NEB LAB "ACTIONS FOR UKRAINE"
WEBINAR COURSE "Capacity Building for Reconstruction

EXPERT REVIEW AND RECOMMENDATIONS

By **Rūta Leitanaitė**
Architects Council of Europe

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New European Bauhaus
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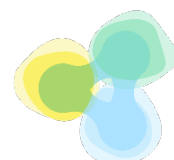
RESUME: CHALLENGES, NEEDS AND RECOMMENDATIONS

	Challenges and needs	**Recommendations**
1.	As the local municipalities have deep problems with low human resources and need of skills upgrade, **capacity building** is on high demand. More **training** (deeper, more specific & focused) is needed;	To continue providing capacity building, aiming for more specific (non-generic), focused and deeper knowledge.
2.	Vast majority of hromadas lack experience and knowledge of project management.	A very useful and efficient way of collaboration and help would be **piloting** (taking few projects/hromadas & helping them)
3.	Experience and level of competence in different municipalities is different. Only few of them have sufficient competence to start and run a project.	While it would be easier to work with experienced municipalities, the need and potential of non-experienced municipalities is to be prioritized. Therefore, there could be 2 types of strands of actions: 1. Directed to advanced (in terms of the experience in working with international projects) municipalities 2. Directed to non-experienced municipalities, taking into account geographical, social, cultural balance (when selecting municipalities)
4.	When developing further strategies of capacity building, one should bear in mind that there is a gap between the current level of understanding of the topic and what can be provided by experts.	This requires some additional 'filling' with someone interested in the topic, but has less ambitions/complexity to solve the lack of basic understanding of the underlying concepts.
5.	So far, the needs' emphasis is on the tools and skills, so there's a risk to overlook the quality of the content.	**Quality** and correspondence to NEB values – beauty, inclusiveness, sustainability - of the projects should be one of the priorities and advocated from the very beginning of the project.
6.	Although NEB is very well perceived and desired by the high-level decision makers, on the ground it is not very visible yet.	NEB should be more present in Ukraine not only on paper or virtual format. A NEBish object/installation/public space in Kyiv (combining circularity, inclusivity & aesthetics) – involving local stakeholders could be an efficient promotion tool; also, collaboration with Ukrainian NGOs and other professional organizations that follow NEB values in different projects and initiatives.
7.	Some of the relevant challenges that Ukrainian municipalities face, are related to the incapacity in Ukrainian policies and (e.g., affordable housing, participatory process, etc.).	NEB can be considered as a tool to advocate for improvement of the Ukrainian legislation on rebuilding the country.
8.	International financial aid requires a detailed, high-level preparation, therefore is not accessible for many Ukrainian municipalities. They need help in getting competence in this field.	Recommendation: NEB could use its interdisciplinary nature for connecting experts in need with Ukrainian municipalities.

General recommendation: Any collaboration or activity requires knowledge on Ukrainian context and reality. Therefore, a quality project can be created only via **equal collaboration** of international and Ukrainian experts, communities, and local authorities.

<mark>GENERAL OVERVIEW: AIM, STRUCTURE, TOPICS</mark>

All the material can be found on the EU Academy platform under the title "Introduction to Capacity Building for Reconstruction":
https://academy.europa.eu/courses/introduction-to-capacity-building-for-reconstruction/view/

On 16th March 2023, the European Commission launched the New European Bauhaus capacity-building programme for the reconstruction of Ukraine in partnership with Ukrainian organisations.

The capacity-building initiative aimed to provide both inspiration and practical help for municipalities involved in the reconstructionand rebuilding of Ukraine.
President Ursula von der Leyen said: "*We will reconstruct Ukraine. We have to and we will do that. The reconstruction, owned by Ukraine, should be done in the spirit of the New European Bauhaus. There are urban planners, architects, engineers fully on board and the NEB concept will inspire them. Our vision is to turn the destruction of war into opportunities to build a beautiful and healthy future for Ukraine.*"

Aim: The capacity-building set of introductory modules offered both **inspiration** and **practical help** for different stakeholders within municipalities involved in the reconstruction and rebuilding of Ukraine **based on the values of the European Green Deal and the New European Bauhaus**.

Organizers: The programme was organised by and Ukrainian partners – Ro3kvit, ReThink, Covenant of Mayors East, and the Architects' Council of Europe. The webinars were curated by Ro3kvit experts.

Structure: A series of 3 modules, addressing the needs of Ukrainian municipalities (or Hromadas). The first webinar set the political frame of the capacity building and presented the three other modules, which addressed different aspects of reconstruction:
- **Module 1** introduced possible models of cooperation between different actors in Hromadas' reconstruction and ways to ensure the inclusiveness of the process. In particular, it explored best practices for resources assessment and distribution, participatory tools, and funding possibilities;
- **Module 2** highlighted opportunities for sustainable and inclusive reconstruction in Ukraine. It presented ways to include the principles of circularity in the post-war development strategy, exploring solutions for smart distributed grids, autonomous energy, or chemical/physical recovery of materials.
- **Module 3** examined the problem of housing inaccessibility and the general condition of housing provision in Ukraine. It explored different models of housing and the possible roles of municipalities in housing management, as well as the relationship between housing and other sectors such as social security or urban planning.

