



The Recovery and Development Plan for Beryslav city territorial community

Beryslav, 2023

The Recovery and Development Plan for Beryslav city territorial community for the period until 2027 was developed by members of the Working Group within the framework and with the expert support of the "Support to recovery, rehabilitation and reconstruction of local governments and communities in Ukraine" Project, which is implemented by the International Cooperation Agency of the Association of Netherlands Municipalities (VNG International) in partnership with the Association of Ukrainian Cities and financed by the Ministry of Foreign Affairs of the Netherlands.

In work on the Recovery and Development Plan for Beryslav city territorial community, the Working Group considered the current legislation of Ukraine as of July 1, 2023, the experience of the communities of Ukraine, cities and regions of the countries of the European Union and the world in implementing the principles of sustainable development, recovery "better than before" and the application of various forms of citizens participation in solving issues of local importance.

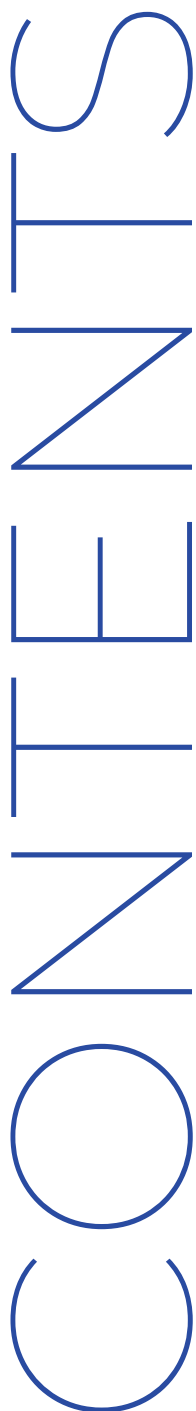
The Recovery and Development Plan for Beryslav city territorial community until 2027 has undergone public discussions and was approved by the Order of the Head of the Beryslav city military administration N°126 dated July 6, 2023



Ministry of Foreign Affairs of the
Netherlands

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Full-scale Russian armed aggression and military actions on the territory of Ukraine have led to significant consequences in various fields, including the economy, politics, security and humanitarian spheres. This is especially true of territories that have been under temporary occupation or where hostilities have taken place.

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Eliminating these consequences and recovering the affected areas is a complex process that requires the cooperation of many parties and solving many problems. The main goal of post-war recovery is to create conditions for a return to normal life and economic development in the affected territory. This will help ensure peace and prosperity for the people living in these territories.

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Key aspects of the recovery of de-occupied territories, which must be taken into account and included in programs and recovery and development plans, include:

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1. Recovery of safe living conditions. The primary requirement for the start of recovery measures is to ensure control and safety of the stay on the territory. In particular, this concerns the recovery of the functions of the police and the State Emergency Service in maintaining law and order and preventing violence.

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2. Restoration of critical infrastructure. This is a fundamental recovery step, on which all further measures to recover the community in other components depend. First, it is necessary to restore damaged infrastructure, such as: roads, bridges, railways, electricity and water supply networks, sewage, primary health care facilities, etc. The restoration of the infrastructure must be accompanied by the demining of the territory, which, in turn, is possible only after the complete end of hostilities.

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3. Restoration of economic activities. Creating economic prerequisites for the recovery of de-occupied territories is also an important step. This concerns the recovery and creation of jobs, the creation of conditions for investment in local infrastructure, the development of local production, the provision of financial and technical support for the product of new business units, which will ultimately lead to an increase in the income of the population and taxes of the territorial community.

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4. Involvement of local population. To effectively recover de-occupied territories, it is necessary to consider the opinions of the local people and involve them in the recovery process. Community residents should be able to influence the recovery process and decision-making. The participation of the local community can help to create long-term programs that will meet the needs of the local population. Recovery should also include rehabilitating people affected by war or forced to flee their homes. This may include various programs to assist employment, housing and assistance in obtaining medical care.

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The development and implementation of the Recovery and Development Plan for the territorial community should be accompanied by a qualitatively higher level of participation and involvement of all layers of the local population: the public (public activists, public organizations), representatives of business and business entities, officials of local self-government bodies, residents who are and the territory of the community, and residents who are forced to leave their homes temporarily, etc. All the steps of the Working Group and the stages of development, public discussion, approval and implementation of the Recovery and Development Plan in the system of local self-government should be made public in advance and exposed to public influence.

5. International support. The international community can help recover the de-occupied territories by providing both financial and technical assistance. It is necessary to involve international organizations to provide financial, technical and economic assistance.

Considering Ukraine's course for rapid accession to the European Union, the processes of development and implementation of the The Recovery and Development Plan for the territorial community must meet the requirements and recommendations of the European Union and the Council of Europe.

The recovery process of de-occupied territorial communities is organizationally defined in the "Procedure for the development, implementation and monitoring of the recovery and development plan for regions and recovery and development plans for territorial communities". This order normalizes the recovery of regions and territorial communities, which is carried out to eliminate the negative consequences resulting from armed aggression against Ukraine, rebuilding destroyed and/or damaged objects of critical infrastructure, social infrastructure, residential and public objects, returning to the region of internally displaced persons and refugees, creation of favorable conditions for the activities of all business entities.

The result of applying the specified order and other relevant regulatory documents is the presented recovery and development plan for Beryslav city territorial community.

Various additional documents can be developed on the basis of the recovery and development plan for the territorial community, in particular: budget plan - detailed determination of costs for the restoration of various facilities and infrastructure; restoration work plan - determination of the sequence and timing of restoration works; agreements with international organizations - to obtain additional assistance for the recovery of the territory; Laws, resolutions and other normative acts - to ensure the necessary legal basis for carrying out restoration works; reports on the implementation of recovery works - to track the progress of the recovery of the territory and evaluate the results; reports and presentations - to inform the public about the progress of works on the recovery of the territory and about the achieved results; economic development plans - determination of long-term goals for the recovery of the territory and creation of favorable conditions for economic and development.

Various documents based on the Recovery and Development Plan for the territorial community can be used to coordinate actions between various organizations, including government bodies, civil society organizations and international organizations, and ensure the effective recovery of the territory.

The Recovery and Development Plan for Beryslav city territorial community is a document that defines an action plan that must be consistently implemented in order to achieve a new qualitative state of the territorial community - a state of restored post-war functionality, based on "better than before".

The Recovery and Development Plan for the territorial community contains an analysis of the state and urgent needs of the territory, a description of problems and potential dangers, and a set of measures that must be implemented for the recovery and development of the community. The Plan considers the current and projected infrastructure needs, population, business and other social and economic factors. The plan is a strategic management tool that allows you to take into account risks, to plan and coordinate actions for the recovery and development of the community, raise the standard of living of the local population and create conditions for economic growth and prosperity.

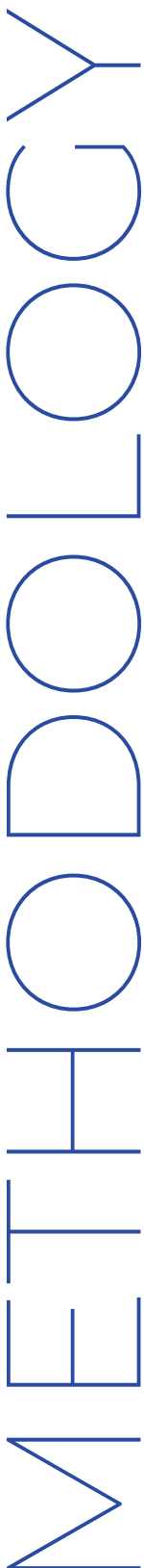
The key concepts of the The Recovery and Development Plan for the territorial community are **a set of recovery and development measures, a system of territorial community goals, and recovery and development projects.**

A set of measures is a set of functionally homogeneous types of measurements. As a result, the territorial community will reach a state of recovery and development within the period specified in the Plan. Measures are detailed on tasks and projects. The set of measures is determined based on the state and needs of the community and following normative legal acts (Government Resolutions and Orders, national and regional recovery programs, etc.). The set of measures is invariantly determined and is not subject to change during the time period of the development and implementation of the Plan.

The system of goals of the territorial community represents a hierarchy of strategic priorities, strategic and operational goals, which are determined based on the current state and needs of the territorial community and the set of measures determined for implementation. The system of goals depends on the state and needs of the territorial community at certain intervals of time and may be changed during the time period of the development and implementation of the Plan by excluding goals that have lost relevance or including goals that have become relevant. The Working Group is the initiator of changes in the system of the Plan's objectives.

A project is a unique initiative limited by time and resources, which is created and implemented to achieve a certain goal or result. The projects aim to achieve the purposes of the Recovery and Development Plan for the territorial community. They must correspond to a particular operational goal (goals) of the Plan's system of goals. The set of projects depends on the plan's current system of goals. Projects can be added to the Plan and excluded from the Plan during the entire time period of the development and implementation of the Plan based on the current needs of the recovery and development process. The Working Group is the initiator of changes in the current set of Plan projects.

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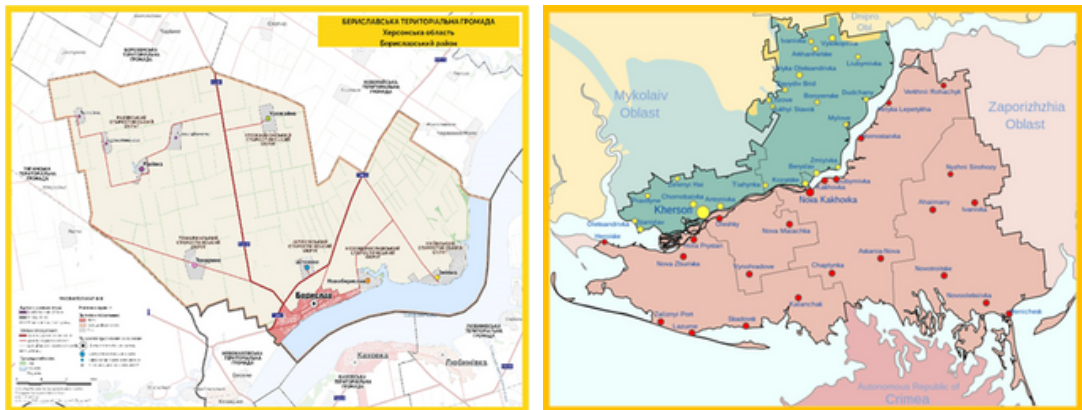
In accordance with the "Procedure for the development, implementation and monitoring of the recovery and development plan of regions and recovery and development plans for the territorial communities", the development of the Recovery plan is based on the following fundamental principles:

- to rebuild better than it was - planning the recovery and development of territories on the basis of modern international practices and solutions to achieve the efficiency of the use of state resources in territorial communities and regions in the interests of people;
- openness and transparency - ensuring the involvement of interested parties of state regional policy in the recovery and development of territories, creating equal opportunities for expressing positions;
- European integration - the fulfillment of each task of the recovery and development plan will contribute to the rapid approach of Ukraine to the fundamental European values and standards, and the final acquisition of membership in the European Union;
- sustainable development - the development of society to meet the needs of the current generation, taking into account the interests of future generations;
- energy independence - decarbonization of buildings and life support systems due to a significant increase in their energy efficiency and an increase in the share of renewable energy sources;
- inclusiveness - creating a favorable environment for equal access to opportunities for all citizens, strengthening involvement in solving development problems of all segments of the population;
- coordination - interconnection and coordination of priority directions and tasks of recovery and development at the state, regional and local levels;
- complementarity and comprehensiveness - consistency of decisions in certain priority areas, ensuring the interconnection of tasks and measures regarding the restoration and development of infrastructure, social and economic spheres;
- reasonableness and expediency - decision-making (definition of tasks and measures) based on data and assessment of the needs of interested parties of state regional policy.

