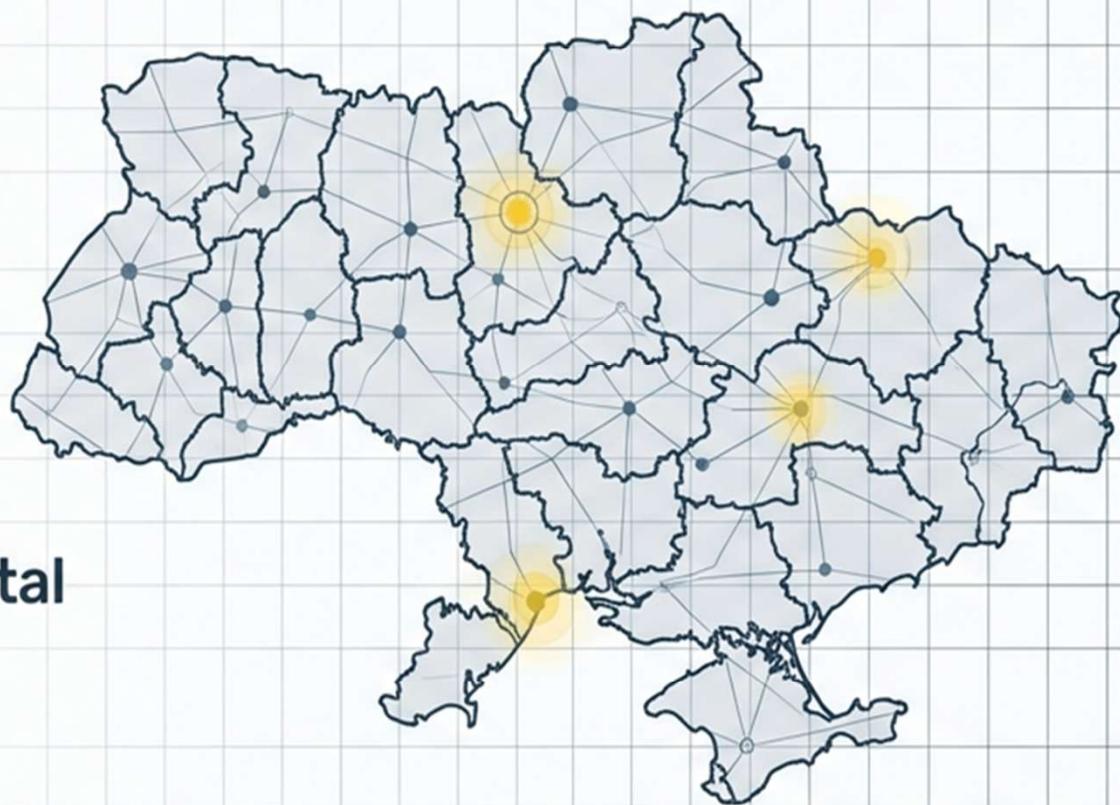


# Architecting Resilience in Ukrainian Education

Aligning systemic reforms, **digital transformation**, and capacity building with wartime realities.



# The Dual Mandate of Ukrainian Education

## Emergency Relief

- Managing the largest education-in-emergencies crisis in modern history.

## Systemic Reform

- Executing an ambitious, EU-aligned structural reform agenda.