Background

The New European Bauhaus (NEB) is an environmental, economic, and cultural project launched by President von der Leyen in her 2020 State of the Union. The NEB puts the focus on community building and bottom-up approaches to implement the European Green Deal by promoting beautiful, sustainable, and inclusive places, products, and services.

Only two years after its launch, the NEB has grown into a movement with an active and growing community of more than 1000 members from a wide variety of sectors (e.g., education, construction, fashion) operating across all EU Member States and beyond. Since the start of the Russian war of aggression against Ukraine, the NEB community has shown readiness to support Ukrainians; always with the approach to combine, as much as possible, emergency actions with longer-term needs in the country.
All NEB actions in Ukraine are closely coordinated with the Ukraine taskforce, the Directorate-General in charge of European Neighbourhood Policy and Enlargement Negotiations (NEAR), the EU Delegation to Ukraine and the Covenant of Mayors East. The NEB also works very closely with several Ukrainian partners like the NGOs Ro3kvit, ReThink and the Architects' Council of Europe.

Structure of Modules 1-2-3:

- 4 mixed format (lectures + case studies + practical tasks) webinars – 1,5 hours per each
- 4 sets of self-studies material and recommendations on webinar topics – min. 1 hour per each
- 4 tasks followed each other and related to the field of work, which participants had to try to implement during daily work – min. 1 hours per each
- 1 summary session: Q&A and practical feedback following the tasks results

Credits: 0,5 ECTS for each Module. Certificate issued on the basis of work and the results of the summary session

Overview of the webinars:
- 3 thematic modules, that included webinars, self-study materials, obligatory tests and additional project tasks
- 3 curators and 30 involved speakers from Ukraine and Europe
- 560 unique applicants for Modules 1/ 2/ 3
- 65 hromadas/regions teams from all Ukrainian regions have participated:
    - 31 teams in Module 1
    - 13 teams in Module 2
    - 21 teams in Module 3
- 150 most active participants received completed all obligatory tasks and received Certificates
- 30 teams in all Modules have done project non-obligatory tasks and presented that in summary sessions

MODULES

Module 0: **Strategic overview of the Capacity Building for the postwar spatial planning development**

The module of two hours set the framing of the capacity building with high-level speakers and gave an overview of the upcoming three modules. The main aim of the Module was to show what strategic approaches to reconstruction are and how they could be integrated into municipalities' work – especially in spatial planning and development in the post-war situation. Questions addressed: Why is this something to care about now? Why we cannot rely on "readymade" decisions and must adapt existing experience? How the NEB values of sustainability, inclusiveness and aesthetics can guide and help a successful reconstruction in Ukraine?
Timeline - March 16, 2023
Format - Conference type with the list of experts and presenters (both EU and Ukrainians) with audience engagement (interactive tasks)
Module materials: https://academy.europa.eu/courses/module-0-introduction/view/?lang=en

Module 1: **Getting organised for reconstruction**

Module curator: Diana Sidko / Ro3kvit
Module coordinator: Margo Didichenko / Ro3kvit

The aim of the module was to introduce the best practices and cases of organising processes in Europe to the Ukranian hromadas. The examples and discussions were aimed to showcase, how, in the times of uncertainty, hromadas could organize an efficient and relevant project implementation, apply basic project management methods, principles of team's motivation and management, approaches for fundraising, stakeholders and partners involvement and participatory practices.
The scope of the Module was addressing the reconstruction challenge, while analysing the ways it could be done efficiently and sustainably. Understanding basic tools and skills needed to plan recovery and reconstruction, how to work on this skills and develop them is needed. The international community offers various proposals to support different scale projects for Ukrainian Hromadas. The local managers have to process the required project management skills to be competitive in cooperation with these institutions for the implementation of their own projects.