Analysis of the environment and factors of transformation of the territorial community

A brief description of the community.

The Beryslav city territorial community was formed in 2020, under the order of the Cabinet of Ministers of Ukraine No. 726-r dated June 12, 2020 "On the determination of administrative centers and approval of the territories of territorial communities of the Kherson region", by merging the territories and settlements of the Shlyakhiv village community (comprising the Rakivka, Tomaryne, Urozhaine, Shlyakhove villages), Zmiyivka village council, Novoberyslav village council and Beryslav city council.



ANALYSIS

The total area of the Beryslav city territorial community is 456,167 square kilometers, which is 1.6% of the region territory. The distance from the city of Beryslav to the city of Kherson by road is 75 km; 92 km to the railway; 613 km by road to Kyiv. Beryslav TC borders Kakhovka and Kherson districts. It has about 50 km of coastal zone along the Kakhovka Reservoir and large streams such as Drymailivska and others.

The Beryslav city territorial community unites 10 settlements, including: one city of Berislav, one village of Shlyakhove and 8 rural settlements, namely: Novoberyslav, Zmiyivka, Tomaryne, Urozhaine, Tarasa Shevchenka, Rakivka, Novosilka, Pershotravneve.

The administrative center of the territorial community and Beryslav district is the city of Beryslav. Governing body: Beryslav city military administration.

Table 2

Settlements of the community

Name of the settlement	01.01.2022	01.02.2023	Name of the settlement	01.01.2022	01.01.2023
Beryslav	12 417	3500	Novosilka village	91	2
Shliakhove village	1033	310	Urozhaine village	610	180
Tomaryne village	912	247	Tarasa Shevchenka village	377	99
Rakivka village	438	155	Novoberyslav village	1058	440
Pershotravneve village	162	16	Zmiyivka village	2759	706

Shliahove, Tomaryne, Urozhaine, Rakivka, Novoberyslav, Zmiyivka starostynsky districts were formed.

The total land area is 45,616.7 hectares. Of them, the land of settlements - 2236.9 ha. The area of agricultural land is 38,768.8 hectares. Forests and other wooded areas are 1,007.4 ha, which is only 2.4% of the community area. 1.7 thousand ha of communally owned land is leased. 7.9 thousand hectares are cultivated by individuals. 16,000 hectares are cultivated by large commodity producers.

The last topographic survey was carried out in the city of Beryslav in 2018 at a scale of 1:2000. Topographic survey was not carried out in other settlements

Before the war, on the territory of Beryslav city territorial community there were:

- 2 healthcare facilities.
- 10 preschool education institutions.
- 7 institutions of school education.
- Modern ASC.
- Solid household waste landfill.
- 3 hotels.

The main economy branches of the community:

- Engineering
- Food production
- Production of bricks, tiles and other building materials
- Electricity production (solar power plant)
- Agriculture (growing of grain, technical and melon crops, berries)

At the time of development of the Recovery and Development Plan for the territorial community, the Beryslav city territorial community is in the zone of active hostilities (located within a 20-kilometer zone from the contact line), therefore demining works on agricultural land are carried out only in compliance with these requirements. At the moment, measures have been taken to clear the territory of explosive objects, particularly, 342 hectares of agricultural land in the territory of Urozhaine district and roads connecting the settlements of the community have been additionally demined.

There is no information about agricultural enterprises planning to carry out spring field work in 2023 on the territory of the community. It depends on the demining measures.

The work of local self-government bodies has been partially restored, departments and administrations of the city council carry out their activities in Kryvyi Rih and Beryslav, both stationary and remotely. All communal institutions are working: ME "Bertyslav Primary Care Center", ME "Bryslavsk CDH", Bryslavsky Center of Social Services (provision of social services). The Office of the Pension Fund of Ukraine and the Social Protection of Beryslav RDA Population Office also work in Beryslav.

The current population of the community is estimated at 30% of the pre-war level. There is no gas supply. Two settlements lack electricity supply. It is not possible to ensure systematic water supply in Beryslav due to constant shelling of the central water pumping station.

In settlements with no electricity supply, water supply is provided according to the schedule using electricity from generators.

The collection and processing of solid waste has been stopped. Economic activity on the territory of the community is close to zero.

Assessment of the capacity and security (resource, organizational, personnel, institutional, etc.) of community recovery

Based on the analysis of the results of the survey of residents and stakeholders of Beryslav city territorial community, the content analysis of the territorial community profile, and the conclusions of an independent assessment of the degree of destruction, damage and possible damage among potential objects of restoration in the territorial community, a final assessment of the community's recovery capacity and provision of resources for such restoration is carried out by applying SWOT analysis. The SWOT analysis was carried out by the forces and means of the Working Group for the development of The Recovery and Development Plan for the community .

The SWOT matrix is an important element in determining the competitive advantages of a community, as it allows you to identify the relationships between "internal" (strengths and weaknesses) and "external" (opportunities and threats) factors. The relationship between opportunities and threats is more fully revealed with the help of PESTEL analysis. These relationships allow us to formulate comparative advantages, challenges and risks, which are the basis for strategic choices – the formulation of strategic and operational goals for the long-term recovery and development of the community. If the Strength is reinforced by an Opportunity and a Threat does not negate that Strength, then that Strength is the most important to the community.

Strengths	Weaknesses
<p>Existing institutional infrastructure on the community territory. Beryslav is the administrative center of Beryslav CTC and district. On its territory, there are local government, regional authorities of the appropriate level, specialized state institutions, as well as regional divisions of enterprises that provide connection services to critical infrastructure (networks). The executive bodies of the community are partially staffed with appropriately qualified personnel - there are 94 full-time employees of the executive bodies of Beryslav CTC (including 4 people - military administration), of which 40 work (including remotely).</p> <p>Low unit costs for business with low competition.</p>	<p>Proximity to the dividing line. The community is separated from the temporarily occupied territory by the waters of the Kakhovka Reservoir which is 4-5 km wide. It is vulnerable to most types of artillery weapons.</p> <p>Lack of a comprehensive spatial development plan. Law No. 711-IX dated June 17, 2020 "On Amendments to the Land Code of Ukraine and other legislative acts on land use planning" introduces new requirements for community planning documents - the development of comprehensive spatial development plans.</p> <p>The General Plans on the territory of rural settlements are outdated.</p>

The average salary level in the real sector is UAH 6.7 thousand per month (the minimum level established by legislation). Relatively low cost of renting and purchasing real estate.

Tax on land, property, single tax for certain groups of taxpayers is not paid (LU No. 2120-IX dated 15.03.2022) and proper administration of taxes is not carried out. The basic NGO of settlements (approved by council decisions in 2012, 2014, 2015 and 2020) ranges from 15.44 hryvnias/m² to 203.5 hryvnias/m², regional adjustment coefficients are not applied, and zonal ones (within individual settlements) fluctuate from 0.75 to 1.32. Local tax rates are set at a fairly low level (<https://is.gd/GmsftC>). Despite the damage to some engineering infrastructure facilities, most of the engineering networks were designed "for the developed" industrial complex of the city (machine-building and industrial enterprises) and can be used during the recovery stage. In the past, the community had a developed trade and service sector, an industrial sector (machine-building, mechanical, butter and cheese factories, a food processing plant, a bread processing plant), an elevator, a fuel warehouse, trade establishments, agro-industrial complex enterprises (including LLC "Beryslav-Hlibozavod"). Currently, most of these enterprises are not working.

Availability of up-to-date urban planning documentation of the administrative center and Shliahove village.

The general plan of the city of Beryslav was approved in 2003. In 2021, the urban planning documentation "Adjustment of the general plan of the settlement as part of the General Plan of the city of Beryslav, Kherson region" was developed (updated), a positive expert opinion of the SE "UKRDERZHBUEDEXPERTIZA" was received (the documentation was planned to be approved in 2022). General plan of Shliahove village was approved in 2018.

Favorable natural and climatic conditions for the development of certain agriculture areas.

According to the natural and climatic conditions, the territory of the Beryslav CTC is part of the 3rd climatic region, which is characterized by a significant number of sunny days, higher than the national average annual temperatures and a small amount of precipitation. According to NASA, the average level of solar insolation for the region is 1405 kW/m². Adjusted to the conditions of the open horizon, the average wind speed (for the period 1981-2010) in the region is 4 m/s. It makes it

Lack of up-to-date information on: communal and other property on the territory of the community (its technical condition, belongings, value), community's socio-economic status and business activity, basic needs, ecological state. It is impossible to conduct verification/inventory and assessment for most objects in the community due to limited access to registers, loss of individual data during the occupation, and constant shelling. There is no statistical information on the community, therefore, evaluation judgments are used regarding the number and structure of the community's population, the state of the economy's real sector, determining the needs for the functioning of individual public infrastructure objects, environmental damage. Military operations near the community complicate the "field surveys".

Significant damage to the housing stock, engineering networks, road stock, and public infrastructure.

As of early February 2023, 68% of apartment buildings were damaged, and at least 85 private houses were completely destroyed (unusable). The gas supply to the community's settlements has been stopped due to damage to the main gas pipeline. At least 4 community's settlements (including the administrative center) have limited electricity supply. The property of enterprises providing housing and solid waste removal services has been damaged, destroyed or stolen. Access to mobile operator networks is damaged (partially restored). Minor/moderate damage to 9 out of 10 pre-school education institutions (one was completely destroyed), 4 out of 6 general secondary education institutions (premises of 2 institutions were completely destroyed), 2 specialized vocational education institutions, 8 libraries, 7 clubs, a children's art school and a historical museum, premises of medical institutions. The city council and district administration building was damaged. Wear and tear of the water supply networks of the community's settlements.

