appreciate this solidarity of those who love freedom, who love human-kind, who love brotherhood. Because the victory is based on these human values.

*Konrad Fijołek,
Mayor of Rzeszów City*

Several initiatives that create and strengthen municipal partnerships were presented. Several national projects were mentioned such as those of the Swedish Association of Local Authorities and Regions (SALAR) in Sweden and the Engagement Global in Germany. More broadly, two EU-wide projects were extensively discussed as they offer the best support to respective municipalities in their new efforts to establish partnerships. The first one, called Bridges of Trust, is a cooperation initiative between municipalities in Ukraine and the EU member states. Bridges of Trust has supported the decentralization reform in Ukraine since 2016. The program is also partnering with the European Committee of the Regions (CoR) and the Council of European Municipalities and Regions, the latter of which supports 10 Ukrainian and 10 European municipalities. In the course of this cooperation, several projects have been implemented, including a summer school for Ukrainian children, numerous deliveries of humanitarian aid and two



international forums on the EU-Ukraine municipal partnerships. The second large-scale platform available to cities seeking partnerships with Ukrainian municipalities, is the Cities4Cities platform (under the patronage of the Congress of Local and Regional Authorities of the Council of Europe). Cities4Cities, together with United4Ukraine, stimulate partnerships between municipalities in Ukraine and in other countries for short and long-term revitalization of institutional, societal, entrepreneurial and physical structures. This platform is an important source of contact with Ukrainian municipalities that can be utilized by both humanitarian organizations that seek to coordinate their operations with local authorities, as well as for other cities abroad that are willing to support Ukrainian mayors in these challenging times. All speakers encouraged more organizations and cities to join these existing networks and share their resources, expertise and ideas.

2.3. Provision of emergency and temporary shelter

Hosting those who lost their homes during the war or have been displaced is a major challenge, primarily for municipalities. The speakers debated different approaches to shelter provision. Some advised against the formation of “ghetto” shelters that may lead to the isolation of communities and exacerbate psychological distress. They emphasized the importance of pro-

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Ukraine is the shield of Europe now, but we are paying a high price for it. Even if Russia stops the war tomorrow, we need at least two years to repair the infrastructure. And we need help of our partners to do that.

Dmytro Klets, Senior Project Manager, Reform Support Team of the Ministry of Infrastructure of Ukraine

viding comfort, dignity and reintegration opportunities through adequate housing. The speakers agreed on the need for durable shelters, with some advocating for new construction projects, while others saw potential in utilizing existing buildings with minor repairs. On the one hand, Borys Dorogov (COO, Balbek Bureau) noted that new constructions, if well-planned, can be repurposed for farming or military uses, once individuals return to their old homes. On the other hand, Michael Capponi (CEO, Global Empowerment Mission), stated that minimal adjustments are often sufficient, such as changing windows and repairing the heating and ventilation systems, to make damaged buildings suitable for living. He suggested that such renovation projects allow for the quick return of a large number of people and only require minimal investments. Lastly, the use of new technologies, such as solar panels and green building methods, was also discussed as a potential solution.

2.4. Rebuilding urban spaces and infrastructures

The total documented infrastructure damage up until September 2022 was estimated at 127 billion US dollars³, including more than 300 bridges, 25 000 kilo-



Source: Ministry of Infrastructure of Ukraine. Data for September 2022.

³ Kyiv School of Economics (21 October 2022). The total amount of damage caused to Ukraine's infrastructure is more than \$127 billion — KSE Institute's report as of September 2022. <https://kse.ua/about-the-school/news/the-total-amount-of-damage-caused-to-ukraine-s-infrastructure-is-more-than-127-billion-kse-institute-s-report-as-of-september-2022/>.



meters of roads, 7 000 kilometers of railroads, and 19 airports, according to data presented by the Reform Support Team of the Ministry of Infrastructure of Ukraine. These problems are further exacerbated by the large-scale destruction of Ukrainian energy infrastructure by the Russian forces, which in December 2022, accounted for 40% of existing infrastructure, according to Anastasiya Shapochkina (President, Eastern Circles Independent Geoeconomic Think Tank). Shortages of skilled workers who have joined the armed forces or left the country has hindered the repair of such infrastructure. Medical and rehabilitation centers will also be in high demand after the war due to a large number of injured military and civilians.

