DREAM

RESTORATION OF UKRAINE'S REGIONS: Communities Survey Report

DEAR FRIENDS AND PARTNERS!

Ukraine continues to fight for freedom, democracy and European values. This struggle is not limited to the front line. Every day, our peaceful cities, civil and critical infrastructure, and logistics routes are attacked. The need for a rapid, efficient, and sustainable recovery is not just a national priority, it is an urgent need that cannot be overstated.

According to the World Bank and the Ukrainian government's Rapid Damage and Needs Assessment (RDNA3) report, the estimated cost of post-war reconstruction in Ukraine will reach $486 billion. Although this figure is still being clarified, the situation's urgency leaves us no choice but to act decisively, without any delay or hesitation.

The road to recovery is difficult, but we accept this challenge for the sake of our civilized and democratic future. The reconstruction of housing, educational and medical institutions, and the restoration of business are the keys to the return of Ukrainians home, providing them with jobs and comfortable living conditions. All this will strengthen the socioeconomic stability of Ukraine.

The daily challenge of the Ministry for Communities, Territories and Infrastructure Development of Ukraine is to develop and implement a recovery policy that includes the protection and reconstruction of critical infrastructure, ensuring the development of logistics, strengthening export potential, the introduction of energy-efficient technologies and the transition to low-carbon and renewable energy, strengthening the capacity of communities, expanding the horizons of international cooperation.

Such a policy is based on transparency and accountability of recovery processes, so we continue reforms to adapt legislation to the best standards of Western countries, digitalization, and liberalization of the economy.

I would like to reiterate how deeply grateful we are to all our international partners for their tremendous support and assistance. Your contributions have been instrumental in our recovery efforts, and we value our partnership immensely. Your support has helped us recover and instilled hope in the hearts of the Ukrainian people.

Thank you for staying with us during these challenging times.

VASYL SHKURAKOV,
Acting Minister for Communities, Territories and Infrastructure Development of Ukraine

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Communities survey report: restoration under the war

GOALS & APPROACH

« Over the past two years, Ukraine's regions and territorial communities have faced the most significant challenges: infrastructure destruction and environmental disasters, economic decline, and large-scale migration. The Ministry for Communities, Territories, and Infrastructure Development of Ukraine's task is to help regional and local authorities in planning their recovery and modernization. This means providing appropriate instruments to strengthen their capacities, developing key competencies, and facilitating inter-municipal, inter-regional and cross-border cooperation.

The scale of the damage - the Register of Damaged and Destroyed Property currently includes more than 330,000 real estate objects - pushes us to search for effective digital solutions. Only with a digital system in place restoration can be manageable, transparent and fool-proof. The DREAM is about synchronization with the e-Construction and other government systems to ensure a high-quality result.

Natalia Kozlovska,
Deputy Minister for Communities, Territories
and Infrastructure Development of Ukraine

Communities survey report: restoration of communities

Recovery plans, development programs, needs, and timelines

SURVEY DETAILS:
Restoration of communities and regions

Over 400 Ukrainian communities participated in a survey that collected insights on the perceptions, motivations, and readiness of communities from different regions of Ukraine for the restoration and modernization process.

The Survey was organized jointly by the Ministry for Communities, Territories and Infrastructure Development of Ukraine, the DREAM Project office, and local self-government associations.

It is a collaborative effort to conduct a comprehensive anonymous online survey of communities. The data will feed into the implementation of the DREAM ecosystem and simplify communication with key partners. We had the active involvement of our esteemed partners: All-Ukrainian Association of Amalgamated Territorial Communities (AAATC), All-Ukrainian Association of Communities, Ukrainian Association of District and Regional Councils, and the Association of Ukrainian Cities.

The survey was sent out as a Google form with a cover letter.

Dates: April - May 2024.

The success of Ukraine's restoration depends on the effective interaction of authorities at all levels — national, regional, and local. This comprehensive collaboration is not just a strategy but a necessity. Communities are actively involved in this process; it is their daily work and also a matter of survival in the frontline regions. Therefore, it is crucial to understand their needs, challenges, and tasks in recovery and modernization. This is how we know the actual situation on the ground.

Taras Dobrivskyi,
All-Ukrainian Association of Amalgamated
Territorial Communities (AAATC)

SURVEY:
Restoration of communities and regions
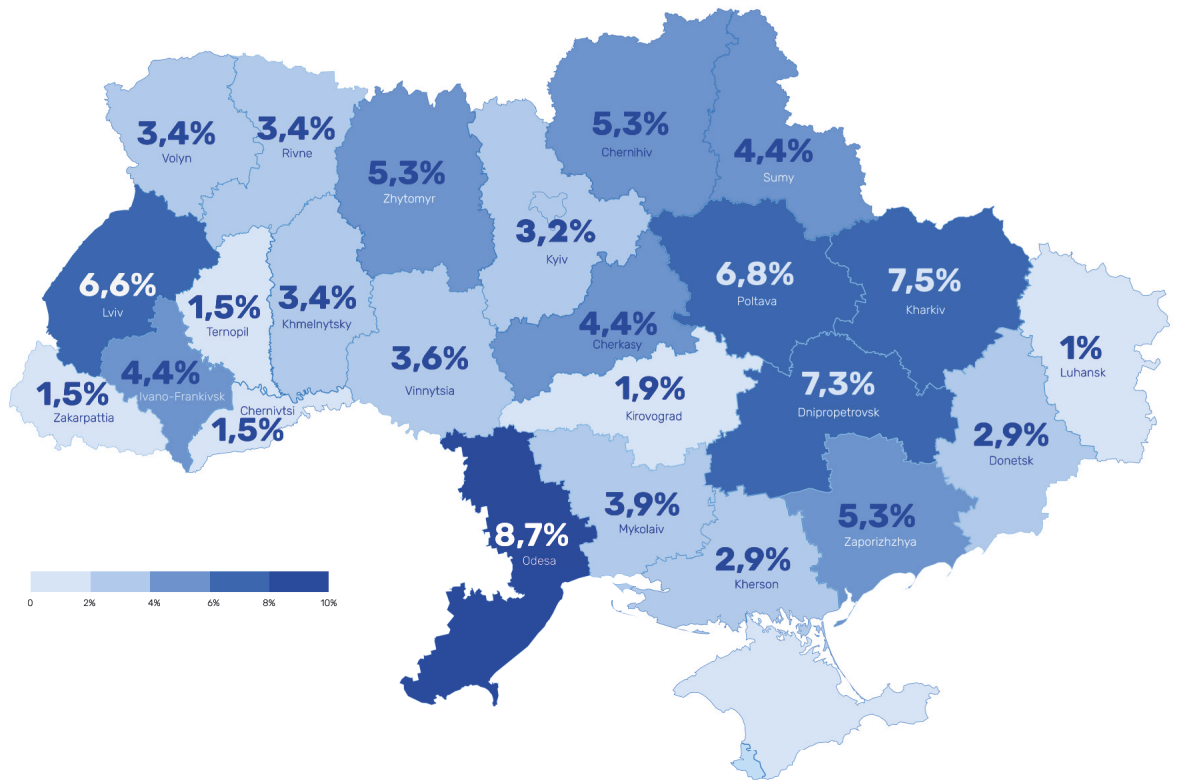
The survey was a testament to inclusivity, with participating representatives from all 24 Ukraine regions, including the temporarily occupied Donetsk and Luhansk regions, as well as those located close to the frontline.

The survey captured diverse perspectives, with respondents holding positions such as heads of city and village councils, their deputies, heads of offices, departments, divisions, and other profile specialists.

The survey's inclusivity was also evident in its representation of communities of all sizes, from cities with a population of over 1 million to villages with as few as 13 residents.

Restoration under the war

Restoration in Ukraine is not just about rebuilding infrastructure. It's about bringing life back to the affected communities, fortifying the economy's resilience, and replenishing the state budget, which crucially finances the Armed Forces.

Most of the surveyed communities considered restoration necessary during the war. Their specific needs and challenges require immediate attention for restoration and development to proceed.

Most communities are not just ready but eager to carry out reconstruction - in full or to the extent necessary to restore life in the community.

Under current conditions, community representatives estimate that critical recovery is urgent and will take up to five years.

Figure 2:
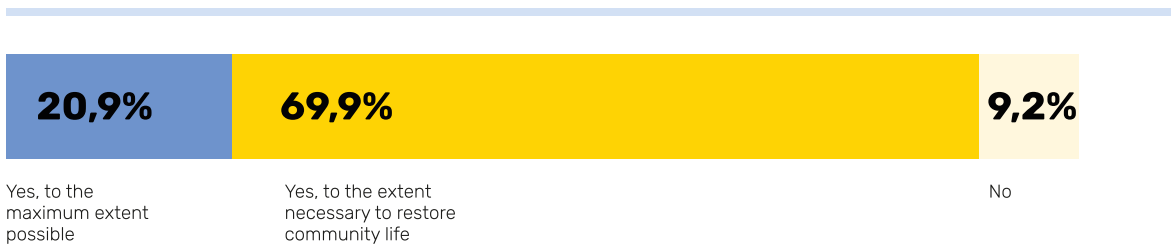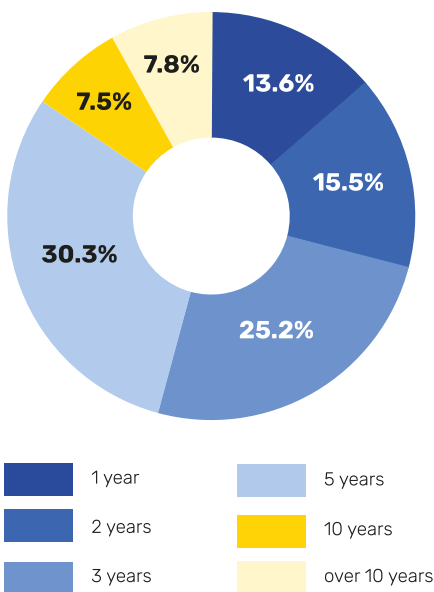**Do you think the community should be restored even during the war?**

16%	81,8%	2,2%

Yes, to the maximum extent possible

Yes, to the extent necessary to restore community life

No

Figure 3:
Is the community ready to restore/develop even during the war?