A significant reduction of residents and an increase in the demographic burden.

Since the beginning of 2022, the number of the permanent population has decreased by 69%. The share of the working-age population decreased from 67% to 26% during the corresponding period, the level of the demographic burden (the ratio of the

possible to develop solar and wind energy.

Despite the arid climate, almost 10% of the territory of the community consists of water fund lands, and the proximity to the Kakhovka Reservoir makes it possible to develop viticulture, the cultivation of fruit and berry crops (on irrigated lands), and fish farming. In previous years, on the community territory there were large farms for growing grapes, processing vegetables, fruit, berry crops, and breeding fish.

A significant area is potentially suitable for the agriculture and tourism development. The community has about 50 km. coastal zone along the Kakhovka reservoir and large streams, such as Drymailivska and others. Before the full-scale invasion, on the community territory 1.7 thousand hectares of communally owned land were leased, 7.9 thousand hectares were cultivated individually, and 16 thousand hectares were cultivated by large commodity producers. After demining and reducing military risks, the mentioned competitive advantages will contribute to the development of tourism (hotel and restaurant business), agriculture on irrigated lands, and the service sector.

Good logistic location, developed road infrastructure. Beryslav CTC is located on the right bank of the Kakhovka Reservoir at a distance of 77 km from the regional center. The community has good logistical connections with the temporarily occupied industrial cities of the region - Nova Kakhovka, Kakhovka, the cities of ARC. Local highways (T2207 and T0403) pass through the territory of Beryslav CTC, a highway of state importance (P47) and international highway (M14, passing through the temporarily occupied territory), the railway station "Kozatske" runs near the community.

- **A significant number of tourist magnets associated with historical and cultural heritage**

Availability of naturally attractive places; of the historical heritage of the settlements of the community and unique objects for excursions: the city has a wooden Vvedenska church (an architectural monument of the 18th century), a memorial sign "Dzvin" with exact copies of cannons that the Cossacks used during the battle. Important objects of Ukrainian cultural heritage are located near Beryslav - Kamianska Sich and the grave of Kostya Hordienko, the Grigorye-Bizyuk Monastery and the remains of the Tyagin fortress.

population at the disabled age to the population at the age of 18-64) increased by 22 percentage points and is 63%.

Limited local budget resources. The planned budget revenues of Beryslav CTC for 2023 amount to UAH 82.6 million, which is 48% of the 2021 figure. The main components of planned expenses are expenses for the apparatus maintenance and for delegated powers (for education) - a total of 84%.The liquidity of the budget in 2022 amounted to 14%, and incomes per inhabitant (3.1 thousand) are low, which strengthens the community's dependence on transfers.

Destruction of the industrial complex and transfer of administrative and management infrastructure to another region. According to public information, during the last year, industrial enterprises suffered from rocket and artillery attacks. No inventory and damage assessment was conducted. Most of the community's industrial enterprises did not develop/were liquidated even before the full-scale invasion due to competition with the enterprises of Nova Kakhovka (one of the region's economic centers).

Most of the personnel of the Local government/MA work in another region's territory due to the destruction of administrative premises in Beryslav and constant shelling. It complicates (according to the respondents) the community's effectiveness of interaction with stakeholders and response to problems.

Lack of service infrastructure and destruction of property to accommodate administrative infrastructure. There is no room to locate the ASC. There are currently 3 banking institutions operating on the territory of the Beryslav CTC. There are no specialized institutions and enterprises of regional development. Delivery services are limited. There is no office real estate of adequate quality.

Problems with staffing for medical institutions, industry. According to the survey, the medical institutions of Beryslav CTC are experiencing a shortage of doctors in highly specialized fields.

Absence/irrelevance of targeted development programs. Lack of an effective tourism development program in the community; lack of developed tourist routes.

The mass grave of the heroes of the Crimean War of 1853–1856 with a memorial chapel and other objects of architectural and cultural heritage have been preserved. The community is included in the agrarian-tourist cluster of sustainable green tourism, based on the Tavria story about the Chumaks - the first entrepreneurs of Ukraine "Salt Road".

The developed infrastructure for the public services provision with appropriate staffing, and social infrastructure. Before the full-scale invasion, the ASC of Beryslav CTC provided a wide range of services for the population and businesses. There is also a network of health care institutions (ME "Beryslav CDH", ME "Beryslav center of primary care"), educational, cultural and social protection institutions (Territorial center) also operate on the community territory. An inclusive resource center for children with special needs was created.

The management network was restored with the involvement of a wide range of stakeholders. The functions of the city military administration and executive bodies are not duplicated, the activities of the latter are gradually being restored. It makes it possible to use the management potential in the process of recovering the territorial community..

Consultative and advisory bodies with a wide representation of stakeholders have been created under the executive committee of the city council: the Youth Council, the Working Group for the Development and Implementation of the Development Strategy of the Beryslav Territorial Community (temporarily not functioning), the Working Group for the Development of the Community Recovery Plan.

Mineral deposits suitable for the production of building materials. Minerals: There are minerals in the community - clay. The capacity is calculated for over 20 years.

Favorable ecological situation. Small ecological burden (small number of enterprises, absence of ecologically dangerous ones), sufficient number of green spaces and water bodies; availability of designated landfills on the community territory.

PSED and other targeted programs will be developed considering the limited availability of data, which will degrade their quality.

Deterioration of the ecological situation. Damage to solid waste landfills and equipment of specialized enterprises due to military actions. The increase of accumulated garbage in designated landfills and the territory of UTC; lack of sewage treatment facilities in the city of Beryslav. The restoration of the treatment facilities has not been completed, the construction of the garbage sorting complex has been stopped due to military operations. Pollution of the hydrographic network due to military actions and damage to the drainage system in the city of Beryslav (wastewater without proper treatment).

Destruction of the flora (forests and wooded areas) due to hostilities and other man-made impacts (according to the "open forest" resource, 635 hectares of territory burned in the Kamianska Sich National Nature Park; the territory is mined with mines, remnants of shells, and damaged equipment).

Insufficient involvement of stakeholders in community management. The introduction of a military administration involves a significant simplification of the decision-making mechanism - at this time, the council, deputy commissions do not function, there is no public discussion procedure.

According to the respondents, the activities of local self-government bodies are not sufficiently covered in the mass media. The community is not sufficiently involved in the discussion of socially important issues.

Results of PESTEL analysis

Opportunities	Threats
P – Political situation	
<p>Use of all possible methods (involvement of people's deputies, representatives of relevant ministries...) coordination of actions of local and regional authorities regarding restoration of critical infrastructure facilities.</p> <p>Determining the priority of the recovery community/region for the state/partner institutions with the appropriate direction of additional financial, technical, and personnel resources.</p> <p>The end of the war and hostilities, stabilization of the socio-economic and political situation in Ukraine.</p> <p>Strengthening of interaction between local government/central government in terms of: accountability and access to registers, information and analytical resources, effective distribution of funds aimed at restoring community's critical and other infrastructure, adjustment of central government's administrative documents, which limit the possibility of carrying out certain operations of the government/subordinates enterprises/institutions.</p> <p>Review of approaches to the boundaries of community territories formation, SCS, spatial planning, which will allow avoiding conflict situations with neighbouring communities when defining boundaries, and with state institutions/bodies when conducting an inventory of existing property, repurposing individual institutions.</p> <p>"Green course" and decarbonization, phasing out of fossil minerals and transition to renewable energy sources.</p>	<p>Delaying reconstruction processes, changing the regulatory field/political decisions without considering the community's interests. Problems with filling the community's budget increased due to not only a decrease in business activity, but also legislative changes, as a result taxpayers were exempted from certain taxes without adequate compensation for local budgets. Moreover, procedural issues of support for affected communities, transparency of funding distribution between communities are not yet settled.</p> <p>Increasing tension in the interaction between the local government and other categories of stakeholders through (local branches of political parties, public organizations, CBEP, regional government, business, etc.) regarding the vision of planning and implementation of measures to recover and ensure the sustainable development of the community. Contradictions are possible between the local government and certain groups of influence among the community's residents, which can lead to disputes regarding the priority of restoration of social infrastructure objects.</p> <p>Change of state regional policy and principles of interaction with local authorities/development of recovery areas in case of increased political turbulence, growth of fiscal risks, increased military threat.</p>
E – Economical situation	
<p>Restoration of the community's industrial complex to meet the needs of Ukraine's economy. Restoring the machine-building plant, constructing processing enterprises –</p>	<p>The reluctance and limited capabilities of the plant owners to restore it. Lack of investors to restore the processing industry.</p>

these are jobs and replenishment of the community budget. Restoring construction enterprises of all forms of ownership for the reconstruction and repair of destroyed and damaged community facilities. State support for agricultural producers to stimulate the industry recovery, which means production and further processing.

Including community projects in the National and Regional Recovery Plans which will improve the possibilities of resources attraction.

Financial mechanisms: tax benefits, customs preferences, holidays for business, etc.

Stabilization of the situation in the energy sector, which will restore the project capacity of the existing community's enterprises.

International cooperation, opportunities for cooperation with international technical and humanitarian aid projects, as well as with programs of international financial organizations focused on financing the communities development assigned to recovery areas;

State and international support of territories, financing infrastructure projects within the framework of the National Recovery Fund, Energy Efficiency Fund, support of the EU, countries of the world and other donors

Innovative recovery of communities based on the "BETTER THAN IT WAS" principle, implementation of innovative projects (European programs "Horizon 2020", COSME); creating an innovative network with the scientific and research organizations with integration into European networks to transfer technology and knowledge

Demining community territories and involving them in economic activity.

Strengthening of crisis factors in the country's economy and reduction of state business support programs/infrastructure restoration, which will decrease business activity, loss of sales markets, and underfunding of development projects.

The shortage of personnel for real sector enterprises and the management system, caused by the assimilation of forced migrants in the regions/countries of current stay, mortality or maiming of the male population of working age, the lack of a training/adaptation system for community's personnel, and the termination of regional/national programs in the corresponding direction.

Escalation/continuation of hostilities in the community/region territory, which will increase the assets destruction and limit the possibilities of attracting investments.

Power outages and long-term logistical/technical obstacles for enterprises, which will reduce the community's economy potential.

The increase in prices for energy resources for enterprises, institutions, and the population, which will increase costs for the goods/works/services production in conditions of limited financial capabilities of business entities and the population.