The Ukrainian President set up a National Council to create a recovery plan, in which 2,500 experts are involved and which includes three stages: (i) survival, (ii) recovery, and (iii) modernization. The plan includes the building of shelters in all parts of the country, the recovery of basic network infrastructure, such as roads, railways and aviation, the integration of the Ukrainian transport system into the European one, the modernization of border cross points and reform of inland water transport. This involves the cancellation of fee payments, year-round navigation, clear rules for participants, implementation of the key EU legislation and allowing the operation of foreign-flagged vessels.

International NGOs have assisted with the reconstruction of buildings, schools and sports facilities. Robert Jacek Moritz (Managing Director, CitiSense - think tank) stressed the importance of creating a comprehensive plan now, including the reconstruction of roads, railways and

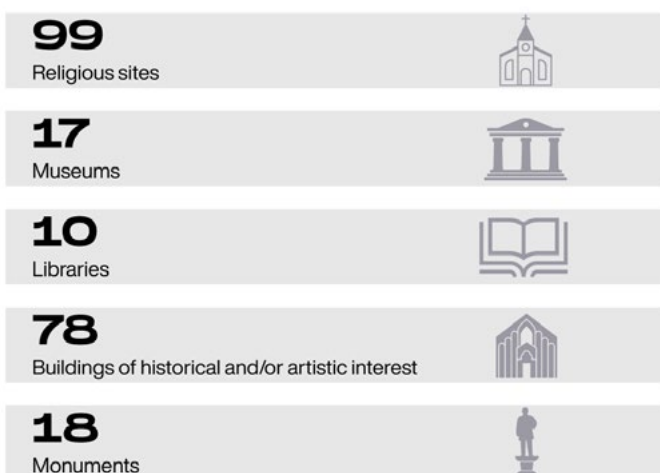
sports infrastructure, to allow for a timely reconstruction of Ukraine. Jean-Christophe Bonis (Founder, Team4Humanity) recommended the use of modern construction technologies such as 3D printing and recycling which could save much money if the materials from damaged buildings are reused. The speakers agreed that (re)construction projects should benefit the Ukrainian market by sourcing materials from local manufacturers.

2.5. Protection of cultural heritage sites

Culture and cultural heritage are essential elements of national identities and, therefore, need to be preserved. Regrettably, the Russian invasion of Ukraine has resulted in the destruction of numerous cultural sites. According to Dezzi Bardeschi (Liaison Officer, UNESCO Kyiv Desk), 225 cultural sites, including religious sites, museums, libraries, buildings of historical and/or artistic interest and monuments have been destroyed since the start of the conflict and up until December 2022.

Among other actors, UNESCO plays a significant role in preserving Ukraine’s cultural heritage, enforcing the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property. Bardeschi outlined UNESCO’s main priorities, which include (i) monitoring and documenting damages to cultural heritage, (ii) reconstructing and recovering cultural heritage sites and materials, (iii) revitalizing capacities of cultural institutions, (iv) strengthening resilience through culture, (v) supporting cultural and creative industries and (vi) implementing a digital transformation of cultural heritage management. UNESCO provides support both remotely and on the ground through emergency protection and repair support and is involved in digitizing important art collections. Martin Duplantier Architects, led by CEO Martin Duplantier, is working towards the protection of cultural sites. The organization focuses on landscape, urban planning and architecture. Since architecture is a cultural continuum that needs protection in times of war, the organization is involved in mapping the destruction of architectural facilities in Ukraine and aiding in their reconstruction. Furthermore, Martin Duplantier Architects relies heavily on employed Ukrainian architects, engineers, and graphic designers to support the local workforce. The speakers also emphasized the importance of protecting human capital by supporting people involved in cultural activities and artists who have fled the country, through initiatives such as grants.

As of 29 November 2022, UNESCO has verified damage to 221 cultural sites:



Source: UNESCO Kyiv Office – presentation at W4UA Summit 2022.



CHAPTER 3: ECONOMIC RECOVERY AND COOPERATION

From the left: Yaroslav Romanchuk (Managing Partner, EUCON Legal Group), Deputy Minister Oleksandr Hryban (Ministry of Economy of Ukraine), Roman Neyter (Researcher, the Center for Food and Land Use Research at the Kyiv School of Economics)

The Ukrainian economy has suffered tremendous losses as a result of the war. This chapter gives insights into the losses, but also the resilience, of several economic sectors. It starts with an overview of the state of the Ukrainian economy and workforce, before addressing the specific challenges encountered by the agricultural sector, the investments needed to restore the economy and the strong startup ecosystem in Ukraine. It then covers the corporate social responsibility policies in times of war. The last part of the chapter focuses on the challenges of the supply chain. Relying on experience reports and statistical data, the chapter provides recommendations on how best to assist the Ukrainian economy in its recovery.