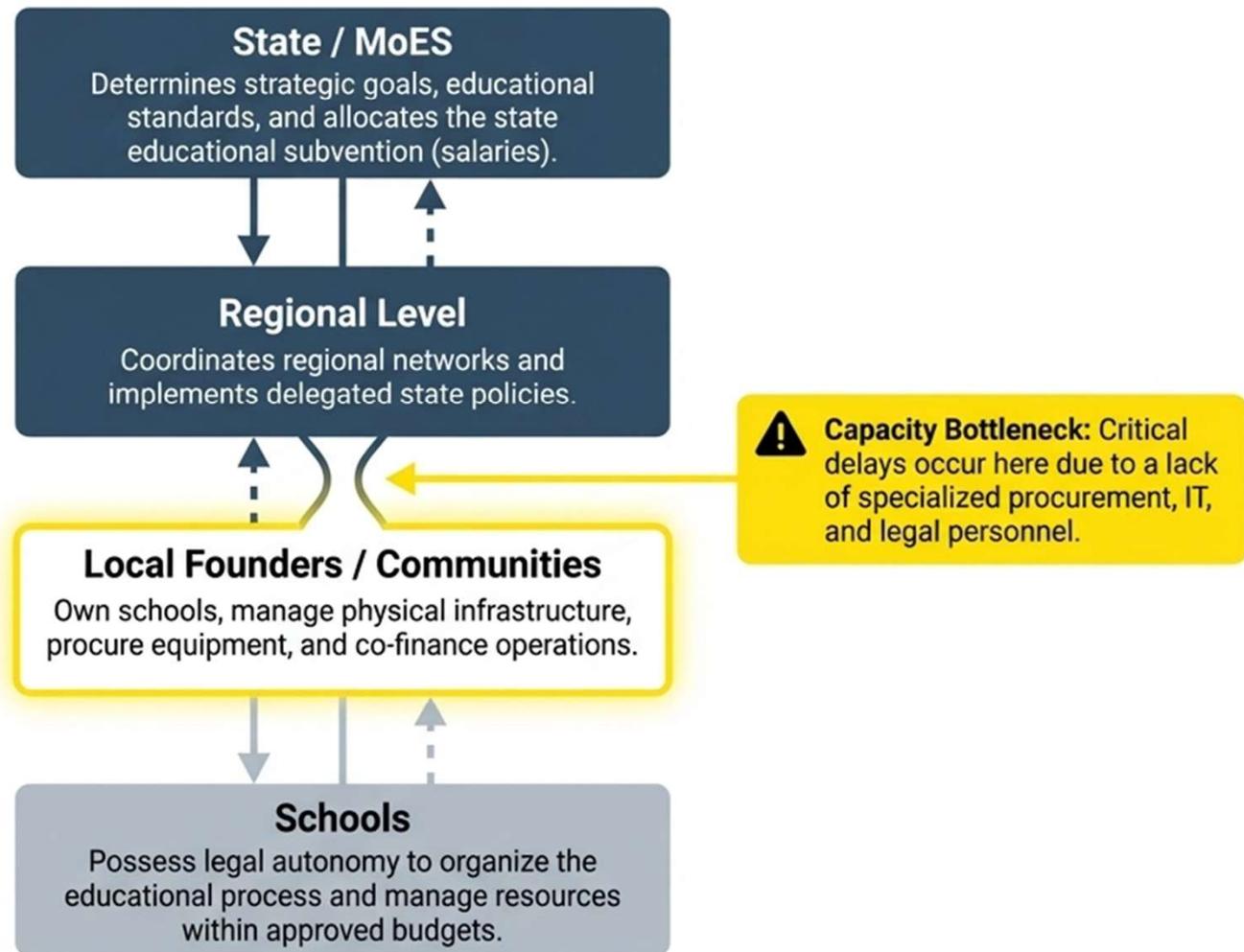
**Executed Simultaneously in Parallel**

- Focus on physical safety and robust psychosocial support.
- Mitigating immediate learning losses in frontline and displaced populations.