Complex technical and high-cost procedures of connecting to the engineering infrastructure and increasing restrictions on access to information/taking certain actions under martial law impact the business environment negatively, limiting the possibilities of implementing projects in the production sector.

Limited opportunities to record/assess losses due to hostilities. Incorrect operation of the RDDP/non-coordinated actions of the owners of damaged property/administrators in fixing losses, which will increase the risks of not receiving compensation.

S - Demographic/social situation	
<p>According to social networks, a large part of the residents plan to return and participate in the community's recovery.</p> <p>Support for IDPs at the government level and international humanitarian projects.</p> <p>Implementation of state gender policy at all levels;</p> <p>Increasing social standards;</p> <p>Constructing new housing.</p>	<p>High level of morbidity and mortality of the population, including due to hostilities and restrictions of access to quality medicine in areas of military operations;</p> <p>Increasing social tension due to crisis phenomena (destruction of educational institutions)</p> <p>Outflow and negative migration of the working population, including young people abroad;</p> <p>Social depression, society's psychological state deterioration due to war and crisis phenomena</p>
T - State of technology/infrastructure	
<p>Restoration of production considering the latest energy-saving technologies in mechanical engineering, restoration of water supply in community's settlements. Resumption of the waste sorting complex construction.</p> <p>Bringing the best practices of Dutch municipalities and other European countries into the community</p> <p>Digitization and implementation of innovative technologies in production, management, and services;</p> <p>Implementation of infrastructure reconstruction projects within the framework of national programs.</p> <p>Implementation of the best practices of municipal management in Ukraine (introduction of Smart solutions in community management);</p>	<p>No technologies and significant regulatory obstacles regarding the construction waste disposal/processing.</p> <p>No possibility to develop infrastructure in the annexed settlements due to their temporary occupation and (previously) legal requirements for the functioning of the protected fund territory.</p> <p>An increase in the number of accidents at infrastructure facilities, due to increasing wear and tear and damage to fixed assets;</p> <p>High cost and complexity of demining community territories;</p> <p>The network of national highways needs reconstruction;</p> <p>Low level of digitization, no Internet and poor mobile connection in rural areas;</p>
L – Legal influence	
<p>Approval of the Procedure for the Development of the Recovery and Development Plan for the Territorial Community and the Kherson Region.</p> <p>Membership of Ukraine in the EU</p>	<p>Absence/reduction of state support for the development of de-occupied communities.</p> <p>Lack of access to cheap financial resources (high interest rates, low level of lending to businesses on the demarcation line due to high</p>

<p>Joining Ukraine to Europe's "green course", decarbonization of Ukraine's economy.</p> <p>Creation of the National Recovery Fund.</p>	<p>military risks and lack of collateral).</p> <p>Absence of concessional lending to open a business.</p> <p>No effective instruments at the legislative level to support investors.</p>
<p>E – Impact on the environment</p>	
<p>▪ Implementation of measures to adapt to the consequences of climate change and mitigate climate change on the basis of the Framework Convention of the United Nations Organization on Climate Change, the Paris Agreement, political initiatives of the European Commission "European Green Deal";</p> <p>Development of a regional environmental monitoring system to meet the requirements of Directive 2008/50/EU of the European Parliament and the Council of May 21, 2008 "On atmospheric air quality and cleaner air for Europe" and Directive 2004/107/EU of the European Parliament and of the Council of December 15, 2004 p. "On arsenic, cadmium, mercury, nickel and polycyclic aromatic hydrocarbons in atmospheric air", Directive 2000/60/EC of the European Parliament and the Council of October 23, 2000 "On establishing the framework of the Community's activities in the field of water policy" etc.</p> <p>Development of a regional household and industrial waste management system to meet the requirements of Directive 2008/98/EC of the European Parliament and of the Council of November 19, 2008, "On waste and the repeal of certain directives", Directive 1999/31/EC of April 26, 1999 "On waste disposal", Directive 2006/21/EC of the European Parliament and the Council of March 15, 2006 "On waste management of mining enterprises and amending Directive 2004/35/EC»..</p>	<p>Man-made load, atmosphere pollution, water resources, soils subsidence due to the activities of enterprises, hostilities, and the population.</p> <p>Contamination of the community territory due to hostilities and forced deviation from full compliance with the rules and techniques of environmental safety.</p> <p>The absence of a drainage system (treatment facilities) will lead to water pollution of the Kahovka Reservoir.</p>

Comparative advantages, challenges and risks of community development

Beryslav territorial community has a stable management system, economic specialization based on the advantages of geographical location, natural and climatic conditions, as well as the engineering and production infrastructure built in the past.

The community meets the criteria of the recovery area, which will attract additional financial, technical and other resources beyond its own financial capabilities - at the expense of the state, regional budget, specialized funds, international institutions, and international technical assistance projects. At the same time, own budgetary capabilities and organizational/personnel support allow to maintain the proper functioning of the key areas of the administrative center's functioning - education, medicine, the infrastructure for the provision of communal, administrative, and public services.

Part of the property on the territory of the community is damaged, but it can be restored under the "better than it was" principle.

The hostilities and occupation of the community exacerbated the crisis phenomena in the community due to the destruction of infrastructure, deterioration of logistics, and imbalanced the economic complex, the labor market, and the network of services for the population. Administrative and logistical accessibility between settlements worsened, and employment problems were identified as a key problem by the majority of respondents. The infrastructure for the provision of administrative services has been transferred to another region (services in the community are provided by the "shuttle method").

The community is located on the coast of the Kakhovka reservoir, although its infrastructure (including elevator) is not yet in use (none of the ports of the Mykolaiv and Kherson regions are included in the safe transport corridors within the framework of the "grain agreement"). There is no railway connection on the community territory, and the quality of roads is in an unsatisfactory state.

The hostilities and the temporary occupation of the community exacerbated logistics problems - the road network suffered significant destruction, transport corridors pass through the temporarily occupied territory. It disrupted the products supply chains, significantly reduced the flow of goods, and contributed to isolation from the rest of the territory of Ukraine.

In this situation, the resource of international programs, the newly created national reconstruction fund, and state targeted programs are an important factor which reduces the negative consequences of the above-mentioned problems and allows to restore the damaged infrastructure.

At the same time, the new, forced configuration of resources (material, natural, human, social) that has formed on the community territory is a potential for the structural transformation of the community economy, an incentive for reformatting the territorial space, the formation of new points of economic development and the transition to an inclusive development model. Considering the imbalance of the energy infrastructure of Ukraine at the community level, energy independence should be diversified to provide

critical infrastructure, population and business with communal services. It is also worth paying due attention to the restoration of specific development sectors (industry, construction sector and waste processing). At the same time, partnerships with Dutch municipalities and municipalities from other countries around the world can significantly contribute to the process.

Continuation of military operations in Ukraine will lead to further stagnation of the economy, deterioration of the social sphere and increased migration, especially of qualified personnel outside the community, the region and the country as a whole.

The forced transfer of the system of providing administrative services and management apparatus outside the community reduces the level of interaction between the authorities and other stakeholders to identify and solve the main problems. At the same time, the absence of a clear state strategy for the recovery of de-occupied community territories, supported by specific programs and projects with guaranteed financial resources, creates obstacles for improving the situation in the medium and long term. The creation of the National Recovery Fund refers to concrete changes that should take place right now in the quality of life of people and the competitiveness of the de-occupied territories of communities. However, the Fund's focus on the urgent solution of short-term tasks is rapidly losing its effectiveness due to the lack of a comprehensive vision of economic recovery of de-occupied communities and the appropriate coordination of state administration efforts to solve their development problems, taking into account medium and long-term needs. Considering the high level of infrastructure destruction and the destructive impact of the consequences of armed confrontation, when forming tasks and measures for de-occupied communities in the direction of economic recovery, the approach to economic recovery should be taken as a basis, which is based on economic transformations and transformation based on the principles of a closed-loop green economy and innovative technologies.

Generalizing all previous analytical procedures is the construction of a "tree of problems" of the Beryslav city territorial community, which is designed to illustrate the relationship between the current state of affairs in the community and potential directions / priorities of its recovery and development. The Working Group developed the tree of problem (Fig. 6).