20,9%	69,9%	9,2%

Yes, to the maximum extent possible

Yes, to the extent necessary to restore community life

No

Figure 4:
How long will it take for your community to recover after Ukraine wins the war?

- 13.6%
- 15.5%
- 25.2%
- 30.3%
- 7.5%
- 7.8%

Legend:
- 1 year
- 2 years
- 3 years
- 5 years
- 10 years
- over 10 years

« While this survey was being prepared, the Kharkiv region became the target of an offensive by the occupation forces. The amount of destruction and the number of victims is growing every day. Providing the necessary support to the communities is all the more critical. This is a common cause for the state, the public, and international partners.

Tetiana Yehorova-Lutsenko, President of the Ukrainian Association of District and Regional Councils, Head of Kharkiv Regional Council

Preparation of community restoration plans

Figure 5:
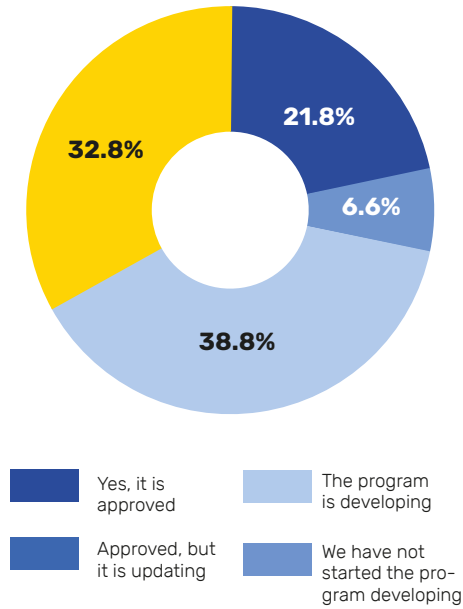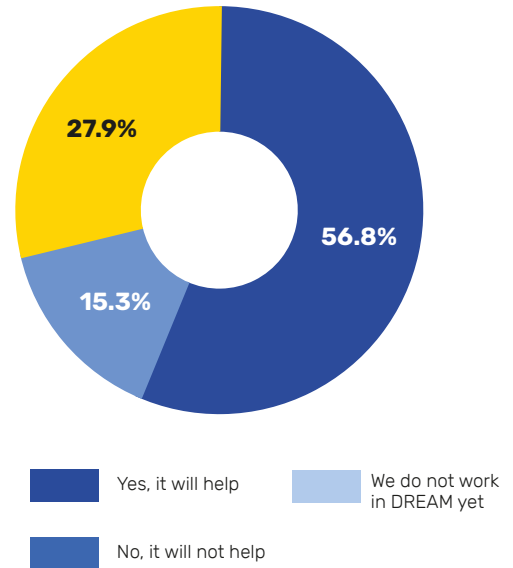Has a comprehensive community development program been approved?

- Yes, it is approved
- Approved, but it is updating
- The program is developing
- We have not started the program developing

Figure 6:
Will DREAM help with the development of strategic planning documents?

- Yes, it will help
- No, it will not help
- We do not work in DREAM yet

In 2024, the updating of the State Strategy for Regional Development for 2021-2027 and development of the Decentralization Roadmap were unveiled collaboratively with international partners, technical assistance projects and independent experts, international and local ones. The documentary framework of the State Strategy for Regional Development has the formal and de facto status of a key strategic planning document for the regional and local levels, particularly in implementing the territorial restoration policy.

Regional and local authorities develop their strategic documents for recovery and

Development, priorities and goals of which should be coordinated with the State Strategy for Regional Development's priorities.

Encouragingly, our survey reveals that a significant number of communities have already developed or are actively updating planning documents, demonstrating their commitment to community restoration, and economic development.

However, it's crucial to address the several challenges that communities are faced in the planning process, such as capacity building via staff training and mentoring support and assistance, and legal assistance to enhance cooperation with international partners. These issues demand immediate attention.

The DREAM ecosystem ensures a new approach to recovery programs and projects programming and financial allocation, that for sure helps communities to enhance their leading role in bottom-up recovery planning of Ukraine.

Methodological recommendations	70.9%
Training of employees	54.9%
Legal support	44.4%
It is not required	1%

Figure 7:
What assistance do you need in preparing strategic planning documents?

> The role of communities in recovery planning is vital. The communities are to determine which projects should be implemented immediately and which ones should be implemented in the coming years. This task is challenging and it requires extensive expertise. Therefore, there should be a concept for the recovery of local self-government in Ukraine at the state level. It is also crucial to elaborate clear requirements and guidelines and to provide needed professional advisory support. The quality of this planning directly influences the future of our communities in the following several years.

Oleksandr Slobozhan,
Association of Ukrainian Cities

Challenges of Ukraine's restoration

Since the full-scale invasion began, most communities have implemented an average of 10 restoration projects. Approximately the same number of projects are in the planning or implementation stage. At the same time, in some cities, including Kharkiv, Kherson, Zhytomyr, Kyiv, and Zaporizhzhia, the number of projects exceeds 100 due to the extensive destruction and the communities' high administrative capacity. At the same time, a significant number of projects are being implemented in cities far from the frontline, such as Khmelnytskyi and Lviv, the main reason being a large number of internally displaced people and, as a result, the heavy burden on social infrastructure, the need to modernize social, medical, and educational institutions, and utilities.

However, we are only talking about projects initiated by communities. At the same time, projects of regional or national importance can also be implemented on the community's territory, so the total number of recovery projects during the war will be many times greater.

For example, communities, regional administrations, and central executive authorities have already added more than 4,500 restoration and modernization projects to the DREAM ecosystem, and the number is expected to increase to 10,000 by 2024.

The number one need of the communities is the repair of transport infrastructure. Priority sectors include social institutions, hospitals, schools, and kindergartens.

Figure 8:
How many restoration and modernization projects have been implemented in your community in the last 2 years (since the beginning of the full-scale invasion)?
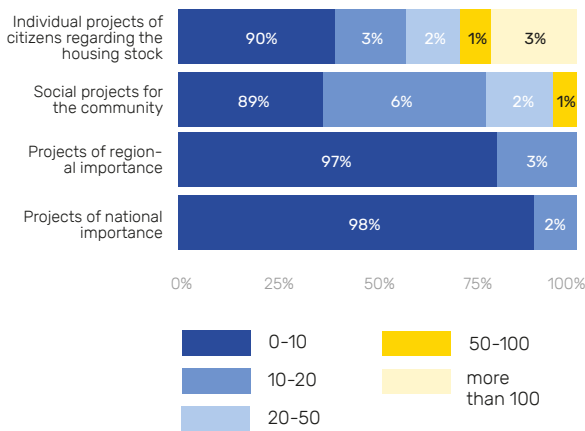

Figure 9:
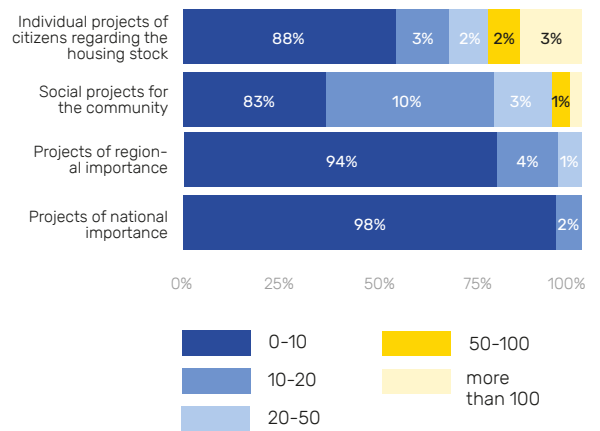**How many restoration and modernization projects are planned and implemented in your community?**

Figure 10:
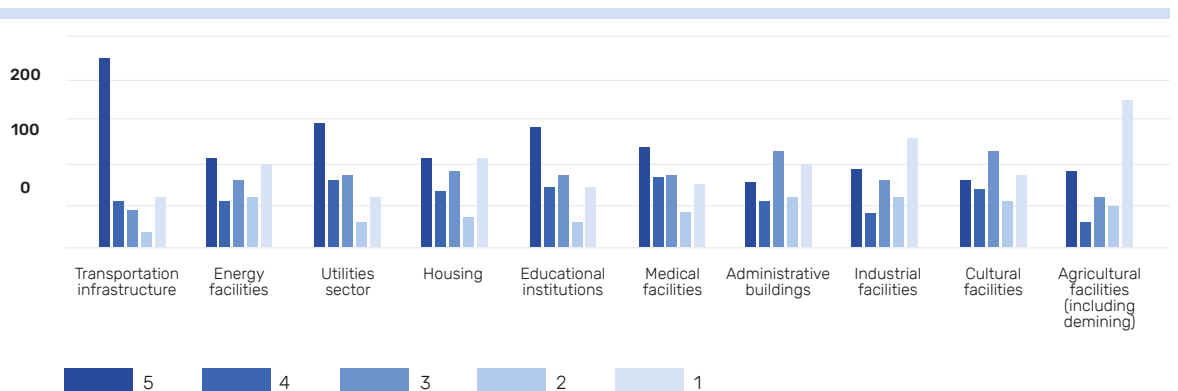**What sectors need to be restored as a priority in your community?**

Figure 11:

According to your estimates, how many projects should be implemented in the community in the next 3 years?
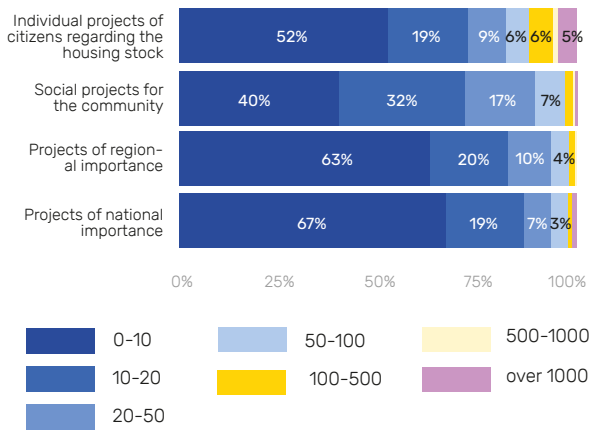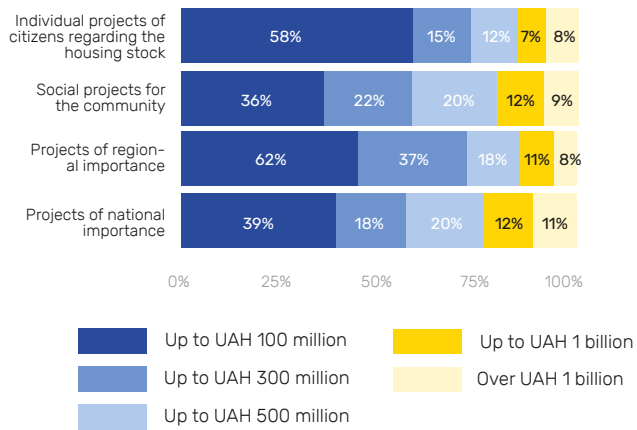

Individual projects of citizens regarding the housing stock	52%	19%	9%	6% 6%	5%
Social projects for the community	40%	32%	17%	7%	
Projects of regional importance	63%	20%	10%	4%	
Projects of national importance	67%	19%	7% 3%		

Legend:
- 0-10
- 10-20
- 20-50
- 50-100
- 100-500
- 500-1000
- over 1000

Figure 12:

What is the estimated budget needed to implement these projects?