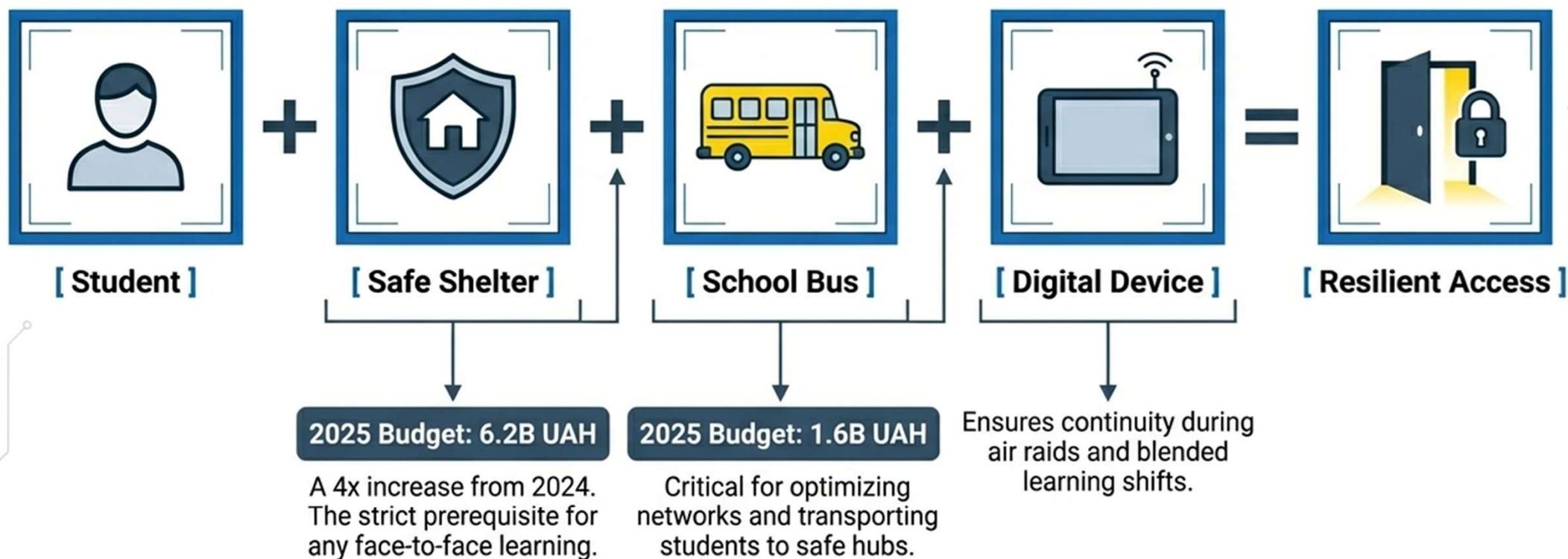
- Focus on the New Ukrainian School (NUS) curriculum rollout.
- Vocational Education (VET) modernization and formula-based decentralized funding.

**Core Objective:** Synthesize precise constraints (local capacity, physical barriers) and map exact partnership opportunities for international donors.

# The Decentralized Governance Architecture



# The Precondition of Safety: The 'Offline School' Equation



Physical safety and transport logistics are the **strict prerequisites** for unlocking all other educational outcomes.

# Sustaining the New Ukrainian School (NUS) Trajectory

**2025 Investment: 2.15B UAH**

Nearly a **50% increase** from 2024.  
Funds targeted for teacher retraining,  
modern furniture, and STEM equipment.

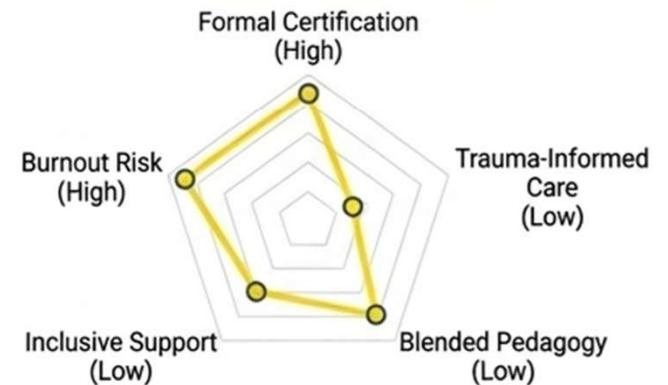
**2016: NUS  
Launched**

**2020: Pandemic  
Disruptions**

**2022: Full-Scale  
Invasion**

**2025:  
Continued  
Rollout**

## The Human Toll (Teacher Strain)



# VET Modernization: The Engine for National Reconstruction

## Economic Need

- Focus on training a skilled workforce for national post-war recovery.
- 2025 Budget Allocation: 540M UAH.
- Goal: Modernizing VET practice centers, laboratories, and workshops.