Structure and topics of the Module 1:
Session 1: Leadership, teamwork and motivation to well organise work from inside (leadership in municipal projects: what does it mean; Initiatives and role of Hromada in reconstruction; Getting the relevant team together and how it is fit to the municipality structures; Teamwork and shared responsibility; How to motivate the team in uncertain conditions?; Showcases on UA experience)

Session 2: Project's workflow (Strategy-Concept - planning – implementation – evaluation – results and impact assessment; How to measure quality indicators and impact; Case studies on EU/UA experience)

Session 3: Stakeholders and participation. (Understanding of clear poll of stakeholders; Internal and external stakeholders; How to ensure engagement of stakeholders (stakeholders engagement plan); Participatory processes in the context of rebuilding; How to organise a clear working process for all involved; Case studies on EU/UA experience)

Session 4: Financial opportunities. (Necessary preparation and conditions to apply for funding; Inner opportunities for cooperation; Fundraising opportunities and different financial instruments: grants and loans; Work with external partners: responsibilities and expectations; Discussion between funding organisations and participants on how to ensure the expected performance of the project in war time)

Timeline: April 06 – April 27, 2023 + May 10 (summary session); Synchronous meetings once a week;
Open course after 1st June 2023

Module materials: https://academy.europa.eu/courses/module-1-getting-organised-for-reconstruction

Module 2: Circularity and Energy Efficiency

Module curator: Roman Puchko / ReThink
Module coordinator: Margo Didichenko / Ro3kvit

This module aimed to link the Ukrainian reconstruction to the European Green Deal and the environmental/climate acquis of the Union and give an introduction to energy independency, circularity and the use of natural resources. This module aimed to help find long-term and sustainable solutions for urgent energy and rebuilding needs.

Timeline: May 01 – May 26, 2023 + June 7-9 (summary session)

Structure and topics of the Module 2:

Session 1: Circular Housing – autonomous, decentralized, sustainable (A look at the housing/built environment as a system that has its inputs and outputs, which have to be optimized or looped (covering 'why' and 'how' - circular design). Emphasis on distributed grid, decentralized or autonomous energy & heating systems, localization of other resources & materials supplies, optimization of outflows (waste, wastewater, etc.).

Session 2: Circular demolition & war waste management (a look at potential for recovering maximum value from war debris and future demolition waste)

Session 3: Technologies & design for circular living (A look at the most efficient & effective technical circular solutions – in smart distributed grids, autonomous energy, chemical/physical recovery of materials and circular design applications)

Session 4: Implementing circularity: challenges & takeaways (A look at practical cases of implementing circular strategies to managing war debris and rebuilding in a circular way that already take place in Ukraine today. A specific discussion on lessons learned and takeaways – what went well, what failed, what were the reasons and how to improve the cooperation between private sector, local authorities & central government. Which regulations would be good to change or what to take into account in other communities/cities)

Module Materials: https://academy.europa.eu/courses/module-2-circularity-and-energy-efficiency

<mark>Module 3</mark>: Housing Redevelopment and Maintenance

Module curator: Oleksandr Anisimov / Ro3kvit, New Housing Policy
Module coordinator: Margo Didichenko / Ro3kvit

This module aimed to raise the issue of the municipalities' role in housing, to equip municipal managers with the necessary understanding and tools of how to develop and manage housing sustainably and equitably for emergency needs and long-term for the overall quality of life in the city.

Timeline: May 29 – June 23, 2023 + June 27 (summary session)

Structure and topics of the Module 3:

Session 1: What does housing mean? What is the role of municipality?
Session 2: Conditions of Housing in Ukraine, challenges and ways forward
Session 3: Housing finance and municipal housing companies (focus on redevelopment)
Session 4: Workshop Re(developing) social housing in Hromada

Module Materials: https://academy.europa.eu/courses/module-3-housing-redevelopment-and-maintenance

<mark>STATISTICS</mark>

Application and selection of participants

There were 530 unique applicants for Modules 1-3 from all Ukrainian regions and abroad.

The application process included a short questionnaire on the EU Academy platform: Name/surname, Email address, Municipality/Hromada, Organisation or working department, Role/position, Team.
Application submissions were personal, each team member had to register on the platform and apply separately, but the organizers were interested in teams. Applicants could decide to apply for all the Modules or only for specific ones. Participants for each Module were selected separately.

Selection criteria:
- the application received from a **team** made of representatives of a local government bodies at the community or "oblast level" (individual participation was not prohibited, but was approved only if there were "free seats" on the Module; not all the Modules had this possibility);
- comprehensive information submitted: the field of activity of the team members; correspondence of their profiles to the priority areas and roles for a Module declared by the organizers (the priorities were described in the program of the each Module).

Prioritization of applications also took into account:
- multifunctionality of a team, which can ensure more effective cross-sectoral work in reconstruction projects (including the logic of what departments/units are relevant);

- presence of representative(s) of municipalities at the management level (heads of structural divisions and higher positions) in the team;
- previous experience in the implementation of development projects in the community and participating in other support projects related to reconstruction issues (priority was given to <u>less</u> experienced teams);
- balance of represented communities by types, size and geography;
- For Modules 2 and 3 - successful participation in previous Modules 0 and 1.

Participants were selected by: NEB team, Ro3kvit team, Modules' curators, Covenant of Mayors East Ukrainian team.

Participants and their activity in the webinars

The table below provides an overview of the municipalities participating in the respective Modules.