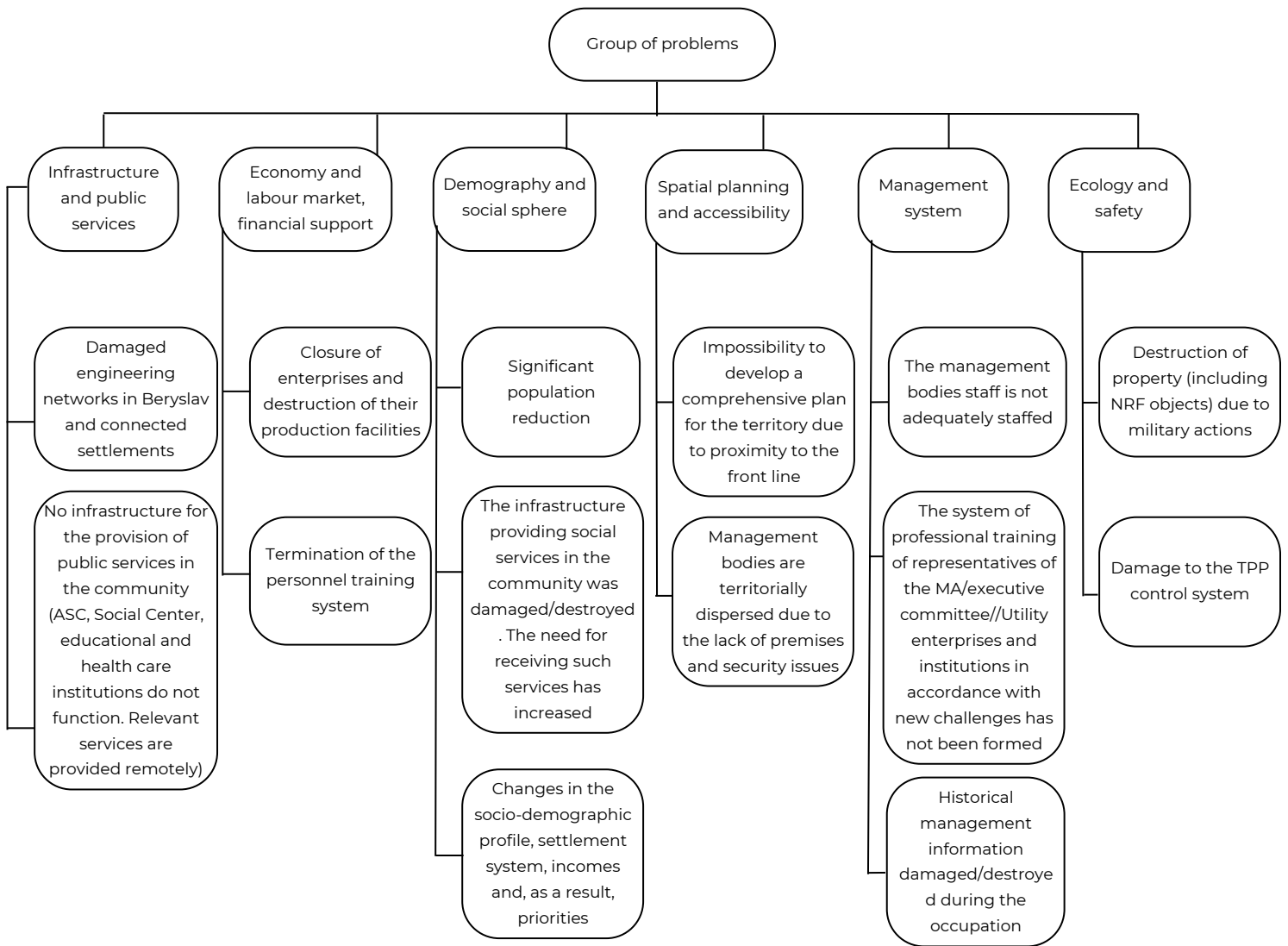


Fig. 6. "Tree of problem" of Beryslav city territorial community

Strategic vision and priorities of community recovery

Strategic planning in the recovery and development of the territorial community is an adaptive process dependent not only on strategic guidelines in the community but also on strategic limitations that force strategic calculations to be placed within specific frameworks.

The most effective tool for working out the priorities and limitations of the development of community recovery and development strategies is determining the primary conditions for the recovery and development of the territorial community.

Baseline conditions for community recovery and development are a projected community development path based on data and analysis that predicts possible community development over a certain period of time in the future. This scenario is usually developed based on data on the state of the community at the moment, information on demographic trends, trends in the development of the economy and other factors that may affect the recovery and development of the community.

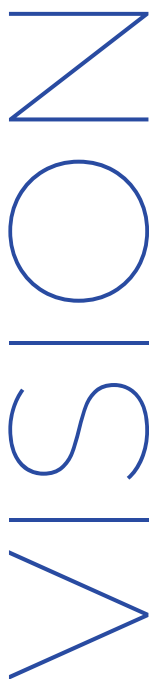
The primary conditions of community recovery and development help determine the future opportunities and limitations of the community. They can also serve as a basis for developing a community recovery and development strategy that meets the community's needs and considers the changes that may occur in the future.

It is essential to understand that the baseline is a forecast category based on specific data and analysis and can be changed depending on circumstances. However, it helps the community to know how they can plan their recovery and development and what steps must be taken to achieve the desired outcome.

Limitations that must be considered when developing the The Recovery and Development Plan for Beryslav city territorial community are conventionally divided into two parts.

1. Limitations of a general developmental nature. The most significant of them include:

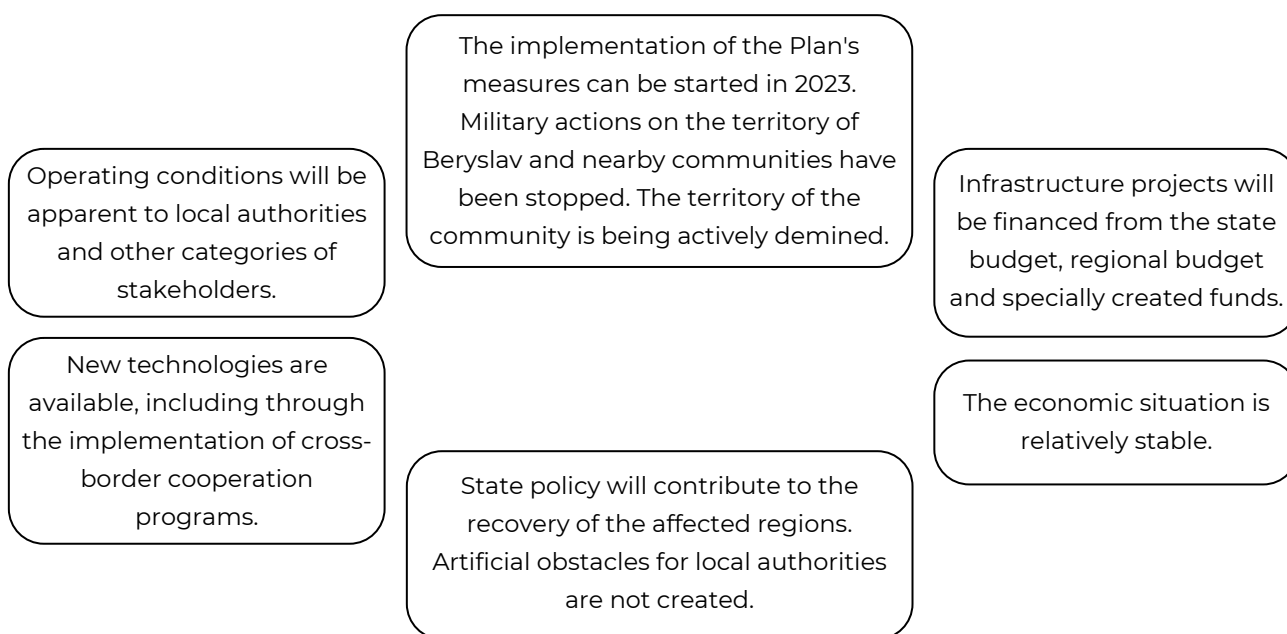
- Limitation of financial resources: financial capacity may limit the possibility of implementing some projects or strategies.
- Limitations of the legal environment: legal restrictions may affect the implementation of some strategies or open up new opportunities.
- Limitations of the social environment: cultural and social factors can influence the implementation of some strategies or the community's response to them.
- Environmental limitations: environmental restrictions may limit the ability to carry out some infrastructure projects or construction.



- Resource limitations: resources such as workers, materials, and equipment may be limited, restricting the community's capabilities.
- Time constraints: the time available to complete projects may be limited, which may limit community opportunities.
- Limitations of the political environment: political factors can affect the implementation of some strategies or their acceptance by the community.
- Limitations of the technological environment: new technologies may require new knowledge and expertise, which may be a limitation for the community.

These types of restrictions are objective, that is, independent of the perceptions and understandings of the Plan's developers, and must be taken into account at the level of quantitative indicators of the Plan.

2. Limitations of recovery processes nature. These limitations relate to the specific situation in which the Beryslav city territorial community is at the start of drafting and implementing the Recovery and Development Plan. This type of limitation is described through several key assumptions, which are considered during the community's Recovery and development plan development. The following assumptions are taken into account regarding the Plan for Beryslav city territorial community:



The determination of development priorities is the result of the joint work of the Working Group on the development of the Plan and all willing residents and stakeholders of the community who participated in the survey process.

Combining the results of assessing the capacity and security of the community's recovery through SWOT analysis and PESTEL analysis, the results of the survey of various groups of stakeholders and community residents, the "problem tree" developed by the Working Group and the identified limitations of the recovery and development of the Beryslav city territorial community, a "priority tree" of the community's recovery and development was formed (Fig. 7).

Strategic vision of the community's future

01

Restored critical infrastructure and an effective utility system.

02

The economy functions and provides revenue to the budget, employment, the use of competitive advantages, prospects for employment and the cessation of migration.

03

The community management system is transparent and properly staffed with qualified personnel. When making management decisions, the rights and interests of all groups of stakeholders are considered.

04

The conditions for the life of residents have been created: developed public spaces, accessible education, health care, sports and leisure.

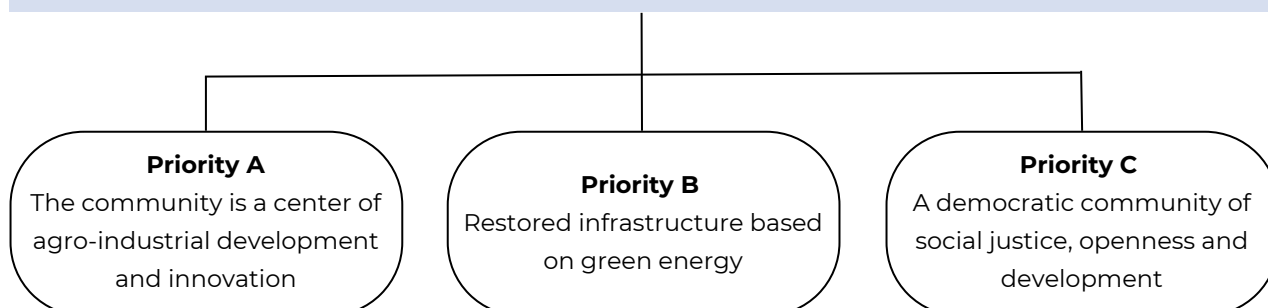


Fig. 7. "Tree of priorities" of recovery and development of the Beryslav city territorial community

The main purpose of building a "priority tree" is to make the strategic planning process more systematic and efficient, allowing to focus on the most important tasks and resources.

The "tree of priorities" is the basis for building the "tree of goals" of the community, which, in turn, is a crucial tool for planning and managing the recovery and development processes of the community. Priorities are a kind of "overarching goals" within which the general orientations and tasks of the Recovery and Development Plan are grouped.

The tree-like structure of the specified tools allows to visualize a list of goals that were determined to achieve the overall goal, arranged in a hierarchical order. Higher elements of the tree represent more general goals, while lower elements are more specific tasks or subgoals.

Each tree branch can be assigned to a separate department or function that needs development. A goal tree can help focus on the most important goals and prioritize tasks. It allows one to choose more objectively between different management behavior options and trace the connections between goals and tasks. In addition, a goal tree can help organize resources, such as human and material, and ensure they are used effectively.

The Working Group built a "tree of goals" for the recovery and development of Beryslav city territorial community, but given the large number of goals, it is difficult to present it in the form of a graph. Therefore, the "tree of goals" is presented in the form of a corresponding table (Table 3).