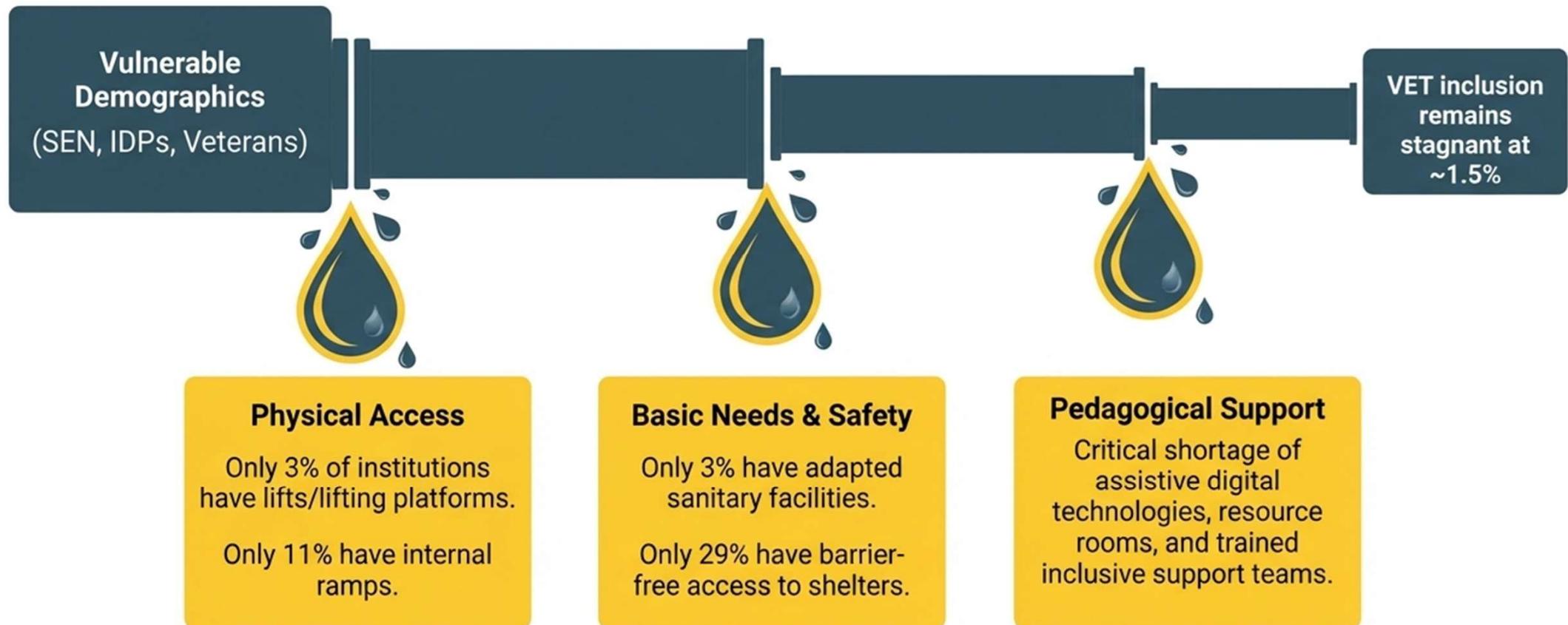


**Solution: Digital Simulators & Blended Pedagogy** to replace destroyed physical workshops.

## Current Reality

- Severe physical infrastructure damage.
- 12 VET institutions completely destroyed.
- Massive shortage of adapted equipment for practical training.