Individual projects of citizens regarding the housing stock	58%	15%	12%	7%	8%
Social projects for the community	36%	22%	20%	12%	9%
Projects of regional importance	62%	37%	18%	11%	8%
Projects of national importance	39%	18%	20%	12%	11%

Legend:
- Up to UAH 100 million
- Up to UAH 300 million
- Up to UAH 500 million
- Up to UAH 1 billion
- Over UAH 1 billion

According to most respondents, an average of 50 projects are planned to be implemented in the next three years, with a total budget of up to UAH 500 million.

At the same time, they cite the ongoing hostilities, the reduction of community budgets, and the lack of state and international funding as critical challenges to implementing future recovery projects.
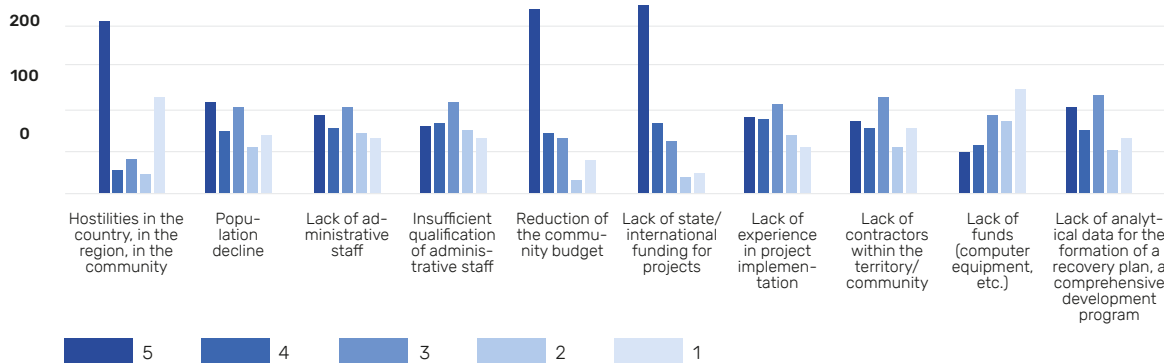

Figure 13:

What problems do you consider to be the most critical in the implementation of recovery and modernization projects?

> The decentralization reform has been one of the most successful in recent years. It has increased community budgets and stimulated their development. Since the beginning of the invasion and the wave of migration, communities, especially in the frontline regions, have faced a decrease in the number of residents, the closure of businesses, and, as a result, a reduction of budget revenues. Therefore, financial support from the state and international partners is crucial for community restoration.
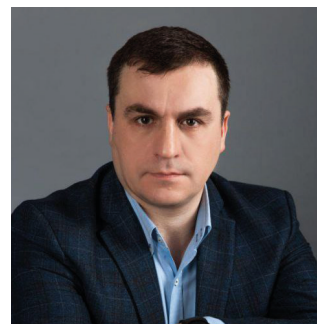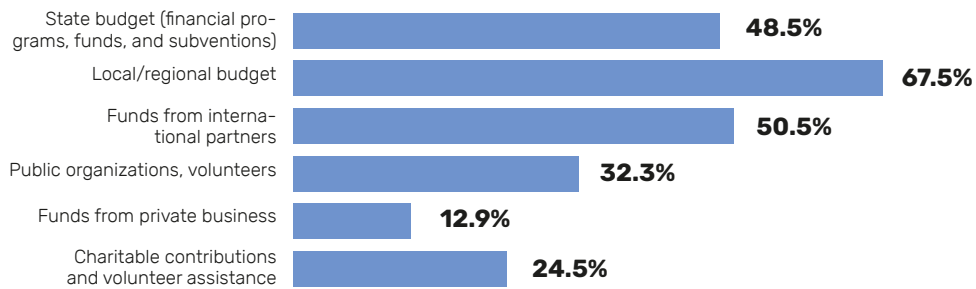
Ivan Slobodianyk,
All-Ukrainian Association of Communities

Funding

The local budget is the primary funding source for restoration and modernization projects, with a significant majority of respondents (67.5%) acknowledging its dominance. The state budget and funds from international partners follow suit, according to 48.5 and 50.5% of respondents, respectively.

Notably, a considerable portion of restoration funding is sourced from non-governmental entities. 32.3% of respondents mark NGOs' contributions, while charitable organizations—24.5 percent. This underscores the diverse funding sources and organizations' crucial role in these projects.

Figure 14:
What sources have you already received financial support for recovery from?

State budget (financial programs, funds, and subventions) **48.5%**
Local/regional budget **67.5%**
Funds from international partners **50.5%**
Public organizations, volunteers **32.3%**
Funds from private business **12.9%**
Charitable contributions and volunteer assistance **24.5%**

Inclusiveness and public involvement

While civil society organizations and international partners are the mainstays of community-based restoration processes, it's important to note residents' and business representatives' occasional but significant involvement in public councils and working groups.

Based on the survey findings, public engagement tools hold immense potential in the community's restoration journey. These tools can effectively identify restoration priorities, facilitate public hearings, aid in developing planning documents, and ensure the smooth monitoring and control of project implementation.

Figure 15:
How actively are community members, civil society organizations, volunteers, and representatives of international organizations and businesses, involved in the recovery process and decision-making on recovery priorities?
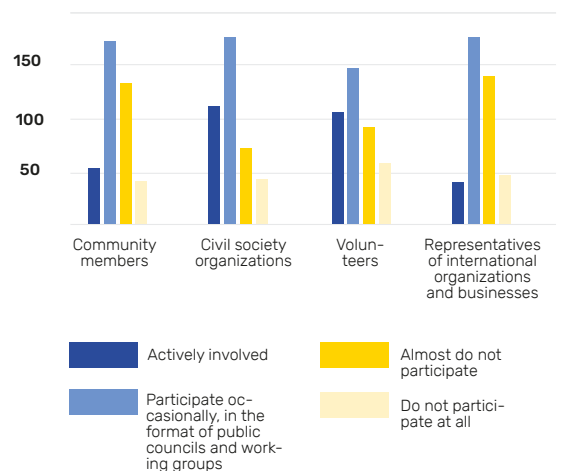
Community members | Civil society organizations | Volunteers | Representatives of international organizations and businesses

- Actively involved
- Participate occasionally, in the format of public councils and working groups
- Almost do not participate
- Do not participate at all

Holding public hearings and publishing their results	65.3%
Involving the public in the development of strategic planning documents	63.1%
Identification of priority restoration and modernization projects	66.7%
Monitoring and control over project implementation	47.6%

Figure 16:
In which situations will you find it helpful to use eDem tools and participate remotely with your community residents?

" Public engagement, including through the use of digital tools, is an important aspect of the restoration and modernization process in Ukraine. By integrating digital democracy tools and implementing them in the eIDEA platform into all recovery initiatives, we can increase transparency and trust, and prevent corruption risks through inclusive engagement. This approach also empowers community residents and civic activists by giving them the right to participate in the planning, prioritization, and implementation of projects at all levels.

Mykhailo Leichenko,
Technical Director of the Center for Innovations Development

Communities survey report: international support of restoration

Denys Uliutin,
First Deputy Minister of Finance of Ukraine

The full-scale military aggression of the russian federation against Ukraine led to radical changes in the scale and nature of Ukraine's investment needs. In addition, the war put pressure on the public finances of Ukraine, including lower revenue mobilization as a result of decreased economic activity and a much higher budget deficit required to finance our growing military and social expenditures. Our main challenge now is maintaining the country's financial stability and ensuring our ability to fight, work, and live.

Significant recovery needs combined with limited internal and external financial resources to address them call for a sustainable and effective public investment management system. This is the objective of the recently launched public investment management reform, championed by the Ministry of Finance in cooperation with the Ministry of Economy and Ministry of Infrastructure, as well as our international development partners.

Under the existing resource and capacity constraints, especially at the local level, we see digitalization as a crucial element for achieving efficiency and transparency of public investment and DREAM is to play the key role in this process together with the IT systems of the Ministry of Finance and Ministry of Economy. Integration of new approaches to public investment management into DREAM will allow it to become a single bank of verified public investment projects both at the national and local level. We also believe it can provide all the necessary project management tools to increase the quality of project preparation and implementation regardless of funding sources and mechanisms. This underscores the significance of the DREAM ecosystem's continued development and expansion of its use.

International support: current state

It's encouraging to note that a significant portion of surveyed communities (54.4%) have already embarked on successful collaborations with international partners. Among these, an impressive 61.7% have already reaped the benefits of international funding.

It's important to note certain international programs, including those funded by the governments of the United States, Germany, Great Britain, France, Lithuania, and Estonia, as well as programs of international financial institutions like the World Bank and the EIB.

In total, 51% of respondents believe that international partners are making significant efforts to support the restoration.

At the same time, 24% of respondents are trying to start working with international donors. And the vast majority (92%) are considering attracting international financing for restoration and modernization projects. This high percentage reflects a strong belief in the potential of future partnerships.