Table 3

The tree of goals of the The Recovery and Development Plan for Beryslav city territorial community

Strategic goal	Operational goal
Priority A. The community is a center of agro-industrial development and innovation	
A.1. Reconstruction of the agro-industrial complex in the community using the cluster method	A.1.1. Development of infrastructure to process agricultural products / produce food in the territory of the community.
	A.1.2. Creation of raw material base from products of specialized farms growing berries, vegetables, fruits, mushrooms, fish and other high-margin products in the agricultural sector.
	A.1.3. Formation of a network of storage of agricultural products and products of their processing on the territory of the community.
	A.1.4. Territory branding and increasing the level of community recognition through its individual industries/enterprises.
A.2. Reducing the outflow of the working-age population by integrating it into the local economy	A.2.1. Development of the professional training system considering the socio-economic needs of the community.
	A.2.2. Stimulation of the self-employment system with the support of local authorities and state bodies.
	A.2.3. Improvement of the business environment (development of business infrastructure, promotion of the development of businesses with a high level of remuneration).
	A.2.4. The use of natural and climatic features and historical advantages of the community to develop tourism potential.
A.3. Growth of the share of the manufacturing sector in the gross product of the community	A.3.1. The participation of local enterprises in the community recovery (including through their participation in state orders for the products supply and services provision).
	A.3.2. Attracting direct investments, grant funding, technologies for the development of existing enterprises, and launching startups.
	A.3.3. Assets verification on the territory of the community. Determination of their owners, condition, and possibility of use.
A.4. Development of investment and innovation potential	A.4.1. Systematization of local regulatory policy based on digitalization and electronic governance technologies.
	A.4.2. Ensuring access of local businesses/initiatives to new technologies, scientific developments by establishing cooperation with domestic and foreign scientific institutions.
	A.4.3. Increasing the openness of local business, improving interaction between the authorities and business.
Priority B. Restored infrastructure based on green energy	
B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs	B.1.1. Restoration of engineering networks using the latest technologies.
	B.1.2. Restoration of the material and technical base and staffing of communal enterprises/institutions/other service providers, considering the current and projected needs of the community.
	B.1.3. System development for collecting, transporting and processing household waste, construction waste, and water.

B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure	B. 2.1. Building a system to identify/monitor user needs and respond accordingly.
	B.2.2. Restoration of a complex system to provide administrative and social services
	B.2.3. Optimizing the consumption of energy resources by institutions providing public services
B.3. Ensuring the availability of education, culture, and medical services	B.3.1. Ensuring the availability of medical services in all settlements based on the population needs.
	B.3.2. Creating safe spaces at educational and health care institutions.
	B.3.3. Facilitating the involvement of narrow-profile specialists on a permanent or rotating basis.
	B.3.4. Developing after-school, preschool and general education in the community, accordingly, taking into account new challenges.
	B.3.5. Modernization of institutions providing cultural services and leisure infrastructure.
B.4. Creation of proper living conditions and revitalization of affected areas	B.4.1. Restoration of the damaged housing stock, organization of the resettlement system in case of property destruction.
	B.4.2. Developing a network for the rehabilitation of residents.
	B.4.3. Ensuring safe living conditions.
	B.4.4. Preserving and restoring the historical and cultural fund.
	B.4.5. Eliminating the consequences of the disaster at the Kakhovka Reservoir, stabilizing local ecosystems and introducing permanent eco-monitoring.
Priority C. A democratic community of social justice, openness and development	
C.1. Development of the management system in accordance with the principles of "Good governance" and recommendations of transparency and openness of the European Union	C.1.1. Ensuring high professional qualities of local government specialists. Formation of personnel reserve.
	C.1.2. Ensuring transparency, openness and consideration of the interests of all groups of stakeholders when making management decisions.
C.2. Ensuring social, cultural, educational integration of community residents	C.2.1. Internet available in all settlements based on public spaces.
	C.2.2. Increasing the availability of legal and psychological services for various categories of community residents.
C.3. Ensuring equal conditions for employment and development in the community	C.3.1. Development of employment opportunities due to cooperation of local authorities with business, state bodies and specialized institutions, organization of public works
	C.3.2. Creation and equipment of open spaces considering the needs of inclusive groups of residents

Management of the implementation of the recovery and development plan for the territorial community

The goal of managing the implementation of the Recovery and Development Plan for the territorial community is to achieve these goals by coordinating various activities and projects aimed at the recovery and development of the community. The general management scheme of the The Recovery and Development Plan is shown in the figure 8.

MANAGEMENT

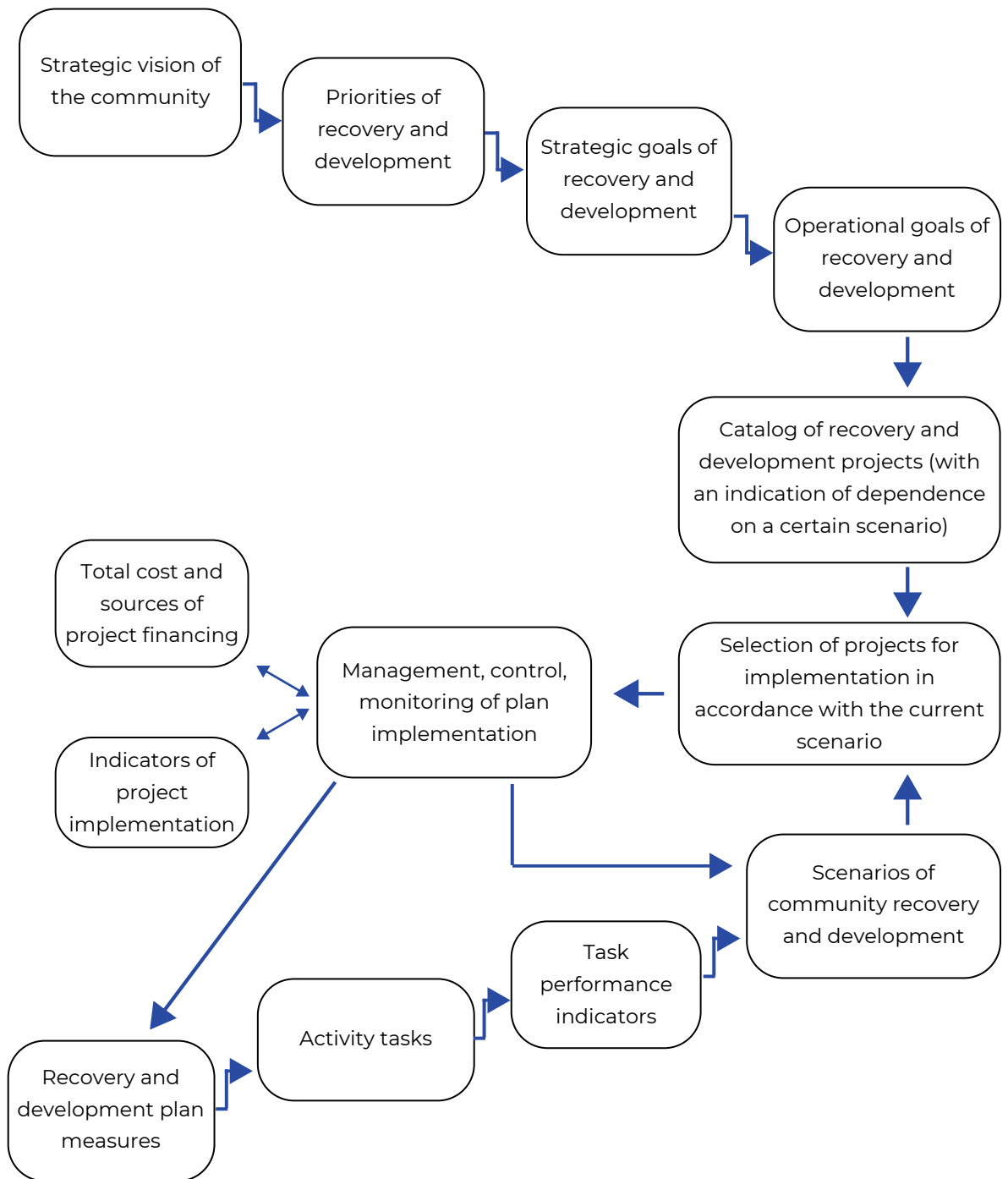


Fig. 8. Organizational scheme for managing the implementation of The Recovery and Development Plan for the territorial community

Management, control, and monitoring of the implementation of the Plan is focused on the application of a scenario approach to determining the specific conditions and circumstances in which the community finds itself at a certain time. A scenario is a way of systematically assessing the possible consequences and risks of decision-making in various situations.

Managing the implementation of The Recovery and Development Plan for the territorial community is a complex task, as it requires taking into account many different factors that can influence the development of events. The scenario management approach allows you to take into account the possible consequences of various options of decisions made at different stages of the Plan's implementation, providing a convenient and reliable way to manage risks and determine the most effective path of recovery and development.

The key difference between a recovery plan and a classic development plan is that the starting situation (the moment at which the plan begins to be implemented) for development can remain in place or get better. Deterioration of the situation may occur quantitatively, but not qualitatively and institutionally. Therefore, all projects implementing the development strategy can be implemented. The recovery plan is forced to proceed from the circumstances that the situation may worsen objectively. Consequently, some of the goals and some of the projects become irrelevant. The unpredictability of the war and post-war situation can lead not only to the worsening of circumstances, but also to the disappearance of the basic conditions for the implementation of the plan. A plan that does not take this into account generally loses its meaning.

Using of the scenario approach allows you to combine the general and the situational. On the one hand, a set of relatively universal recovery measures is being developed, with details on tasks and evaluation indicators. And, on the other hand, a "tree of goals" has been defined, which reveals the situationally relevant part of the necessary actions for the recovery and development of the Beryslav city territorial community, taking into account the basic assumptions in force at the time of the development of the Plan. The tree of goals is detailed with a set of projects contributing to the realization of each of the defined goals.

The combination of the catalog of projects and the totality of recovery measures in the process of applying the scenario approach allows you to single out projects that are both relevant and capable of implementation within the current scenario. Accordingly, projects that cannot be implemented under the current scenario are temporarily suspended for implementation, but can be implemented when the scenario changes.

The focus of the Recovery Plan on key universal measures, and not on a catalog of developed projects, means that the management process receives a feedback loop for those moments that can change the course of the Plan's implementation, without changing the approved "tree of goals". Technically, the processes of defining the tree of goals/project catalog and defining the plan of activities/tasks/indicators go in parallel. On the first line, a "tree of goals" and project catalogs are obtained, which are marked with the attribute of belonging to a certain community development scenario. On the second line, a relatively universal plan of recovery measures is being developed, detailed with tasks and indicators, and an algorithm for applying the scenario approach. Then, after determining an adequate development and recovery scenario, not all projects are implemented, but only those relevant to this scenario. And in the process of managing the implementation of the Plan, the entire second line can be adjusted through feedback.