Size (in thousands) - Population xs <9 s 10-49 m 50-149 l 150-500 xl >500

Type of Hromada (data until June 30th 2023):
- non occupied not much physically affected (NN)
- non occupied but affected (NA)
- deoccupied (D)
- occupied until now (O)
- frontline (FL)

No.	Name of Oblast, city/town	Size (population)	Type of Hromada:	Module 1	Module 2	Module 3
1.	Cherkasy, Smila	M	NN	+		
2.	Cherkasy, Region			+	+	+
3.	Cherkasy, Cherkasy	L	NN			
4.	Cherkasy, Uman	M	NN			+
5.	Chernihiv, Ponornytsya	XS	NA		+	
6.	Chernihiv, Mykhailo-Ktsyubyns'ke	S	D		+	
7.	Chernihiv Region					
8.	Chernivtsi, Khotyn	S	NN	+		
9.	Dnipropetrovsk, Dnipro	XL	NA	+		
10	Dnipropetrovsk, Kryvyi Rih	XL	NA		+	+
11	Donetsk, Mariupol	XL	O	+	+	+
12	Donetsk, Svyatohirs'k	S	D	+	+	+
13	Donetsk, Ocheretyne	S	NA	+		+
14	Donetsk, Sartana	S	O		+	+
15	Donetsk, Volnovakha	M	O			+
16	Donetsk, Region			+	+	+
17	Ivano-Frankivsk, Kalush	M	NN	+	+	+
18	Ivano-Frankivsk, Horodenka	S	NN	+		
19	Ivano-Frankivsk, Ivano-Frankivsk	L	NN			
20	Kharkiv, Chuhuiv	S	NA	+	+	+
21	Kharkiv, Donets	N	NA		+	
22	Kharkiv, Merefa	S	NA	+	+	+
23	Kharkiv, Pervomaiskyi	S	NA	+	+	+
24	Kharkiv, Kehychivka	S	NN	+		
25	Kharkiv, Derhachi	S	NA			+
26	Kherson, Regional			+		
27	Kherson, Hola Prystan'	S	O		+	
28	Kherson, Hornostaivka	S	O		+	

29	Kherson, Novomykolaivka	XS	D		+	
30	Khmelnytskyi, Khmelnytskyi	L	NN		+	
31	Khmelnytskyi, Shepetivka	S	NN		+	
32	Khmelnytskyi, Dunaivtsi	S	NN		+	
33	Kirovohrad, Svitlovodsk	M	NN	+		
34	Kirovohrad Region				+	+
35	Kyiv, Fastiv	M	NN	+		
36	Kyiv, Brovary	M	NN	+	+	+
37	Kyiv, Makariv	S	D	+	+	+
38	Kyiv, Slavutych	S	D		+	+
39	Kyiv, Vasylkiv	S	NN	+	+	+
40	Luhansk, Region					+
41	Lviv, Pustomyty	S	NN	+	+	+
42	Mykolaiv, Mykolaiv	L	NA	+	+	+
43	Mykolaiv, Snihurivka	S	D	+	+	+
44	Mykolaiv, Voznesens'k	S	NA		+	
45	Odesa, Artsyz'k	S	NN	+	+	+
46	Odesa, Bilhorod-Dnistrovs'kyi	S	NN			+
47	Odesa, Chornomorsk	M	NN			+
48	Poltava, Poltava	L	NN	+		
49	Poltava, Myrhorod	M	NN		+	+
50	Poltava, Horishni Plavni	M	NNk	+		+
51	Poltava, Kremenchuk	L	NN		+	
52	Rivne, Rivne	L	NN			+
53	Sumy, Konotop	M	NA	+	+	+
54	Sumy, Bilopillya	S	D			+
55	Sumy, Hlukhiv	S	D	+	+	+
56	Sumy, Nova Sloboda	XS	NA	+	+	+
57	Sumy, Sumy	L	NN		+	+
58	Ternopil, Chortkiv	S	NN	+	+	
59	Vinnytsia, Nemyriv	S	NN	+	+	
60	Vinnytsia, Vinnytsia	L	NN		+	+
61	Volyn, Novovolynsk	M	NN	+	+	+
62	Volyn, Volodymyr	S	NN	+	+	+
63	Zakarpattia, Vynohradiv	M	NN		+	
64	Zaporizhzhia, Zaporizhzhia	XL	NA	+		+
65	Zaporizhzhia, Berdyansk	M	O	+	+	
66	Zaporizhzhia, Polohy	S	O	+	+	+
67	Zhytomyr, Korosten	M	NN		+	

Profiles of the teams

The main part of the participants in the teams were municipality officers: heads, deputies, or representatives of relevant departments. However, it is quite usual (especially in smaller municipalities) that the topic of reconstruction is assigned to a department that is not directly dealing with urban/architectural issues daily, e.g., economic department.