# The Inclusion Gap: The Leaky Pipeline of Accessibility



# Higher Education: Performance-Based Funding and Digital State Grants

**Context:** 42% of university funding comes from fee payments.

## Formula-Based Funding (Improved 2024)

- **Goal:** Financial autonomy, anti-corruption, and steering policy (e.g., rewarding Master's/PhD programs and international research).

**EUR 0.43 billion**  
distributed to **134 HEIs.**



- **Equity driver:** High regional support coefficient (up to 1.07) for frontline HEIs in Zaporizhzhia, Mykolaiv, Kharkiv.

## State Grant Co-Funding (Diia App Pilot 2024-2026)



- **Goal:** Individual educational trajectories, accessibility, and transportability of state funding.

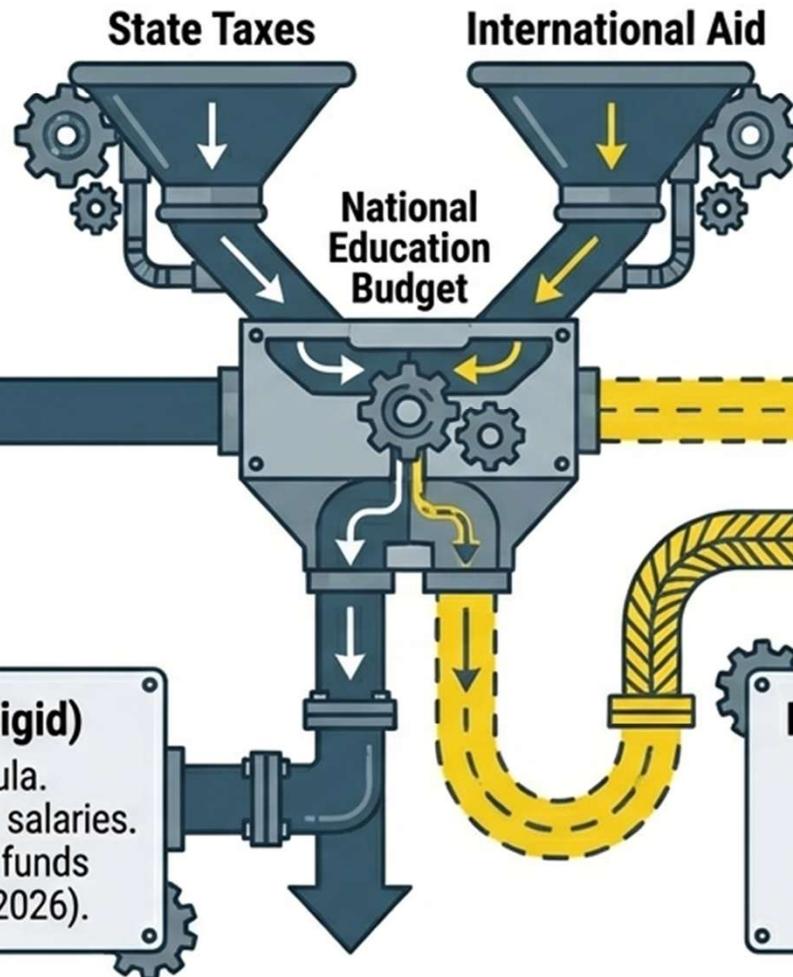
**13,160 grants issued**  
(10% of the 128,831  
fee-paying students).

- Integrated directly with the Unified State Web Portal of Electronic Services Diia.
- Grant size depends on specialty and academic achievement.
- Top specialties: Psychology, Law, Computer Science, Philology, Software Engineering, Design, Cybersecurity, Architecture.

# The Financial Engine: Rigid Formulas and Multi-Channel Funding

## ⚠️ Martial Law Constraint:

Domestic revenues fund defense. Education relies heavily on **international credit** and **grants** for capital expenditures.



## The Educational Subvention (Rigid)

- "Money follows the student" formula.
- Strictly locked to covering teacher salaries.
- Drives network optimization (cuts funds for schools under 45 students by 2026).