Figure 17:
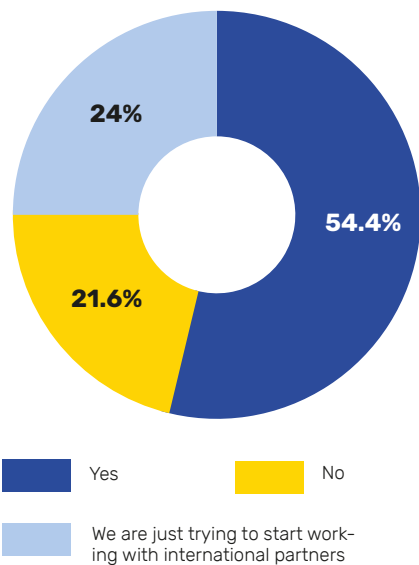**Does the community have experience working with international partners?**

- Yes
- No
- We are just trying to start working with international partners

Figure 18:
How do you assess the overall efforts of international partners to support restoration?

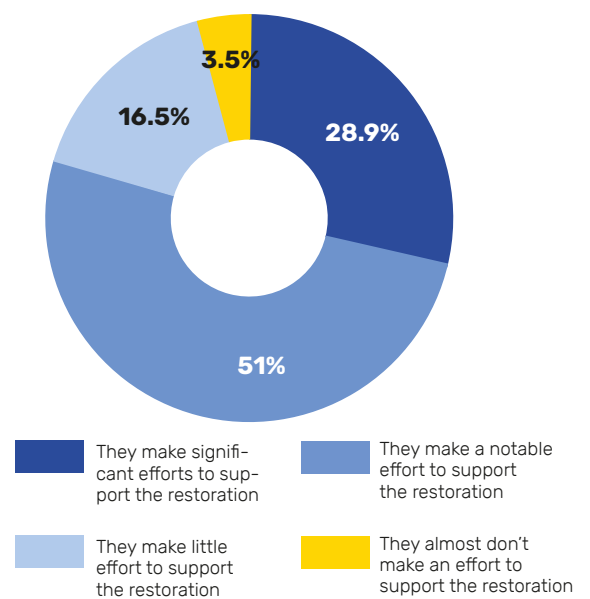- They make significant efforts to support the restoration
- They make a notable effort to support the restoration
- They make little effort to support the restoration
- They almost don't make an effort to support the restoration

Figure 19:
Are you considering attracting international funding for recovery and modernization projects?
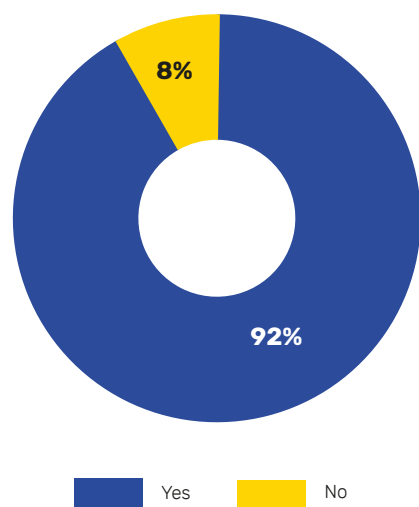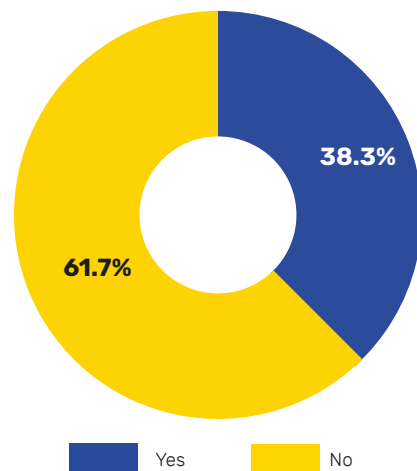

- Yes
- No

Figure 20:
Have international partners, foundations, and investors already used funds to finance restoration and modernization projects in the community since the beginning of the full-scale invasion?

- Yes
- No

19

International support: needs and challenges

Most surveyed communities noted a need for more resources to work with international partners. The most significant difficulties are preparing project documentation and presentations, training staff, filling out applications, and accessing information about available programs.

Communities point to a need for more precise instructions on working with international partners, direct communication, and successful examples of cooperation.
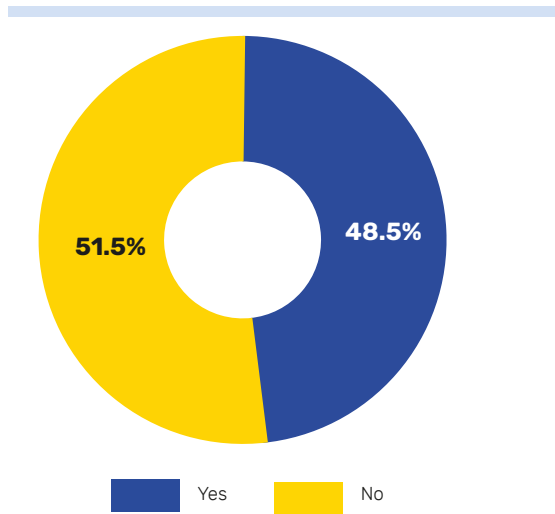
Figure 21:
Does the community have sufficient resources to work with international partners (people, expertise, document templates, information about existing programs and opportunities for cooperation, etc.)
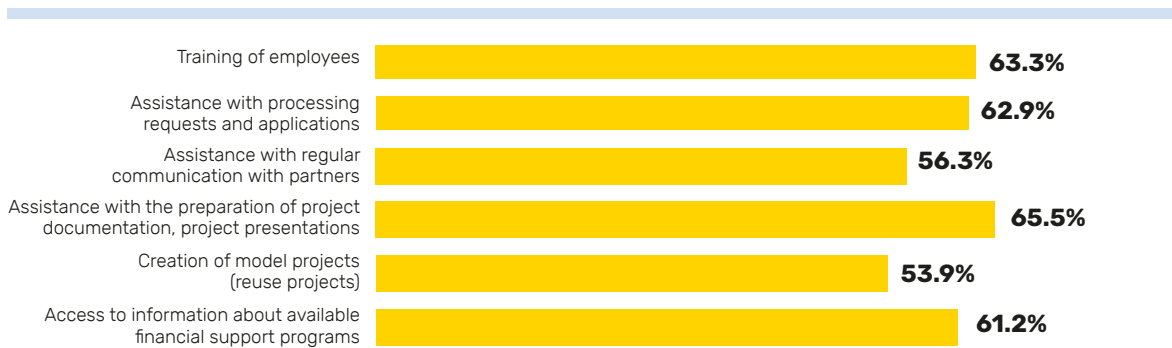
51.5%   48.5%

■ Yes   ■ No

Figure 22:
What kind of assistance do you need in terms of international support?

Training of employees	63.3%
Assistance with processing requests and applications	62.9%
Assistance with regular communication with partners	56.3%
Assistance with the preparation of project documentation, project presentations	65.5%
Creation of model projects (reuse projects)	53.9%
Access to information about available financial support programs	61.2%
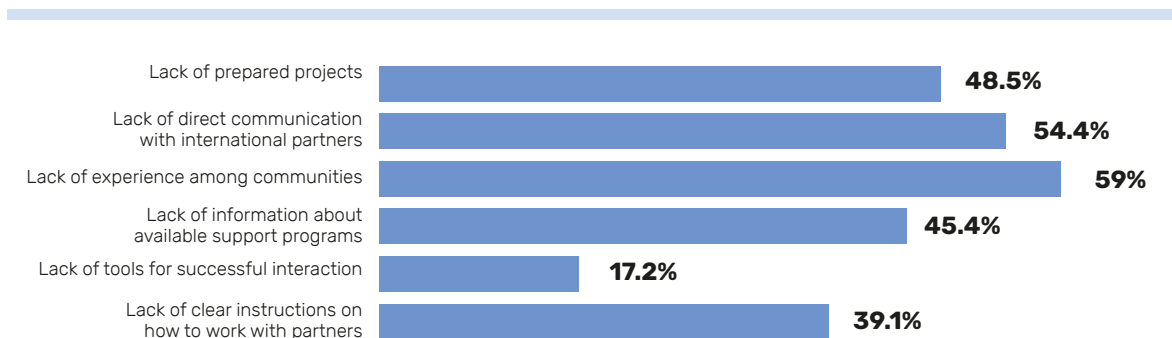
Figure 23:
In your opinion, what are the main obstacles to increasing international support for restoration?

Lack of prepared projects	48.5%
Lack of direct communication with international partners	54.4%
Lack of experience among communities	59%
Lack of information about available support programs	45.4%
Lack of tools for successful interaction	17.2%
Lack of clear instructions on how to work with partners	39.1%

International support: Involvement

When it comes to international support, it's important to note the diverse needs of communities. While nearly all respondents (93.4%) mentioned funding for restoration and modernization projects, more than half of the communities also require assistance in preparing project estimates, and 48.3% expressed a need for staff training. This variety of needs underscores the necessity for tailored support.

International support, as indicated by the responses, is primarily directed towards social projects. More than half of the communities consider it necessary to attract international funds for regional projects, and a third - for housing rehabilitation projects. This highlights the community-driven nature of these projects and the importance of their social impact.