3.1. The state of Ukrainian business and workforce

According to Deputy Minister Oleksandr Hryban (Ministry of Economy of Ukraine), the Ukrainian economy has shrunk by at least 30% since the beginning of the war and until December 2022. All industries have thereby suffered, except for only the IT sector which largely allows for remote work. 70% of Ukrainians now live below the poverty line and many more are expected to lose their jobs. Serhiy Loboiko (Head, the Center for Innovation Development and Co-coordinator of Kyiv Participatory Budget) stated that 80% of businesses are currently declining or have entirely stopped operating.

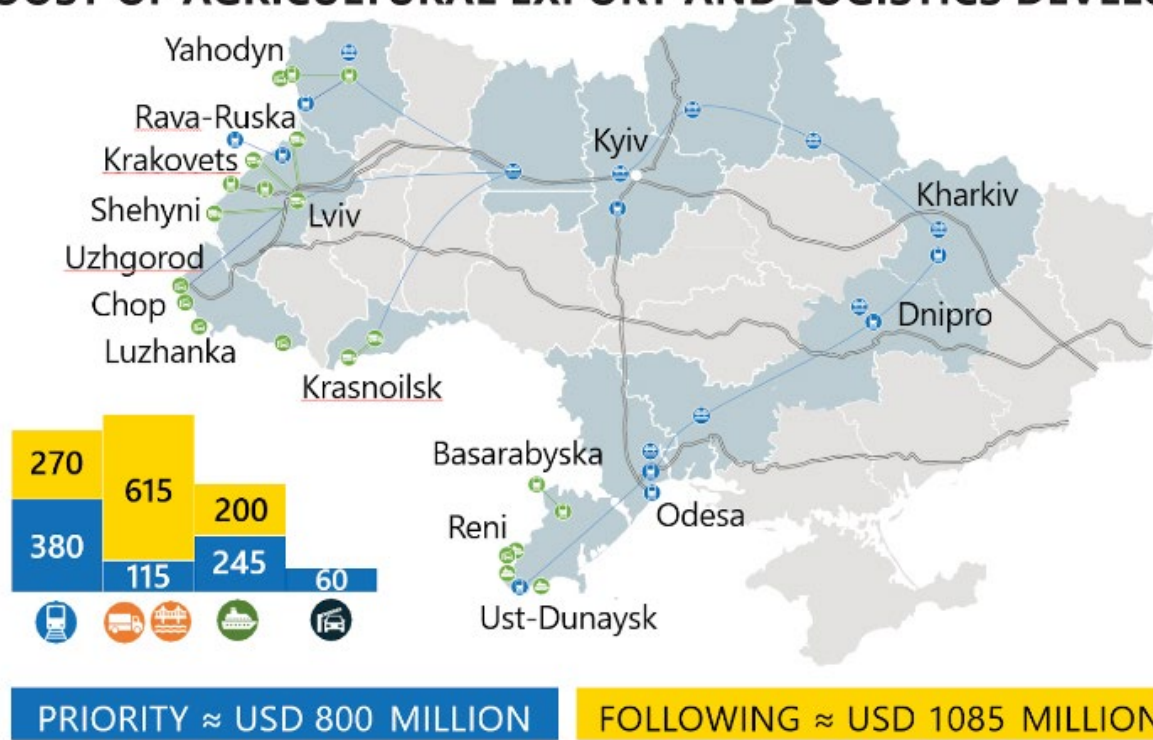
Nevertheless, the speakers agreed that Ukrainian businesses have shown much resilience and are still operating well under the circumstances. According to Serhiy Loboiko, a total of 95% of businesses decided to stay in Ukraine, while 92% of businesses are estimated to be involved in the war efforts in some way. Despite the existing challenges, it was estimated that around 70% of businesses were still fully functional and 63% continued to pay full salaries to their employees as of December 2022 according to the European Business Association assessment⁴, as mentio-

ned by Ievgeniia Bodnya (Project Manager, Privatization and State-owned Enterprises Reform, Cabinet of the Ministers of Ukraine). One sector that is particularly resilient is the digital economy which has even expanded during the war. This has led to Polish-Ukrainian digital cooperation which is highly competitive as both countries combined produce more IT specialists than the United States, according to Paulina Bednarz (Director for EU Projects and Communication, Institute for Private Enterprise and Democracy). She also noted that this has accelerated the digitization process which, among other benefits, also promises to aid in the reduction of corruption.

