

Ukraine Reconstruction & Recovery Initiative

Though it is difficult to contemplate rebuilding as the conflict in Ukraine continues, past efforts and successes in post-conflict reconstruction serve as a reminder that the foundations for rebuilding a peaceful, prosperous and inclusive society must be established well before the war ends. Given the extent of the devastation, there will be a range of challenges facing Ukraine and its people, from physical reconstruction and restoring the economy to the return of displaced populations and their meaningful engagement in reconstruction, and repairing the social fabric. Ukraine's recovery can build on existing efforts, including continuing the governance and economic reforms that were started before the conflict. It also presents new opportunities to strengthen social cohesion and broaden economic development through effective stewardship of international financial assistance and local talent and resources.

ISE understands the challenges of strategic design and implementation in conflict and reconstruction contexts and believes that any recovery effort must start with a Ukrainian-led vision for reconstruction, based on its own national strategy and an understanding of the local context. With this in mind, ISE has begun work on a Ukraine Recovery and Reconstruction Initiative. The goal of this effort is to support effective decision-making by Ukrainian leadership and international allies on key issues while also setting the stage to align stakeholders toward a coordinated architecture for international assistance and reconstruction. The work is informed by ISE's decades of experience working on country transformations and insights from Ukrainian experts and stakeholders. It utilizes the latest thinking, tools and best practices on country recoveries and transformations that are responsive to citizens and aim to re-establish the foundations for Ukraine's future prosperity. In its analysis and support to stakeholders, ISE incorporates lessons from successful examples of post-conflict transformation, anticipates challenges and formulates policy recommendations for Ukrainian and international stakeholders going forward.

ISE has received multiple requests for input from both Ukrainian and international stakeholders, including the U.S. Senate, FCDO, BMZ and the Ukrainian Ministry of Digital Transformation. In the near term, we are producing and disseminating a set of issue briefs and direct input on topics to inform the design of Ukraine's strategies and provide platforms and instruments for reconstruction policy-setting, finance and humanitarian coordination. Over the medium and long term, ISE is working to support Ukrainian decision-makers as they think through the implementation of reconstruction strategies, including providing management and decision-assist tools, workshops and working groups, advising on solutions to current challenges and anticipating future risks and opportunities. Harnessing our expertise in state transformation and recovery, the ISE team has identified a set of unique issues critical to successful reconstruction. ISE will support Ukrainian and international actors in the following areas:

- 1. Visioning, strategy and delivery.** Global experience shows that it is critical for reconstruction planning to begin early, even before the end of the conflict. In July 2022, the Ukrainian government released an ambitious preliminary [reconstruction and recovery agenda](#) for the country, addressing nearly every sector of the economy and function of the state. As the government turns to the next steps in its recovery planning, it will need to incorporate feedback from citizen consultations, set up governance structures for implementation and prepare a clear roadmap for delivery. ISE's tools and techniques for state transformation – from Asset Mapping to Critical Stakeholder Inquiry – provide platforms for governments to tackle these challenges, identify opportunities and guide long-term implementation.
- 2. Reform sequencing and prioritization.** Countries at a critical juncture, such as after a conflict or natural disaster, face a series of difficult decisions where government bandwidth is limited and everything is a priority. Ukraine and its international partners will need to set out clear priorities, programs and projects that reflect the desires and needs of the population and consider the trade-offs between various sequencing pathways. Leveraging the ISE [Reform Sequencing Tracker](#) – an extensive library of government reforms during times of transition and transformation, ISE provides Ukraine and its partners with advice on the approaches and tools for reform sequencing and prioritization to support cohesive and inclusive reconstruction.
- 3. Public finance and accountability systems.** Since Russia's invasion, Ukraine has received unprecedented levels of financial and material support from its allies. Reconstruction efforts will only increase overall assistance. With the Ukrainian government's National Recovery Plan estimating that the reconstruction will cost \$750 billion, ensuring those funds reach Ukrainians in need and build resilience for the future is a top priority. Instead of discrete anti-corruption programs, ISE's team supports countries with establishing and managing governance and technical systems for comprehensive budget support and broader accountability foundations. By placing the development of holistic national accountability systems at the center of our work, ISE's tools and systems help curb corruption and incentivize cultures of transparency throughout government and society.
- 4. Data and digital innovations for recovery.** A key pillar of Ukraine's reconstruction agenda is a substantial digitalization agenda, with the goal of making Ukraine the most "[convenient and digital state in the world](#)." It is crucial that this innovation is deeply embedded in the country's reconstruction agenda. Harnessing our "network of networks" and digital tools the ISE Data & Digital team can support the government with bringing innovation to the forefront of the reconstruction effort to reimagine the role of the state and how to effectively use technology to meet its objectives for effective and accountable delivery of recovery and reconstruction.
- 5. Support to operational humanitarian and recovery coordination.** In addition to requesting input from the team on reconstruction preparations, Ukrainian counterparts have also requested urgent support on coordination, planning and implementation of humanitarian and early recovery support. ISE has fielded a specialized operational team to help identify and implement ways to make sure humanitarian support reaches the intended places as quickly and efficiently as possible and that the tremendous offers of support from government, philanthropic and non-governmental actors have the highest impact.