Figure 24:
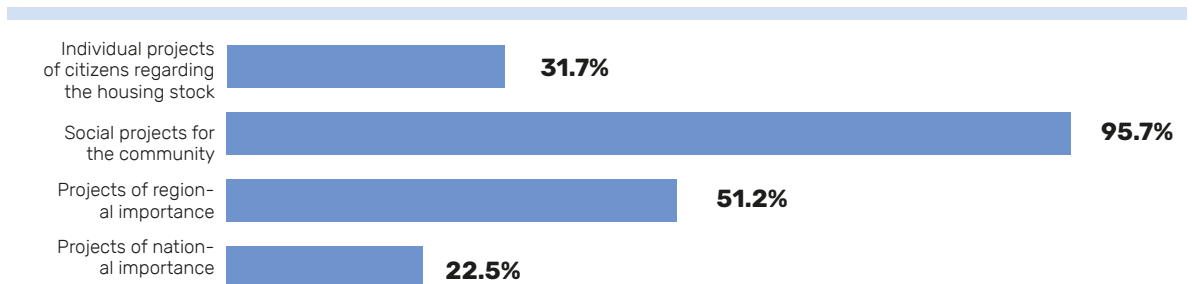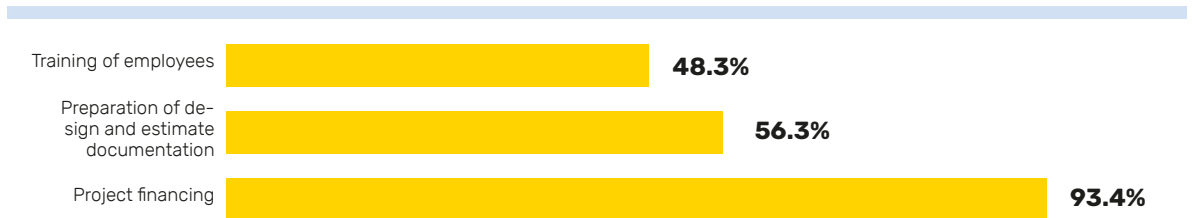**If you are considering attracting international funding, which projects are you thinking of?**

- Individual projects of citizens regarding the housing stock — **31.7%**
- Social projects for the community — **95.7%**
- Projects of regional importance — **51.2%**
- Projects of national importance — **22.5%**

Figure 25:
In which areas of restoration do you need international support the most?

- Training of employees — **48.3%**
- Preparation of design and estimate documentation — **56.3%**
- Project financing — **93.4%**

« The DREAM ecosystem allows us to understand the scale and priorities of restoration in Ukraine. International partners from different countries should understand that the war is not only about damaged critical infrastructure but also about limited access to education. We all need to pay attention to the crisis in the education sector and help resolve it. Moreover, this can now be done using the capabilities of the DREAM ecosystem. And also to ensure that the kindergarten or school will be restored on time. Our successful cases of the restoration of the Lithuanian-Ukrainian Lyceum in Borodyanka and the Ruta kindergarten in Irpin are already in the ecosystem, with the latest being the first fully represented project supported by the partner country in the DREAM".

Arturas Žarnovskis,
Head of the Co-create Future of Ukraine program at the Central Project Management Agency

RESTORATION CASES

Communities attracting international support in restoration projects

Ruta kindergarten

Irpin, the Kyiv region

Ruta Kindergarten in Irpin, Kyiv region, was destroyed by rocket attacks and rebuilt and reopened with the assistance of the government of the Republic of Lithuania.

The kindergarten used to be one of the largest in the community, with about 400 children and 65 employees. In March 2022, it was repeatedly shelled by russians, and a direct hit caused a fire that damaged the roof. Water seeped inside and damaged a significant part of the building. As a result of the repeated shelling, explosions, and fire, the institution was destroyed by 75%.

The Irpin City Council and the Government of Lithuania signed an agreement to finance the restoration of the kindergarten and provide the necessary equipment. The project budget amounted to EUR 4.9 million, which the Lithuanian Fund for Development Cooperation and Humanitarian Aid allocated.

After the renovation, the Ruta kindergarten has a new modern building with an area of over 4,500 m2 and three floors instead of two. The kindergarten will be able to accommodate about 400 children organized into 13 groups. The building has music and sports halls, spaces for additional classes, and a playground. Children with special educational needs will be provided with all the necessary conditions for an appropriate education (ramp, resource room, educational equipment). The shelter in the basement is fully equipped with modern ventilation and warning systems, bathrooms, recreation areas, toys and games.
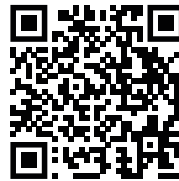
Trostianets City Hospital

The Sumy region

Trostianets Hospital provides care to about 33 thousand residents of several communities. The hospital has nine inpatient departments with 170 beds and employs more than 200 medical staff. People come from neighboring Okhtyrka (17 km), Lebedyn (40 km), and Velyka Pysariv (60 km) districts, as well as other towns and villages in the Sumy, Poltava, and Kharkiv regions, to receive inpatient treatment, surgery, or to visit the maternity ward.

Trostianets was the only town in the Sumy region occupied by russian forces and was heavily damaged. One of the most damaged facilities in the community was the Trostianets City Hospital, which was shelled three times by Russian troops with tanks and artillery. More than 12 hospital departments sustained devastating damage, some of which was critical.

Now, the destroyed medical buildings are being rebuilt.

The total budget of the reconstruction project is $1.3 million.

The Fund for Elimination of the Consequences of Armed Aggression funded the project registered with DREAM.
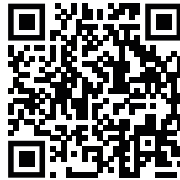
Construction of a shelter in Lyceum №10

Lozova, the Kharkiv region

The border Kharkiv region is one of the most affected by russia's military aggression. While the Lozove, a city of more than 50,000 residents, has not been under occupation since the first days of the full-scale invasion, like most settlements in the region, it has been under constant artillery and rocket fire.

Before the invasion, Lozova Lyceum №10 had about 600 students. The educational institution was equipped with sports infrastructure, etc.

Since the beginning of the war, almost 40% of the community's residents left, but the Lozova community became a refuge for people fleeing from the areas of active hostilities. About 6,000 people came here from the neighboring areas.

Therefore, the total number of children attending the Lyceum has not changed. However, the region's proximity to the war zone did not allow it to return to full-time education in-person.

The construction of a shelter on the Lyceum's territory will provide a safe space for the students and create all the conditions for fulltime in-person education. This will significantly improve the learning environment and make the educational processes more efficient.

The project envisages a newly constructed class A-IV storage facility on the institution's territory. The protective building of civil protection is designed for 550 people, students, and technical staff of the institution; it is operated in two shifts, and the total shelter area is 1660.9 m2. The primary and auxiliary premises are designed in a protective structure.

The construction of a shelter in Lozova Lyceum №10 will be financed under the Ministry of Science and Education subvention, allocated using the DREAM ecosystem.

Water supply restoration project

Vysokopillya, the Kherson region

The Vysokopillia community in the Kherson region was under occupation for 7 months. This region became one of the most affected by russian aggression, with damages to 1,793 s out of 4,429 private house, 13 out of 15 educational institutions, and 18 out of 19 healthcare institutions.

Despite the challenging circumstances, the Vysokopillia community is demonstrating remarkable resilience. Over 4,000 people have returned home.

The destruction of the Kakhovskaya HPP had a profound impact on the water supply in Vysokopillia. The water level in wells and private wells plummeted by

1–1.5 meters, leaving only 35% of the population with a centralized water supply.

The ongoing restoration project financed by UNICEF is a beacon of hope for the Vysokopillia community. It involves restoring a part of the water supply network with a length of 5,400 meters. This will not only ensure the provision of water to 288 households but also enable external fire extinguishing, enhancing the safety of our community.

The area where construction work will be carried out

COMMUNITIES SURVEY REPORT

Implementation of the DREAM system

From its inception, the DREAM ecosystem was designed to be user-friendly, serving as a comprehensive recovery project management tool. DREAM fullfils all the primary requirements by international financial organizations regarding the projects they fund. Simply put, we create a 'single window' for managing restoration and modernization projects, attracting financing, and enabling monitoring and control.

The DREAM ecosystem stands out as a unique project management window, the first of its kind worldwide. It is only possible to create such a platform from scratch if all of the separate components of public administration are sufficiently digitized. Fortunately, Ukraine has shown a massive leap in developing the government's IT services over the past ten years. This progress forms the basis of the development of DREAM. The ecosystem integrates nine state IT systems and services and offers a fully digitized project implementation process, from identifying needs to monitoring construction.

The DREAM ecosystem's development was accelerated by the war, and its impact has been significant. In just a year since the public portal was presented at URC in London, over 4,500 projects from more than 1,000 communities and 23 regional administrations, 5 Ministries, the Agency for Restoration, and its regional services have been registered on DREAM. We have completed all critical stages of project implementation, including the implementation of financial programs, and developed a convenient interface for working with recovery needs.

The ecosystem approach is not just about development. After all, we implement not just an IT tool but also the logic of processes and procedures, user training and support, and a system of interaction between registries, systems, project initiators, donors, civil society, and control bodies.

This new system of relations formed as a result of the large-scale invasion, creates the basis for developing DREAM as a central platform for the transparent and accountable management of restoration and modernization projects. Today, the DREAM ecosystem offers fundamental tools both for communities and central authorities, as well as for international organizations and donors involved in the vital process of Ukraine's restoration.

Viktor Nestulia,
Head of the DREAM Project office,
Open Contracting Partnership

28

DREAM implementation

Figure 26:
Do you know about the DREAM ecosystem and its main goals and objectives, and do you understand its benefits for communities?

- 36.2%
- 51.7%
- 12.1%

Yes, I know and understand it very well

Yes, I am generally familiar with it

No
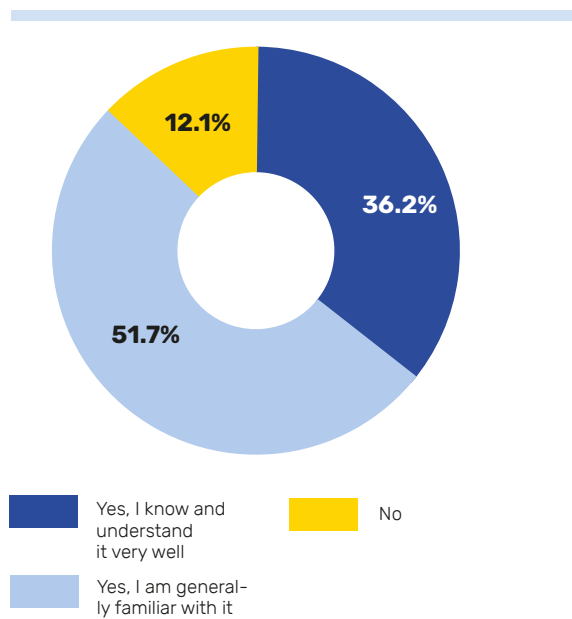
Most surveyed communities know about the DREAM ecosystem, with 36.2% engaged with the platform. Almost 73% of respondents have already been working with DREAM or are in the process of connecting to it.