In this case, a set of measures becomes the object of management, and not a set of projects collected at the time of project approval. The system of measures is developed universally, with the possibility of editing, and accordingly, during the implementation of the Plan, new projects may appear to replace those that have lost their relevance.

The table 4 shows the Key measures, tasks and indicators of measures of the recovery and development plan of the Kherson city territorial community, which form the basis of the process of management, control, and monitoring of the implementation of the Plan.

Table 4

Key measures, tasks and indicators of measures of the Recovery and Development Plan for Beryslav city territorial community

Community recovery and development measures	Assignment of measures	Indicators of measures implementation
1. Liquidation of the consequences of the disaster at the Kakhovka reservoir and revitalization of the affected areas	Relocating and streamlining the lives of the population from potentially non-restorable territories.	The population that needs to be resettled. The threshold value is 100% in the first quarter of the implementation of the plan.
	Assessment of environmental consequences and potential environmental risks. Determining the needs and prioritization of elimination of environmental consequences.	The number of surveyed objects. Size of surveyed areas. The threshold value is 25% every quarter.
	Remediation of soils and territories adjacent to the Kakhovka reservoir, revitalization of ecosystems.	Area of revitalized territories. The threshold value is 20% annually.
	Inventory and assessment of the degree of loss of functionality of objects subject to revitalization. Determining the needs, priority and order of revitalization of objects.	% of evaluated objects in their total number. The threshold value is 100% in the first year of plan implementation.
	Revitalization of affected objects, considering the need to prevent future disasters.	Specific gravity of restored objects. The threshold value is 10% annually.
2. Restoration of the housing stock 3. Reconstruction of social infrastructure facilities 4. Reconstruction of housing and communal facilities 5. Reconstruction of energy infrastructure facilities 6. Reconstruction of road transport and bridge infrastructure 7. Restoration of infrastructure objects of electronic communication networks	Inventory and assessment of the degree of destruction and damage of objects to be restored. Determining the needs, priority and order of restoration of objects.	% of evaluated objects in their total number. The threshold value is 100% in the first year of plan implementation.
	Development and approval of project and permit documentation. Selection of performers and determination of funding sources.	% of objects in their total number, for which project documentation and other regulatory conditions of reconstruction have been developed and approved. The threshold value is 50% annually.
	Demining and cleaning the restoration area for construction works and improving the ecological situation.	% of the area of the community prepared for restoration works. The threshold value is 50% annually.
	Carrying out repair and construction works. Verification of project requirements and ensuring the safety of restored objects.	Specific gravity of restored objects. The threshold value is 10% annually.
8. Restoration of the system of social protection and care 9. Restoration of the system of providing public services (administrative buildings of authorities, premises and equipment of centers for the provision of administrative services, etc.) 10. Restoration of functioning of cultural institutions and provision of cultural services	Assessment of the state of the systems, assessment of the needs of the existing population of communities in the services of individual systems, determination of restoration priorities.	1. % of evaluated systems in their total number. The threshold value is 100% in the first year of plan implementation. 2. The index of availability of all types of public services for all settlements and strata of the community population is determined. The threshold value is 100% in the first year of plan implementation.
	Development of recovery strategies and programs taking into account available funding opportunities. Development of restoration projects.	% coverage by programs and projects of restoration of community needs in public services. The threshold value is 50% annually.
	Reconstruction, repair and restoration of material infrastructure facilities for the provision of public, social and cultural services.	% of restored objects in their total number. The threshold value is 10% every quarter.
	Increasing the number and quality of public, social and cultural services provided to the population in the community's settlements.	1. % of increase in the number of public services provided in the settlements of the community. The threshold value is 10% every quarter. 2. % of provision and availability of basic public services in all settlements of the community. The threshold value is 50% annually.

11. Restoration of hydrotechnical structures and the ecological state of the shoreline along the Dnipro River	Assessment of the state of hydrotechnical structures, preliminary analysis of possible restoration projects, determination of the scope of work and terms of their completion, determination of funding sources.	% of evaluated objects in their total number. The threshold value is 100% in the first year of plan implementation.
	Removal of garbage from the coastline, installation of coastal protection structures and planting of restored areas with vegetation.	The length of the restored coastline on the territory of the community. The threshold value is 25 km annually.
	Reconstruction, repair and restoration of hydrotechnical structures, restoration of recreational areas.	% of restored buildings in their total number. The threshold value is 50% annually.
12. Restoration and development of the regional and local economy, creation of new jobs in the community	Assessment of the community's post-war economic potential, determination of development opportunities and rates, potential areas of investment.	The economic profile and investment passport of the community have been developed.
	Development and implementation of projects aimed at supporting the development of the territory's economy, creating jobs, raising the standard of living of the population, and increasing the territory's economic potential.	1. Number of implemented development projects. The threshold value is 20 projects annually. 2. Increasing the number of new jobs that were created as part of economic development projects. The threshold value is 200 new jobs annually. 3. % of decrease in the level of unemployment in the community. The threshold value is 1% annually. 4. % of increase in the number of business entities in the settlements of the community. The threshold value is 20% annually.
13. Restoration of the agro-industrial sector of the community	Demining of agricultural lands.	% of demined land area to the total land area of the community. The threshold value is 25% annually.
	Creation of entrepreneurial forms on the territory of the community for the processing of agricultural products and the production of final consumption products.	The number of new enterprises (businesses) for storage, processing and production of final consumption products in the territory of the community. The threshold value is 2 enterprises annually.
14. Ensuring compliance with the principles of "Good governance" and recommendations of transparency and openness of the European Union	Development of the capacity of consultative and advisory bodies and formation of a system of public dialogues in communities	1. Number of consultative and advisory bodies in the community. 2. The number of interactions and joint decisions between consultative and advisory bodies and authorities.
	Adaptation of public decisions, policies and programs, regulatory documents and regulations to the requirements of the European Union	1. Number of changes in public decisions and policies to comply with European requirements. 2. The level of compliance of the regulatory environment with the requirements of the European Union.
	Increasing social cohesion, reconciliation and peacebuilding in the community	1. The level of perception and understanding of the idea of social cohesion, reconciliation and peacebuilding among community members. 2. Reducing the number of conflicts with social or ethnic implications in the community. 3. Number of joint initiatives and level of public involvement in decision-making and conflict resolution processes.

Activities shown in table 4 are defined and structured by the Working Group in accordance with the assumptions and predictions regarding the possible range of recovery and development actions both under the condition of the end of the war and under the condition of the continuation of hostilities with certain consequences.

The specification of a set of implemented measures and projects is based on scenario modelling, the essence of which is as follows.

The scenario approach in planning is a method that allows you to predict various possible options for the development of events in the future and develop action plans depending on these scenarios. This approach avoids unexpected problems and helps to plan actions in advance.

The main steps of implementing the scenario approach in planning are as follows:

Determination of possible future scenarios. To do this, it is necessary to analyze various factors that can affect the development of the situation, and to determine possible options for the development of events.

Estimate the probability of each of the scenarios. At this stage, it is necessary to analyze how likely different scenarios are and pay attention to those that can have the greatest impact on planning.

Development of an action plan for each of the scenarios. At this stage, it is necessary to develop an action plan for each of the possible scenarios, taking into account the probability of its implementation.

Implementation of the action plan according to the relevant scenario. After action plans have been developed for each possible scenario, it is necessary to carry out the essential actions (implement measures and projects) per the selected scenario.

Evaluation of results and adjustment of action plans. After the implementation of the action plans, it is necessary to evaluate the results and make the necessary adjustments to the action plans, if necessary.

The implementation of a set of measures and projects of the The Recovery and Development Plan for Bcity territorial community depends on external factors, and it is advisable to present their modeling on the diagram according to the scenarios – **pessimistic (P), basic (B)** and **optimistic (O)**.

Any scenario covers such directions (components) as physical security, economy, ecology, demography and human capital, state of critical infrastructure, management system and external conditions (regulatory environment).

Depending on the implementation of scenarios, available resources and opportunities, planning measures and actions of the authorities can be:

"reactive" (will involve certain actions in response to certain events, as a reaction)

and

"proactive (first of all, they will be aimed at achieving the results established by the strategic planning documents).

The recovery and development activities and projects planned for implementation must correspond to the key priorities of community development and the current scenario at the time of the implementation of the The Recovery and Development Plan. The description of the scenarios is summarized in the table. 5.

Analysis of the situation and determination of the actual scenario of recovery and development processes in the territorial community serves as an informational and organizational basis for further stages of the Recovery and Development Plan implementation.

The specified specific type of current scenario determines the priority and feasibility of implementing a certain set of projects from the "Project Catalog" of the Recovery and Development Plan.