3.2. Damage to agriculture

Damages in the agricultural sector, which refer to the destruction of physical infrastructure, such as machinery and storage facilities, currently amount to 6.6 billion dollars, according to Roman Neyter (Researcher, Center for Food and Land Use Research at Kyiv School of Economics). This excludes damages to farmland. On the other side, economic losses (i.e., lost revenue) amount to 34 billion dollars. This is largely due to logistical disruption and low harvests. These losses have resulted to a large extent from the naval blockade, which was only partly relaxed after the grain export deal

BOOST OF AGRICULTURAL EXPORT AND LOGISTICS DEVELOPMENT



Source: Ministry of Infrastructure of Ukraine.

⁴ Visit Ukraine Today (7 Mar 2022). Як український бізнес працює в умовах війни - дослідження Європейської бізнес-асоціації. <https://visitukraine.today/uk/blog/162/how-ukrainian-business-works-at-war-eba-survey>



in November 2022, according to Deputy Minister Oleksandr Hryban (Ministry of Economy of Ukraine). More than 500 ships with 12 million tons of agricultural products were shipped after the deal. Nevertheless, current exports are much lower than before the war which requires the exploration of alternative export routes. One potential alternative is shipment by rail which is complicated by the differences in locks and gauges across borders. The speakers have placed faith in the National Council's recovery plans, which include the modernization of border cross points and the integration of the Ukrainian and European railroads. Lastly, the speakers also suggested that international organizations and foreign governments should continue to support the Ukrainian farmers with financial grants, as well as materially (for example, by providing them with seeds and equipment). Adequate equipment may help modernize farms and increase the yield of crops.

3.3. Investing in Ukraine

Much investment is needed to restore the Ukrainian economy, which the speakers considered possible only with external support. Oleg Dunda (People's Deputy, Parliament of Ukraine "Verkhovna Rada of Ukraine") suggested that Ukraine needs a 'Marshall Plan' involving European business. He noted that such a plan would be mutually beneficial in case of a subsequent accession of Ukraine to the EU, as it provides opportunities both for international firms to generate revenue and for Ukrainian firms to become strategic players in the emerging European industries. Several speakers concurred by stressing that Ukraine should and can be rebuilt not based on charity but on partnership.

The most comprehensive suggestions to boost financial investments in Ukraine and support its economic growth were presented by Oleksandr Romanishyn (Reforms Delivery Office of the Cabinet of Ministers of Ukraine). He recommended governments focus on reshaping the regional economy through two main strategies: (i) encouraging the relocation of businesses, and (ii) integrating Ukraine into the regional value chain. Regarding relocation, he explained that Ukraine has advantages such as its geopolitical position and the availability of skilled labor that can be leveraged to attract companies that are looking to relocate production facilities. The government can offer tax benefits, assistance with infrastructure through industrial parks, and specialized tax regimes in places like Diia City. In addition, grants for processing and personnel retraining programs can also be offered to increase the attractiveness of locating production facilities in Ukraine. In relation to the integration into the regional value chain, it has been noted that Ukraine has the potential to replace Russian and Belarusian exports to the EU by exporting its own agricultural products as

well as equipment and machines for the construction and woodworking industries. This substitution can provide the Ukrainian economy with additional income from exports per year. To achieve this, it is necessary to encourage EU businesses to place orders with manufacturers in Ukraine, as they can produce competitive products. The Ukrainian government can additionally offer incentives such as tax breaks or subsidies to facilitate this integration into the regional value chain.



Yes, we are being bombed. Yes, we are spending lots of time in shelters. But we think about the future. Half of each Mayor's head is focused on the current situation, but another half is already thinking about the future. So you're welcome to cooperate. Don't be afraid and let's win!