At the same time, almost 65% consider making the use of DREAM mandatory. This testifies to the effectiveness and quality of the ecosystem's functionality as well as a community effort to provide transparent and accountable restoration.

« The DREAM ecosystem has demonstrated tremendous progress over the past year and has extended its activities to cover two-thirds of communities in Ukraine. With the ongoing hostilities in Ukraine and the increasing scale of loss and destruction, the transparent and accountable restoration process has become more crucial than ever. Based on open data, the system demonstrates that international donors and businesses can have confidence in the restoration process in Ukraine and begin investing in projects. The Open Contracting Partnership has been proud to support the system's development from its early stages and will continue actively supporting its future development.

Gavin Hayman,
Executive Director of the Open Contracting Partnership

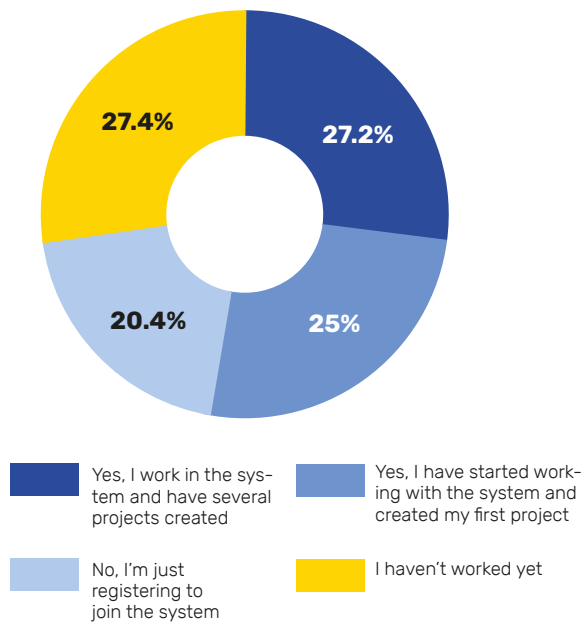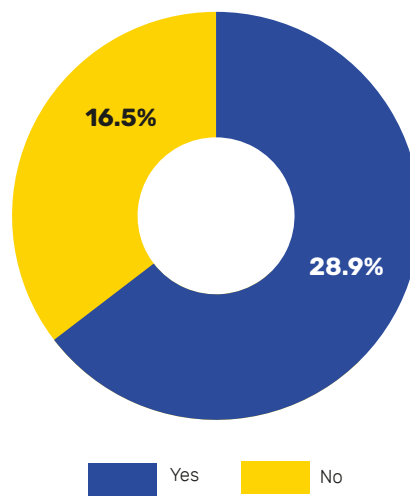**Figure 27:**
Are you already working with the DREAM ecosystem?

- 27.2%
- 25%
- 20.4%
- 27.4%

■ Yes, I work in the system and have several projects created

■ Yes, I have started working with the system and created my first project

■ No, I'm just registering to join the system

■ I haven't worked yet

Figure 28:
Should using DREAM be mandatory?

- 16.5%
- 28.9%

■ Yes ■ No

DREAM feedback

A significant motivation for joining DREAM is the opportunity to receive financial support both internationally (78.9%) and state-wide (67.7%).

Equally important is the chance to draw attention to communities' pressing needs and create their investment portfolio (68.9% and 54.9%, respectively). In addition, the convenience of project management in the system is crucial for respondents(37.9%).

However, the journey to join DREAM has its challenges. The most prevalent challenges reported by communities are the lack of staff (40%) and the necessary skills (34.2%), which hinder their ability to fully leverage the system's benefits.

According to the communities, high-quality technical support (63.3%), the launch of financial programs (48.8%), and regular training (44.2%) will speed up the process of joining the system. One-third of the communities emphasize the need for assistance with the first project in the system.

Recommendation from the State Military Administrations, Ministry for Restoration — **43.9%**
Possibility to receive state funding (from the Liquidation Fund, etc.) — **67.7%**
Chance to receive international funding — **78.9%**
Opportunity to create a community investment portfolio — **54.9%**
Opportunity for project management in the system — **37.9%**
Chance to draw attention to community needs — **68.9%**

Insufficient competence of employees — **34.2%**
Lack of employees — **40%**
Lack of a structural unit — **31.1%**
Lack of time to study the system — **38.3%**
Lack of information about DREAM — **14.3%**
Inadequate number of training events — **25%**
Lack of mandatory use of the ecosystem — **15.3%**

«

Behind the ease of use of the DREAM ecosystem is the implementation team's hard work, which provides 24/7 user support. At each new implementation stage, the DREAM team creates a multi-channel environment for informing, explaining, solving technical issues, and receiving feedback to improve the system. It is a laborious goal — to create a high-quality service for a government product with thousands of users being connected and operating simultaneously. However, the successful testing of the functionality for creating projects (and now also the financial programs) demonstrates how perseverance and a client-oriented approach allow us to implement revolutionary solutions quickly, even during the war. We are happy to support the DREAM ecosystem implementation at different levels and confident that this collaborative effort will significantly affect Ukraine's restoration.

Danylo Molchanov,
Chief of Party, Digital Transformation Activity
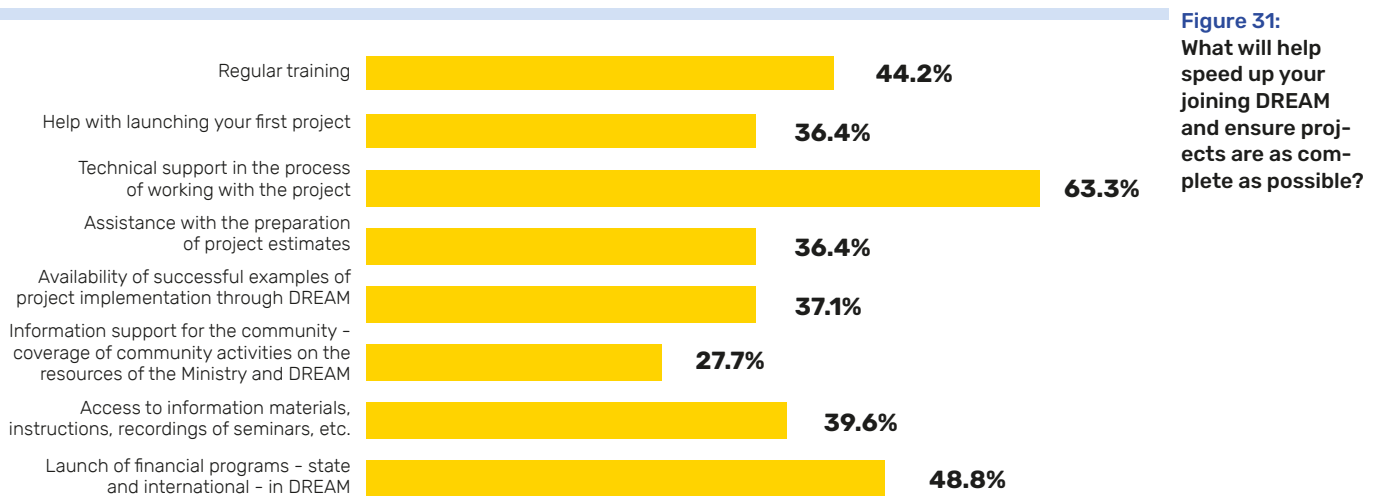
Figure 31:
What will help speed up your joining DREAM and ensure projects are as complete as possible?

Category	Percentage
Regular training	44.2%
Help with launching your first project	36.4%
Technical support in the process of working with the project	63.3%
Assistance with the preparation of project estimates	36.4%
Availability of successful examples of project implementation through DREAM	37.1%
Information support for the community - coverage of community activities on the resources of the Ministry and DREAM	27.7%
Access to information materials, instructions, recordings of seminars, etc.	39.6%
Launch of financial programs - state and international - in DREAM	48.8%

DREAM customers' support: chat-bot

Research, beta-testing & feedback

Over a year, the development team tested and implemented all key functionality of the DREAM ecosystem. Each innovation underwent closed beta testing, feedback collection, and functional refinement. Representatives of the government and international partners participate regularly in determining priority development tasks.

Client support: over 1000 individual chats were created to support the communities and regional administrations

SLA of Implementation: "20 / 60 / 24 / 7":
- up to 20 minutes - answer an operational question in the community chat
- up to 60 minutes - help in solving the issue
- up to 24 hours - correction of a minor defect/bug
- within 7 days - update of functionality

Chatbot:
- over 923 subscribers
- 12,147 messages sent
- 408 emails for the Support Team generated through the Chatbot

Facebook Community
- Over 2000 professional users
- Exchange of experience
- Support 24/7

@DREAM_GOV_UA_bot
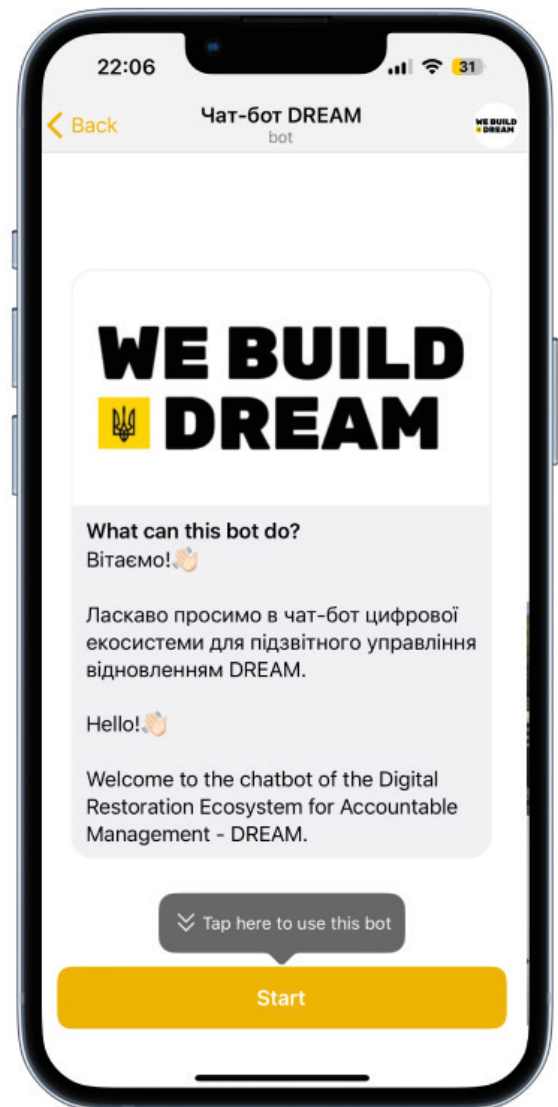
DREAM implementation

DREAM AT A GLANCE

4500 projects	**23** regional administrations
+1000 communities	**5** Ministries & Agency for Restoration

Figure 32:
How satisfied are you with your current experience with the DREAM ecosystem?