Table 5

Description and characteristics of possible scenarios

Scenario	Description of possible impact
Pessimistic (P)	<p>The scenario foresees a significant deterioration of conditions in one or more components and will require, first of all, "reactive" measures from the local/regional authorities. Among the elements of its manifestation may be the following (one or more events listed below):</p> <ul style="list-style-type: none"> • military actions take place directly on the territory of the community (within the time frame of this document) / the borders of the community are located from the zone of military confrontation at a distance that makes it possible to use most types of convection weapons / authorities do not have the opportunity to exercise their authority. This is a key condition that prevents the classification of the community in the category of "Recovery communities", the implementation of a set of measures related to the reconstruction of engineering infrastructure and housing stock; • a possible escalation of the military conflict in Ukraine, which will lead to a significant increase in security risks, a reduction in the operational capabilities of local/regional authorities, the suspension of the implementation of any solid projects due to the threat of their repeated destruction/damage, the formation of a demographic hole in separate territories - including due to the deterioration of living conditions due to the unavailability of basic public services. • sharp deterioration of the state's financial or economic capabilities / deterioration of conditions in certain territories. Manifestations of such a scenario may be a reduction in funding for infrastructure projects at the national/regional level, a review of socio-economic guarantees/conditions for business and the population, migration of residents of working age to other regions or outside the country, a significant deterioration in the availability of technologies/financial resources. • aggravation of environmental / technological / security / demographic / infrastructural problems in a separate territory even if other parameters are relatively stable. The development of such a scenario will require the concentration of the maximum efforts of the authorities precisely on solving a certain problem at the expense of reducing the priority of other directions. <p><i>For most variations of negative scenarios, reactive measures of local authorities aimed at solving critical problems, ensuring the availability of basic public and communal services to residents, and maintaining the minimum necessary living conditions with limited resources will be appropriate.</i></p>
Basic (B)	<p>This scenario is based on the implementation of key legislative initiatives, as well as the characteristics of the current state, forecasts and calculations of state bodies and international institutions: IMF¹, World Bank², OECD³, UNCTAD, UNDP, etc. It should be noted that currently most of such forecasts are weighted and foresee the development of the state in conditions of limited resources and technologies.</p> <p>The scenario assumes a controlled situation in the economy, the availability of basic services for the population, the stability of the business climate and the cessation of military confrontation during the year, provided there is no:</p> <ul style="list-style-type: none"> • significant additional damage to the economy, demography, ecology, infrastructure of the region and territorial community; • significant territorial losses or acquisitions for a limited period of time; • pandemics, or events that can conceptually change approaches to spending budget funds, as well as management priorities at the macro-regional, country, or individual region/territory level; • participation of Ukraine in other extraterritorial conflicts, use of means of mass destruction or natural disasters on its territory; • conceptual changes in the system of management or distribution of powers on the ground, which would characterize it as atypical, including due to changes in the current legislation. <p><i>For most variations of the basic scenario, both reactive measures to emerging problems and proactive planning aimed at achieving sustainable results in accordance with identified priorities will be appropriate.</i></p>
Optimistic (O)	<p>Such a scenario involves a significant adjustment of operating conditions associated with (one or more factors from the list):</p> <ul style="list-style-type: none"> • transformation of the management system, the economy - through integration into supranational associations or unions or in-depth participation in them; • complete cessation of hostilities on the territory of Ukraine and the implementation of the loss compensation mechanism; • obtaining unique opportunities for access to the markets of the G-20 countries and preferences from such access; • wide application of mechanisms for attracting funds / technologies / other resources for the recovery of the south of Ukraine, provided that such resources are properly administered by state bodies and self-governing municipalities and given appropriate priority; • deep transformation of the economy and the formation of business / economic centers in the south of Ukraine. Such a transformation should be enshrined in planning documents of the national level, hide the implementation of infrastructure projects and create special conditions (business climate) in a certain territory if the projects are related to the development of production, food and energy security in the region, and the use of the latest technologies. <p><i>For most variations of the optimistic scenario, measures and projects aimed at achieving sustainable results in accordance with defined priorities, as well as projects aimed at transforming the socio-economic complex of the community in accordance with the projected challenges, will be appropriate.</i></p>

[1] https://mof.gov.ua/storage/files/Lol_MEFP_Ukraine_2023-03-24.pdf
 [2] <https://www.worldbank.org/en/country/ukraine/overview>
 [3] <https://www.oecd.org/ukraine-hub/en/>

CATALOG OF PROJECTS

№	Name of the regional (local) development project (indicating the full address: district, community, settlement, street, building)	The scenario to which the project belongs (B-basic, O-optimistic, P-pessimistic)	The priority direction of recovery and development, a brief description of the project, creation of conditions for the return of people, main measures and other information
1	2	3	4
1. The projects, aimed at restoring the housing stock			
1.1. Multi-apartment residential buildings			
1	Development of reports on technical inspection and design and estimate documentation for multi-apartment residential buildings damaged as a result of military aggression of the Russian Federation.	B, P	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
2	Restoration, rebuilding of multi-storey residential buildings in the city of Beryslav	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
1.2. Individual residential buildings			
1	Development of reports on the technical inspection of individual residential buildings that suffered due to the military aggression of the Russian Federation, on the territory of the Beryslav city territorial community	B, P	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
2	Reconstruction with the use of green energy of individual residential buildings to organize the activities of foster families, family-type children's homes and foster families of the Beryslav City Council, which suffered due to the armed aggression of the Russian Federation	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
1.3. Dormitories			
1	Restoration of the dormitory of the communal institution "Beryslav Medical College" of the Kherson Regional Council	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2. Projects aimed at rebuilding social infrastructure facilities			
2.1. Preschool education institutions			
1	Restoration and thermo-modernization of Zmiyvka preschools #1 and #3 of the Beryslav city territorial community to increase the level of comfortable stay of children and reduce energy costs	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2	Restoration and thermal modernization of the Shlyakhiv preschool of the Beryslav city territorial community to increase the level of comfortable stay of children and reduce energy costs	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2.2. Institutions of general secondary education			
1	Resumption of activities of the Beryslav support institution of comprehensive general secondary education in the Beryslav city territorial community	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2	Renovation of the sports ground and purchase of the necessary modern sports equipment of the Beryslav support institution of comprehensive general secondary education	O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2.4. Treatment facilities			
1	Reconstruction of branches, hospitals, outbuildings and facilities of the "Beryslav Central District Hospital"	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2.6. Institutions of social protection and care (social welfare centers, boarding schools for the elderly, institutions for orphans and children)			
1	Restoration of buildings and structures of the inpatient care department for permanent or temporary residence of citizens of the MB of the Beryslav city council "Territorial center of social service (provision of social services)"	O	Priority B. Restored infrastructure based on green energy Strategic goal B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure.
2	Reconstruction of the ME of the Beryslav City Council "Territorial Center of Social Services (provision of social services)", (hereinafter referred to as the Territorial Center of Social Services), Beryslav, Uspenska Street, 10	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure.
2.7. Objects of cultural institutions			
1	The creation and organization of the mobile summer cinema center under the open sky in the Beryslav city territorial community	O	Priority C. A democratic community of social justice, openness and development Strategic goal C.2. Ensuring social, cultural, educational integration of community residents

2.8. Physical culture and sports facilities			
1	Modernization of the sports complex of the Beryslav complex children's and youth sports school named after V. K. Sergeev and the Mashynobudivelnik stadium	O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2.9. Objects of police units and emergency services, other law enforcement agencies			
1	Restoration of the building of the Beryslav branch of the Kherson Regional Employment Center with the arrangement of the Business Center for the development and support of entrepreneurship	B, O	Priority C. A democratic community of social justice, openness and development Strategic goal C.3. Ensuring equal conditions for employment and development in the community
2	Construction of a new administrative building of the Beryslav City Council on St. 1 Travnya, 244, Beryslav, Beryslav city territorial community	O	Priority B. Restored infrastructure based on green energy Strategic goal B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure.
3	Reconstruction of the administrative building at the address: 1 Travnya Street, building 205, Beryslav, Kherson region, to accommodate the administrative services center and Diya.Busyness office	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure.
2.11. Landscaping facilities			
1	Purchase and installation of sports grounds and street sports complexes on the community territory	O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
2	Reconstruction of the city park named after Shevchenko of the Beryslav city council of the Kherson region	O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
3	Reconstruction of the Molodizhny city park on the May 1 Street, Beryslav, Kherson region	O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
3. The projects aimed at the housing and communal facilities reconstruction			
3.1. Objects of the centralized water supply system			
1	Construction of new and reconstruction of existing sources and water supply system in the territory of settlements of Beryslav city territorial community of Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs
3.2. Objects of the centralized drainage system			
1	Reconstruction of wastewater treatment facilities in the city of Beryslav, Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs
3.3. Heating facilities			
1	Modernization of heating systems of educational and cultural institutions of the Beryslav community	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs
3.4. Other housing and communal facilities			
1	Improvement of the ecological and sanitary-epidemiological situation in the Beryslav city territorial community	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs
2	Construction of a household waste sorting complex in the city of Beryslav, Kherson region (outside the settlement)	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs.
5. The projects aimed at rebuilding the road and transport infrastructure			
5.1. Automobile roads			
1	Major restoration of the carriageway of the streets of Beryslav, Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
2	Major restoration of the 30 Years of Victory Street roadway in the village, Zmiyivka of Beryslav district, Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
3	Major restoration of the roadway of Naberezhna Street in the	B, O	Priority B. Restored infrastructure based on green

	village. Novoberyslav of Beryslav district of Kherson region		energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
4	Capital restoration of the carriageway of the streets of Shlyakhove district of Beryslav district of Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
5.2. Other objects of transport infrastructure, electronic communications, and connection			
1	Asphalting of sidewalks (pedestrian) paths in settlements of the Beryslav city territorial community	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
2	The organization of the communal transport enterprise of the Beryslav city territorial community to increase transport accessibility for the residents of the community and Beryslav district: electric buses within the community, ordinary buses within the Beryslav district	O	Priority B. Restored infrastructure based on green energy Strategic goal B.1. Ensuring the availability of communal services in the settlements of the community, considering current needs.
6. Projects aimed at the development of the regional and local economy			
1	Uniting local fruit and vegetable products producers into a production cooperative to store and process products	B, O	Priority A. The community is a center of agro-industrial development and innovation Strategic goal A.3. Growth of the share of the manufacturing sector in the gross product of the community
2	Creation of a youth center based on the educational complex of the Beryslav city territorial community	O	Priority C. A democratic community of social justice, openness and development Strategic goal C.2. Ensuring social, cultural, educational integration of community residents
3	Demining of land, including agricultural land, on the territory of the Beryslav city territorial community	P, B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
4	Training the entrepreneurial activity subjects of the Beryslav city territorial community regarding participation in grant procedures	P, B, O	Priority A. The community is a center of agro-industrial development and innovation Strategic goal A.4. Development of investment and innovation potential
7. Other projects aimed at the recovery of the region and territorial community			
1	Installation of video surveillance systems at communally owned facilities and in public places of settlements of the Beryslav city territorial community to increase the level of public safety	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
2	Creation of the "Community Police Officer" point of the Zmiyivka starostat of the Beryslav city territorial community to increase the level of public safety based on the starostat's premises	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
3	Installation of video surveillance systems in the Beryslav support institution of comprehensive general secondary education to increase the level of safety of educators and student youth	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
4	Developing a comprehensive spatial development plan for the territory of the Beryslav city territorial community of the Beryslav district of the Kherson region	B, O	Priority B. Restored infrastructure based on green energy Strategic goal B.2. Ensuring the availability of administrative and social services and the functioning efficiency of the relevant infrastructure.
5	Creating and organizing the functioning of the cultural services center in the Beryslav territorial community	O	Priority C. A democratic community of social justice, openness and development Strategic goal C.3. Ensuring equal conditions for employment and development in the community
6	Recording and assessing the impact of Russian war crimes on the environment state in the Beryslav city territorial community and a plan for environmental measures after the end of hostilities. Creating community's ecological profile	P, B	Priority B. Restored infrastructure based on green energy Strategic goal B.4. Creation of proper living conditions and revitalization of affected areas
7	Creating a complex public space in Urozhaine village.	O	Priority B. Restored infrastructure based on green energy Strategic goal B.3. Ensuring the availability of education, culture, and medical services
8	Creating a community geo-information portal	B, O	Priority A. The community is a center of agro-industrial development and innovation Strategic goal A.4. Development of investment and innovation potential