*Andriy Sadovyi,
Mayor of Lviv City*

3.4. Ukraine's startups ecosystem

Ukraine now has a vibrant startup ecosystem, one of the leading ones in Eastern Europe. Iryna Supruniuk (Editor-in-Chief, Tech Ukraine) emphasized that Ukraine became the global military/defense tech and cybersecurity hub. The very nature of startups makes them more adaptable to all changing environments and, thus, more resilient. According to the Google CEE report, Ukrainian startups show incredible resilience despite the war and recession, with enterprise value growing 3.3x since 2020. CEE startups are ranked among the highest in Europe for jobs created per euro of venture capital invested. However, external factors such as power cuts and the absence of heating take their toll. Multiple international initiatives are helping startups with this.

To support the Ukrainian startups, which have also been providing new solutions in light of the war, several funds have been implemented. Paulina Brym-Ciuba (COO, StartupHub Poland



Foundation) spoke of a project that her organization is currently implementing to help Ukrainian refugees and advocate for women in business. The project will support 200 Ukrainian women with ideas for startups who will receive online education, and of which 20 will be financed to build their startups. Mateusz Wojdyło (Founder and CEO, ShareP AG - Sustainable Mobility Solutions) is supporting the city of Lviv through his and also a UN-funded project aimed at improving the urban mobility infrastructure. Creating new policies and legal frameworks to allow the city to generate additional revenue and increase public transport usage is part of the project goal. Uliana Pereskotska (Board Member of Ukrainian - the Swiss Business Association) also highlighted that her organization supports Ukrainian startups in accessing local accelerators. There are also other funds currently available to Ukrainian startups, including the F10, and the Kickstart Innovation. Finance and Insurance, Cyber security and Health & well-being remain popular in Switzerland. It is essential to consider trends of global development sustainability, such as cleantech, green circular economy and SDGs, especially in the corporate world. Some accelerators strongly encourage female founders. It was also highlighted that Ukrainian startups may benefit from the Wolves Summit - the largest conference for startups and investors in CEE.

It was pointed out that smaller Ukrainian enterprises may need clearer guidance on how to enter international markets and how to adapt to European quality standards to increase their business activities. Current initiatives helping businesses to internationalize include, for example, the Union of Ukrainian Entrepreneurs. Olga Royenko (CEO, Co-Founder and Creative Producer, Voice of Space) also mentioned the importance of relying on mentors who can give valuable advice and connect small businesses to a wider network. Programs that foster cooperation between Ukrainian small businesses and experienced European entrepreneurs can benefit the Ukrainian market now and in the near future.

3.5. Corporate Social Responsibility in times of conflict

Corporate Social Responsibility (CSR) in times of conflict refers to a company's voluntary actions, on the one hand, to mitigate the negative impacts of its operations on the affected communities and, on the other hand, to support and promote projects that improve the well-being of affected communities. The speakers discussed that both Ukrainian and foreign companies have many ways in which they can support the war-affected people. The most widespread example of CSR in relation to the conflict in Ukraine has been money donations to provide humanitarian aid. Some speakers stressed that companies willing to donate should work with humanitarian organi-

zations since they know best where and how to deliver such aid in the most efficient ways. Other speakers also recommended that companies establish contacts with local organizations in Ukraine and concentrate on specific projects or areas that may benefit from their financial support. It was also stressed that companies may also help by actively sharing their resources. For example, Łukasz Lasek (Branch Director Rzeszów, SUS Logistics) explained that his company was able to leverage the know-how of transportation services and logistics into refugee mobility assistance by providing reception centers at the Ukrainian-Polish border and helping with the transfer of refugees.

The speakers agreed that in addition to donations, CSR should also encompass appropriate business practices and policies. Aleksandra Robaszekiewicz (Head of Corporate Communications and CSR, LIDL Poland) shared the experience of LIDL Poland which adapted the supermarket infrastructure to the needs of Ukrainian refugees, by including Ukrainian voice-overs and adapting the layout of cashier stands. On the Ukrainian side, Olga Nasonova (Co-founder, National Association of Restaurants of Ukraine) highlighted the efforts of restaurants to extend cooking and serving times to ensure that all workers and soldiers can receive food. The speakers concluded by pointing out that businesses play an important role in facilitating ongoing humanitarian efforts and that their considerate business practices can further improve the conditions of war-affected individuals.