- 12.9%
- 64.8%
- 18.4%
- 3.9%

Legend:
- Completely satisfied
- Rather satisfied
- Rather dissatisfied
- Not satisfied

Figure 33:
Would you recommend that your colleagues from other communities start using DREAM?

- 41%
- 48.3%
- 8.5%
- 2.2%

Legend:
- Yes
- More likely yes
- More likely no
- No
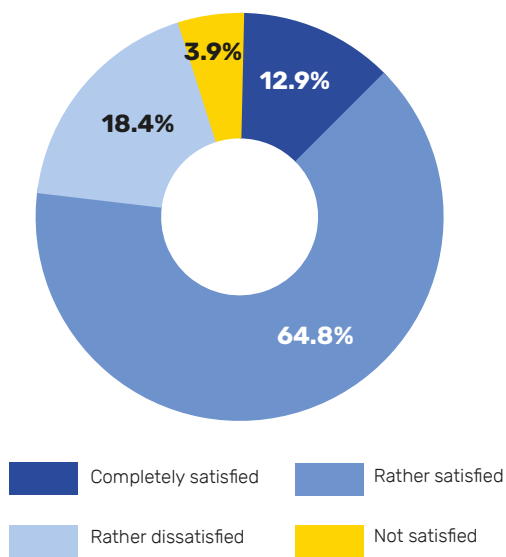
77.7% of the surveyed communities are satisfied with their current experience with the DREAM ecosystem.
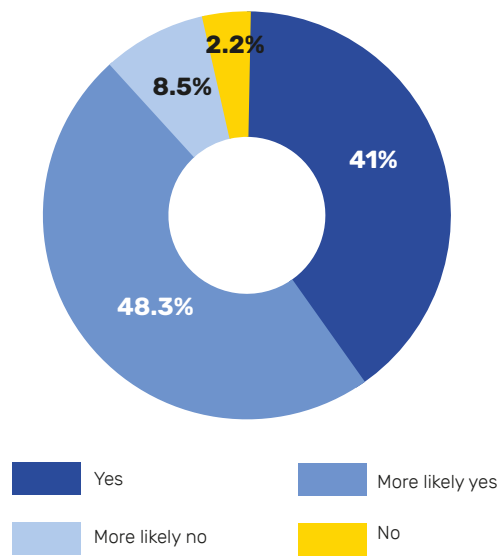
More than half of them assess the implementation team's work as "high-quality and professional." 82% believe that the DREAM team provides all the nec-

essary information and materials to resolve system functioning issues.

Almost 90% of respondents would recommend colleagues from other communities to start using DREAM.

« The strategic use of the DREAM ecosystem provided funding for a major renovation of one of the community's high school shelters and paved the way for another shelter project. The new approach will benefit students, pupils, as well as community residents, demonstrating the direct and tangible benefits of using the DREAM ecosystem to implement our projects not only in the education sector but also in health care, social protection, and communication.

Yulia Ostapovych, Head of the Department of Education and Humanitarian Development of Muzykivka Village Council

Figure 34:
How do you assess the competence of the DREAM team?

Not competent ———————— Qualitatively and professionally
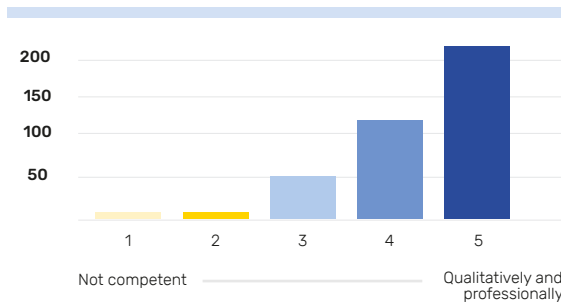
RESTORATION OF COMMUNITIES

Next steps. Development, Training, Regulation, Financial Programs & Investment

Next Steps.
Investors Profile

The contributors to Ukraine's restoration, a powerful testament to global unity, are showcased on the public portal dream.gov.ua. Each organization's profile features a comprehensive description, contact information, and a list of their supported projects.

The DREAM ecosystem offers a comprehensive platform for creating profiles of relevant IFIs or international technical assistance (ITA) projects. This includes all the necessary data for effective management. The system's project structure management tools enable users to modify components and subprojects, oversee project parties, and manage budget and funding allocation. Crucially, the system establishes a vital link between the IFI project as a financing instrument and the restoration project implemented by the final beneficiary with international funds. This integration significantly enhances the efficiency and transparency of fund utilization.

THE FIRST CONTRIBUTORS IN DREAM INCLUDE

Governments:

- the Republic of Lithuania. Four financed projects in the Education and Social protection sectors in the Kyiv region with a total budget of USD 15,3 mln

- the Republic of Estonia. Two projects in the Education and Social protection sectors in the Zhytomyr and Kyiv regions with a total budget of USD 2,5 mln

- Kingdom of Danmark - 14 projects with a total budget of USD 72.4 mln

- Federal Republic of Germany - 8 projects with a total budget of USD 349.7 mln

- Swiss Confederation - 30 projects with a total budget of USD 386.7 mln

International financial institutions:

- European investment bank. 123 projects in 7 sectors of the economy with a total budget of USD 217,9 mln

Charity foundations:

- The Howard G. Buffett Foundation. Projects in Social infrastructure in the Kyiv and Kharkiv regions

- UNICEF. A project in the Sanitation and Waste management sector in the Kherson region

« UNICEF is the first international organization to select a project for funding directly through the DREAM ecosystem. We were pleased to be the first to use this functionality and fund the water supply network repair project in the Kherson region. The DREAM system has a great advantage, as it allows us to track how funds are spent. This aligns with our values of accountability and transparency, and we encourage others to follow our example.

Munir Mammadzade,
UNICEF Representative
to Ukraine

Next Steps.
Multi-agency Donor Coordination Platform.
Coordination of international support

MDCP (Multi-agency Donor Coordination Platform for Ukraine) is a collaboration between the Ukrainian Government, international financial institutions (IFIs), and major governments to identify the needs of the Ukrainian economy and coordinate international support.

Beta functionality developed in DREAM to support MDCP data coordination needs fully covers the current monitoring process, including structured data collection, respective access, data governance, fast and easy reporting, and availability of relevant and up-to-date reports for monitoring needs.

DREAM architecture covers four main concepts of the MDCP business process:

- Aggregated need represents the financial request to be covered to provide the expected outcome and benefit.

- A recovery project is a specific technical solution that satisfies the need after completion.

- Funding source is a national or international program that provides funding required to complete the project/need.

A donor is an organization that owns/operates funds in a specific funding source.
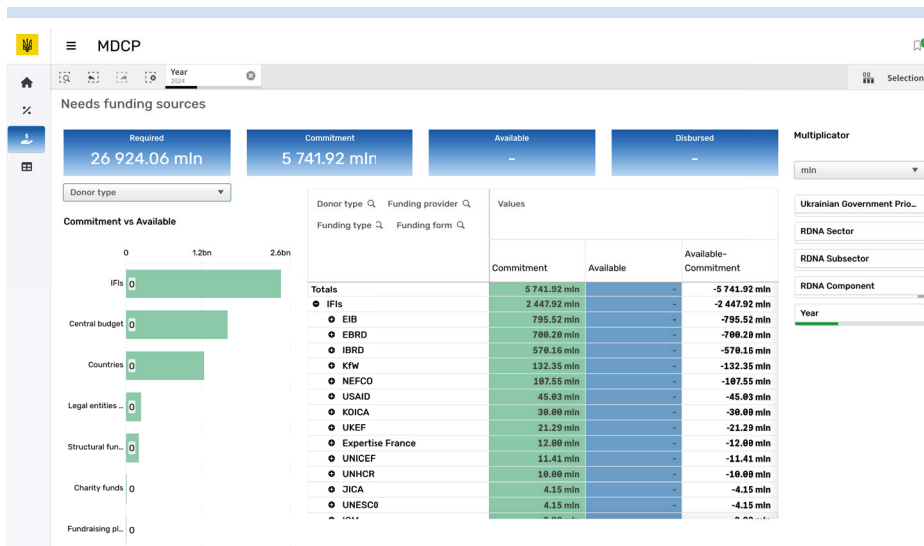
Figure 35:
Prototypes of functionality for MDCP
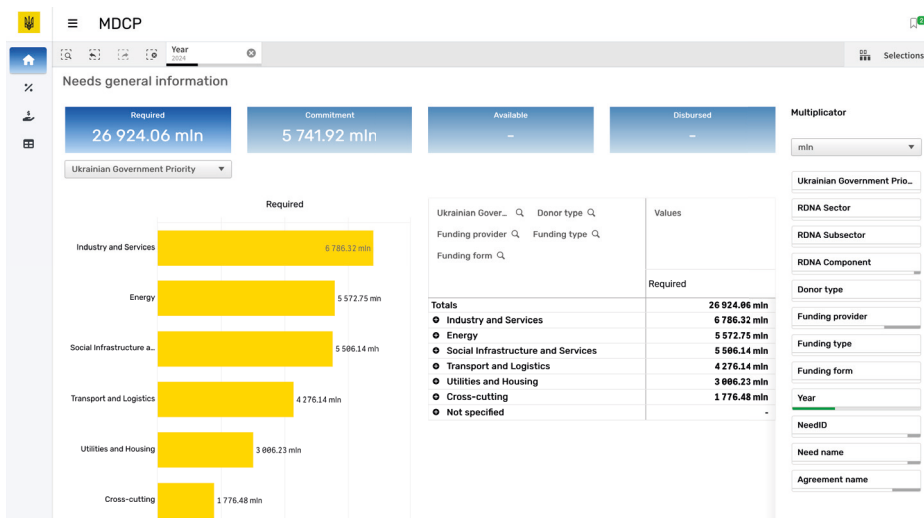
Next Steps.
Financial Programs

The DREAM ecosystem allows you to create a structured restoration project in a machine-readable format and submit an application for participation in the financial program. Applications are collected and evaluated digitally.