## Local & Grant Funding (Flexible)

- Covers maintenance, capital development, shelters, and utilities.
- Highly vulnerable to local economic collapse and capacity limits.

# Digitalization as a Policy Engine: EMIS & Mriya

## Data Collection

AICEM (National EMIS) tracks student contingents, infrastructure damage, and IDP movement.

## Policy Adjustment

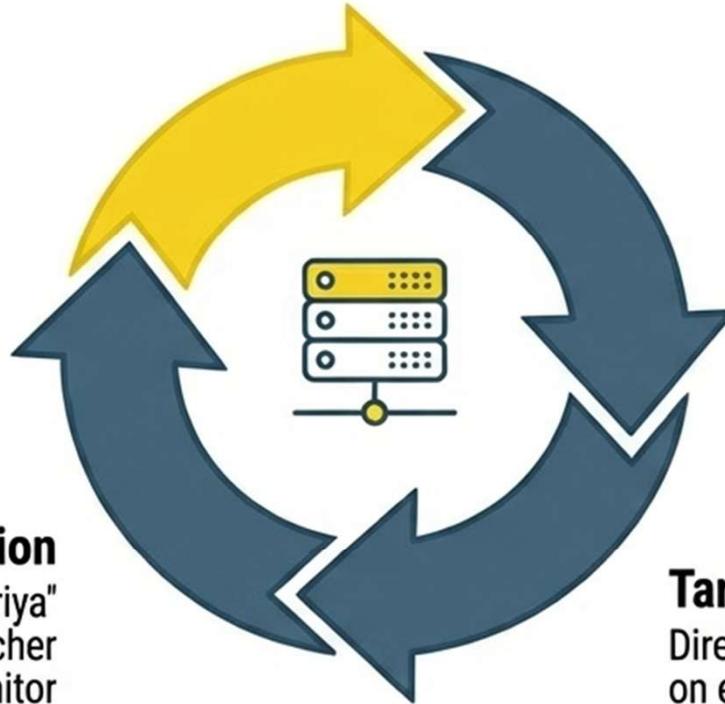
Moves policy from static annual cycles to dynamic, real-time resource allocation.

## Targeted Funding

Directs subventions based on exact geographic needs and optimization formulas.

## Local Implementation

Schools utilize the "Mriya" app to automate teacher bureaucracy and monitor engagement.



## Key Insight

World-class data infrastructure exists at the state level, but **Local Data Leadership** (the capacity to analyze and act upon this data) remains a critical gap at the community level.

# The Relief-Recovery Continuum

## Education Cluster (Emergency Relief)

- **Focus:** Short-term access, immediate physical safety, basic shelter provision.
- **Interventions:** Psychosocial support (MHPSS), emergency learning materials, humanitarian appeals.
- **Pace:** Agile, reactive, short-term funding cycles.