3.6. Challenges of the supply chain

There are numerous contemporary factors that are disrupting global supply chains. These include high fuel prices, inflation, the shortage of drivers in the labor market, scarcity of containers for loading, lockdowns and factory closures, and lack of financial liquidity. The speakers also agreed that, since the beginning of the war in Ukraine, there have been additional challenges posed by vehicle stoppages at borders, lengthy and bureaucratic customs clearance procedures, destruction of factories during the conflict and reluctance to provide insurance or guarantees for transporting goods to conflict-affected areas.

To mitigate the effects of the above factors, re-shoring or friends-shoring, diversifying suppliers and expanding warehouse space, including Temporary Storage Warehouses, were recommended. Specifically, Joanna Porath (CEO, AC Porath Sp. z o.o.) highlighted that nearshoring - a practice of moving production plans from abroad to the domestic market - is helpful for companies in minimizing the risks, creating safer production conditions and building more resilient supply chains.



High-level panel: Battlefield evidence and transitional justice. From the left: Glyn Morgan (Europol), David Schläefer (US Department of State), Vladyslava Grudova (Kyiv School of Economics), Magdalena Gawin (Pilecki Institute/Lemkin Centre), Victoria Kerr (T.M.C. Asser Institute).

Ensuring accountability for the crimes committed during the war in Ukraine is significant. This chapter provides a brief overview of current efforts to ensure accountability on the national and international levels, focusing on the challenges of coordinating a large number of cases, collecting battlefield evidence and prosecuting offenders domestically and internationally.

On the national level, by early December 2022, over 50,000 cases had been filed with local authorities in Ukraine, as stated by Deputy Minister Hanna Maliar (Ministry of Defence of Ukraine). These efforts are supported by multilateral initiatives such as the Mobile Justice Teams of Global Rights Compliance, which collects crime scene evidence and offers guidance on criminal investigations in Ukraine. Although the Ukrainian justice system is operating effectively, these initiatives were put in place to assist with the increased caseload, according to Glyn Morgan (Senior Investigator, Global Rights Compliance). On an international level, Anton Korynevych (Ambassador-at-large, Ministry of Foreign Affairs of Ukraine) is leading the effort to ensure accountability for both the state and individuals through the frameworks of the International Court of Justice, the International Criminal Court and the European Court of Human Rights. He also summarized the efforts of the Ukrainian government to establish a special tribunal to prosecute Russia's top political and military leadership for acts of aggression, which was argued to be beyond the scope of existing international courts and tribunals. David Schläefer (Special Advisor for Ukraine War Crimes and Atrocities, US State Department Office of Global Criminal Justice) maintained that the United States is actively involved in these efforts and supports initiatives at both national and international levels.

The speakers discussed the importance of collecting battlefield evidence to aid the prosecution processes of relevant international crimes. At the same time, Magdalena Gawin (Director, Lemkin Center) stressed that awareness of the crimes committed by Russia is needed to avoid war fatigue. This refers to people's attention shifting to other issues as the war is becoming a normality. The Lemkin Center, established by the Pilecki Institute in Warsaw, is one example

of international efforts to collect battlefield evidence. The Lemkin Center has developed a methodology to collect individual testimonies from victims and witnesses in Ukraine and refugees abroad, which are then registered, digitalized, anonymized and translated from Ukrainian into Polish and English. The privacy of the interviewees is carefully protected. The accounts collected by the Center have attested to several crimes: 62% to the destruction of civil infrastructure, 36% to captivity, abduction, restricted movement and interrogation, 25% to the deprivation of basic human rights (e.g., hunger, thirst, lack of medical help, restriction of communication), 25% to civilian death or injury, 12% to looting and robbery and 1% to deportation.

The speakers also addressed the challenges of ensuring accountability. Deputy Minister Maliar highlighted the difficulty of collecting battlefield evidence and prosecuting offenders. She noted that military personnel, who are often the most frequent witnesses of war crimes, understandably prioritize fighting over collecting evidence. She argued that including their testimonies in the battlefield evidence is of vital importance. In addition, international accountability is complicated by Russia's failure to ratify the Rome Statute of the International Criminal Court and the complexity of holding perpetrators accountable for crimes of aggression. The speakers also examined the issue of genocide, contending that some definitions might encompass actions like those currently observed in Ukraine. However, they acknowledged that this was a complex issue that depended largely on political will. The speakers have called upon states and other actors not to undermine the Ukrainian efforts to prosecute crimes domestically but also encouraged further cooperation on the international level to clarify terms and procedures.

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