The Ministry of Education and Science became the first to cooperate under the financial program with DREAM. This collaboration marks a crucial milestone in public funds' transparent and efficient distribution. Under this program, MOES has allocated subventions to establish shelters in educational institutions, selecting 50 projects from 8 regions of Ukraine that were previously added to DREAM.

These are shelters in the Kharkiv, Dnipro, Zaporizhzhia, Chernihiv, Mykolaiv, Kherson, Odesa and Sumy regions. In addition, 4 projects in Cherkasy, Mykolaiv, Khmelnytskyi, and Chernihiv regions will receive funding to complete construction started in 2023. The total cost of these projects is USD 52 million.

« As part of the large comprehensive School Offline policy, the Ministry of Education and Science of Ukraine has set a goal of returning at least 300,000 pupils to full-time education by the end of the year. One of the elements of this large comprehensive policy is the arrangement of shelters. The DREAM plays a key role in this process because applications are submitted through the digital ecosystem. We are pleased to be the first ministry to test the functionality of financial programs in DREAM.

Yevhen Kudriavets,
First Deputy Minister of Education and Science of Ukraine

The Cabinet of Ministers of Ukraine also introduced a procedure for granting UAH 1.5 billion subvention that focuses on purchasing equipment and creating and modernizing canteens in general secondary education institutions. MOES will select projects using the DREAM system.

Under the procedure, communities are encouraged to submit their projects through the DREAM ecosystem to receive the subvention. DREAM plays a crucial role in this process, aiding in project prioritization and forming lists by region for each type of technological catering model.

The list of 220 projects applied for funding through DREAM will be reviewed and verified by a commission established by the Ministry of Education and Science, which ultimately decides the final list of projects to be funded by the subvention.

« A safe educational environment is a key condition for face-to-face learning. Distance learning lowers the level of soft skills and deprives students of sociali-sation. Under such conditions, an entire generation may not acquire the skills and knowledge needed in adulthood. That is why it is so important to take care of safety in educational institutions and ensure the resumption of in-person education wherever possible.

Andriy Stashkiv,
Deputy Minister of Education
and Science of Ukraine

These capabilities underscore DREAM's potential to streamline further and enhance project management. Cooperation with MOES under the financial program testifies using DREAM ensures faster, more transparent, and more efficient allocation of funds for both state and Ukraine's international partners.

Figure 36:
Page of the project selected for school shelter subversion

Next Steps.
Regional Training and DREAM Academy

DREAM ACADEMY is a user competence center

The DREAM Project office has created a user support and training center for working with the ecosystem and restoration. The Academy team has developed all the basic instructions for working with the system and has already conducted hundreds of training events and presentations, and this is just the beginning. The next step of DREAM Academy will be the organization of 'training for trainers' and the launch of an LMS system, taking user training to a new level.

Key areas of DREAM Academy work

- Product development

- Community development, creating a space for experience exchange and support

- Scaling expertise

- Organizing and conducting training events

- Development of educational content

- Professionalization

A series of presentations on the DREAM ecosystem was held in Chernihiv, Mykolaiv, and Kharkiv at the initiative of the Ministry for Restoration and the DREAM Project Office.

The regional events aimed to engage representatives of local communities and regional military administrations in working with the ecosystem, present the benefits of DREAM for implementing regional restoration and modernization projects, and change perceptions of the opportunities for cooperation with international donors and attracting investment for community needs.

«

Creating an effective solution goes far beyond the scope of IT development since even the most developed tool should be convenient and understandable for the user. That is why so much effort is directed at presenting the DREAM ecosystem to its key users—communities, regional administrations' representatives, and international partners—as well as conducting numerous trainings across the country, both offline and online.

GIZ Ukraine is happy to assist the DREAM Project office by helping in conducting Regional presentations of ecosystems' functionality in Mykolaiv and Chernihiv and supporting PO implementation managers in different regions of Ukraine who aid restoration projects' initiators in working with DREAM.

Maryna Lytvynchuk,
Project advisor, Strengthening of Urban Resilience in the Areas of Supply Infrastructure and Housing in Ukraine

Next Steps.
Public Monitoring

Integrating the DREAM system with state nine registers, systems, and services is a significant milestone. This comprehensive integration allows for end-to-end data monitoring of restoration and modernization projects. It ensures that data is collected and monitored from all systems at each stage of project implementation, providing stakeholders with a reliable and verified source of information. The data is readily available in the project card on the ecosystem's website.

The Business Intelligence Module integrated with DREAM is not just a powerful tool, but it's also open and freely available to everyone. It shows the total number of projects by region, district, and community, the planned budget, the confirmed funding, and more in dashboards, which is convenient for analytical research. Importantly, this module is open to all users, ensuring everyone, including you, can access crucial project data.

With the DREAM system, you can customize the filter system. This allows you to create your list of projects to study, tailored to your specific needs and interests. A single identification code allows integration of all the data into DREAM at all stages of project implementation. A general description of each selected project can be viewed on the public portal by clicking on the corresponding link in the module.

A public interface for retrieving data (Application Programming Interface) provides access to all the data available in the system.

The monitoring tools are constantly being improved. Among the latest updates – the integration of the DREAM with the e-procurement system Prozorro, which allows the analysis of tenders, payments, and the status of contract execution. The first solutions using open system data have already appeared, including The Big Recovery Portal monitoring platform, and recently launched the Clarity Hromada service.

Considering the daily increase of projects in the system, as well as regular presentations and training for civil society organizations throughout Ukraine, we expect an increase in the number of analytical materials and studies, as well as the development of new analytical products based on the DREAM open data.

Andrii Borovyk,
Executive Director,
Transparency
International Ukraine

The civil society's main task in the restoration process is to help the state bodies plan, implement, and control the execution. We have a common goal and must work together to achieve it. That is why we are involved at all stages: we have developed the restoration concept, we help to develop the legislative framework, we have promoted the creation of a single electronic reconstruction management system, which was embodied in DREAM, we monitor individual projects and related procurements, and we have developed a methodology for such monitoring that other public organizations can use.

Next Steps.
Regulation

DREAM is included in the **Public Investment Management System (PIMA)** Reform Roadmap draft approved by the Cabinet of Ministers of Ukraine as a public investment projects pipeline.

In particular, DREAM will cover the following data on public investment projects:

- results of the evaluation

- approved list of prioritized projects

- monitoring & reports on implementation

- completion reports available for analysis

DREAM is not just a data repository, but also a provider of essential technical tools that streamline project preparation and evaluation, enhancing efficiency and effectiveness in project management.

DREAM in the Ukraine Facility Implementation Plan

The Government of Ukraine approved the Ukraine Facility Implementation Plan, which covers 15 areas and envisages allocating EUR 50 billion to Ukraine for four years.

The Investment and Recovery Architecture block explicitly addresses the DREAM ecosystem's role in recovery planning, transparency and accountability, civil society participation, stakeholder engagement, enhancing capacity to use funds, and interaction with donors, financial institutions, and existing co-ordination structures.

The use and development of DREAM should bring Ukraine closer to implementing the Plan and help attract such important funds for the state.

Legal framework

DREAM is being implemented as a pilot project by the Resolution of the Cabinet of Ministers of Ukraine as of 15.11.2022, No. 1286

On the implementation of the pilot project on the creation, implementation, and ensuring the functioning of the Unified Digital integrated information and analytical system for managing the process of reconstruction of real estate objects, construction, and infrastructure

In addition, the system can be used by a Decree of The Ministry for Communities, Territories and Infrastructure Development of Ukraine on 23 January 2024 № 65

Regulation on the Unified Digital Integrated Information and Analytical System for the Management of the Process of Reconstruction of Real Estate, Construction and Infrastructures (DREAM)

Sustainability and Inclusiveness

Sustainable development is one of the key principles of Ukraine's restoration, guided by the "build back better" principle. This principle aims to increase the resilience of the country and its communities and keep Ukraine on track to join the European Union.

Developing sustainable and future-oriented restoration projects will help modernize and green Ukraine's economy while considering financial, social, and environmental impacts.

Integrating the most relevant aspects of sustainable development for Ukraine into the DREAM ecosystem will facilitate the creation of more sustainable projects.

Principles of sustainable restoration:
*   Eco-friendly approach
*   Energy efficiency
*   Inclusiveness

Tools for sustainable restoration:
*   Best practices
*   Relevant solutions
*   Training and experience exchange

The New European Bauhaus (NEB) is an environmental, economic, and cultural program launched by the European Commission in 2020. NEB provides a framework for restoration and development aligned with EU policies that link sustainable development, social inclusion, and cultural challenges. The aesthetics and inclusivity components will also be used to evaluate DREAM projects at a later stage.

"DREAM" works on the "everyone sees everything" principle and allows you to monitor every stage of implementation of restoration projects - from the amount of funds involved and tenders to the commissioning. Relatively speaking, every British or American can see which objects their countries finance and what the funds are spent on. The data is presented in graphs, tables, and diagrams; you can view information by communities or regions. Moreover, internationals themselves can choose projects for financing and monitor their implementation. This is important for empowering communities and their engagement in restoration processes. Since the Western countries constantly emphasize the principles of transparency and accountability while using funds allocated for restoration, the digital system can significantly strengthen Ukraine.

Martyna Boguslavets,
Head of Board, RISE
Ukraine Coalition

DREAM PARTNERS

MINISTRY FOR RESTORATION
Communities, Territories and Infrastructure Development of Ukraine

Agency for Restoration

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FROM THE AMERICAN PEOPLE

UK International Development
Partnership | Progress | Prosperity

EURASIA FOUNDATION

german cooperation
DEUTSCHE ZUSAMMENARBEIT

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