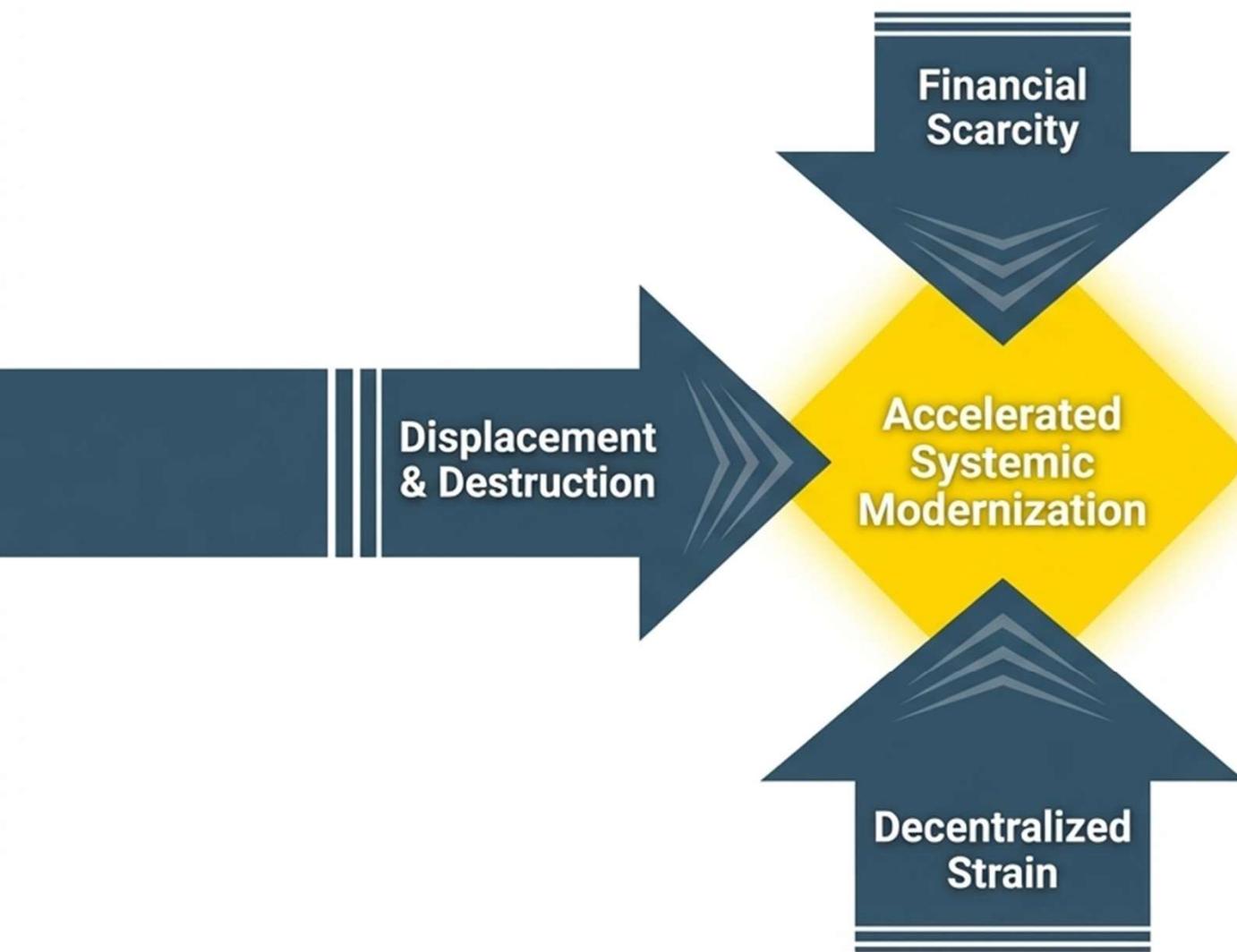
## The Convergence Zone

- Safe Offline Access
- Catch-up Learning
- Complementary, not duplicative

## MoES Strategic Plan 2027 (Systemic Reform)

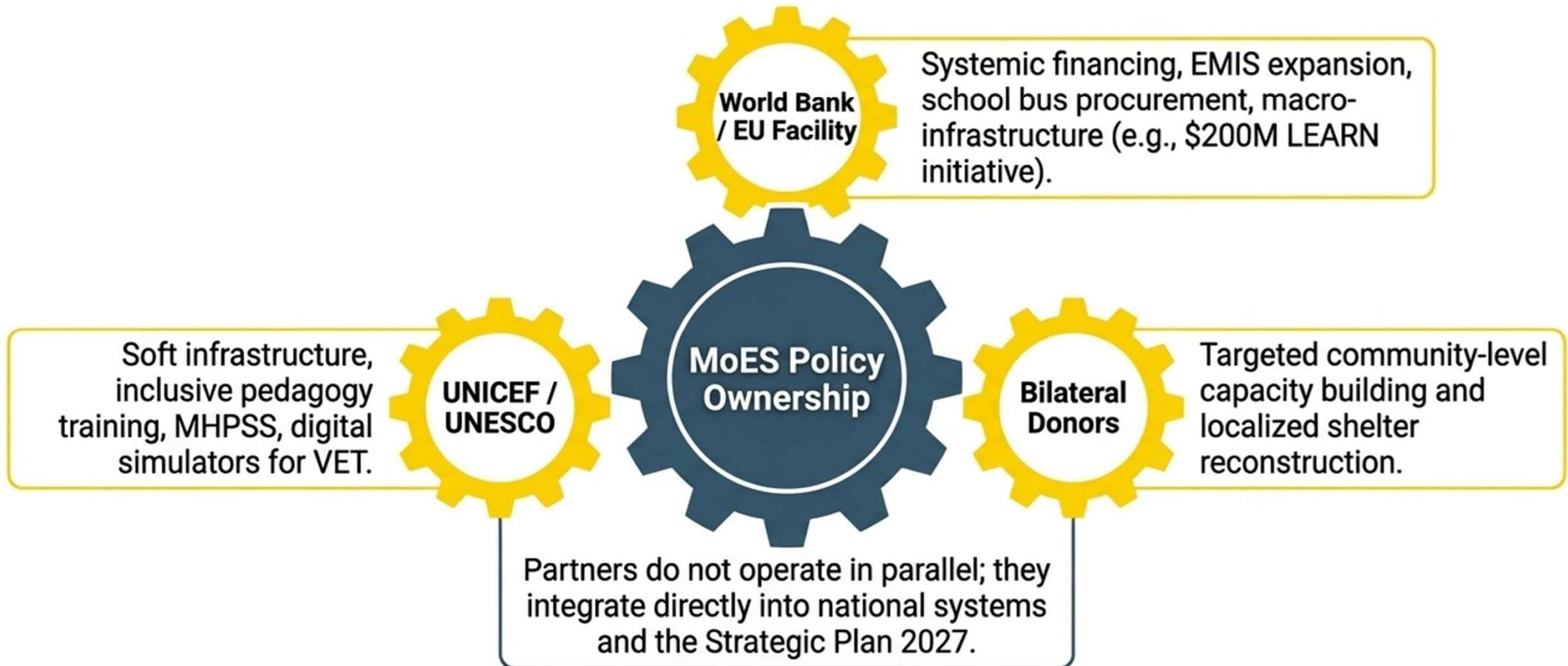
- **Focus:** EU integration, structural modernization, human capital development.
- **Interventions:** Formula-based funding, EMIS enhancement, NUS curriculum rollout.
- **Pace:** Deliberate, structural, long-term bilateral grants.

# Synthesis: Crisis as a Catalyst for Structural Transformation



1. **Network Optimization:** Financial necessity forces the closure of inefficient, under-enrolled schools and drives the shift to strict formula-based funding.
2. **Rapid Digitalization:** The war forced the national rollout of distance platforms, the Mriya app, and reliance on EMIS for tracking displaced students.
3. **Enhanced Autonomy:** Pushes local communities to take total ownership of their infrastructure and seek direct international partnerships.

# Strategic Alignment with International Partners



**The Rule of Engagement: Aid must align with national frameworks to transition from short-term relief to sustainable capacity building.**

# Investment Horizons: 2025-2027 Opportunities

1

## Horizon 1: Soft Infrastructure

- Immediate need for teacher upskilling in blended and inclusive pedagogy.
- Scalable MHPSS programs for secondary trauma.
- Digital simulators for remote VET practical training.

2

## Horizon 2: Hard Infrastructure

- Co-financing for Universal Design and accessibility in shelters.
- Adapted sanitary and lifting facilities in VET centers.
- School bus fleet expansion for optimized networks.

3

## Horizon 3: Systemic Capacity

- Training local community founders in public procurement and legal administration.
- Integrating EMIS with HR and payroll systems.
- Data leadership training for regional managers.

**Investing in Ukrainian education is an investment  
in Europe's most resilient future workforce.**