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Integrated Country Strategy

Ukraine

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1. Chief of Mission Priorities

The biggest land war in Europe since WWII, Russia's full-scale invasion of Ukraine in February 2022 was the most critical moment in Ukraine since the country's independence from the Soviet Union and changed the course of Ukraine's future and its international relations. The Ukrainian people made clear in the Orange Revolution in 2004-2005 and Revolution of Dignity in 2014 its aspirations to integrate into Europe. Though the biggest challenge is winning the war, Ukraine has a unique opportunity in the current moment to commit to the anti-corruption and judicial reforms needed to realize the aspirations of the Ukrainian people. A clear, transparent strategy to deoligarch the economy and deliver prosperity for all is central to these reforms. Achieving this public commitment to reform and real implementation will send positive signals to private sector investors for the recovery and reinforce U.S. and international military, development, and economic support. The European Union's decision to offer candidate status reinforces this effort with the conditionality the EU's offer includes. A future grounded in Europe, built on democracy, rule of law, and economic prosperity is within Ukraine's grasp and is in the United States' best interests for Ukraine to achieve.

As of the date of this strategy, Ukraine is fighting for its survival. Supplied and trained by the United States and other NATO member states, the Ukrainian armed forces are emerging as a confident, battle-tested military, successfully liberating thousands of square miles from Russian control since the start of the full-scale war. However, Russia still illegally occupies some 22% of Ukrainian territory. To prevail on the battlefield, Ukraine needs continued military and security assistance. Russian attacks on civilians, Ukraine's energy grid, and civil infrastructure require continued humanitarian, economic, and development assistance. Jumpstarting the economy and boosting government revenue are key to the country's fiscal health to reduce the dependence on direct budget support from international donors.

Even as Ukraine fights to liberate its territory, the fight for the future is also important. President Zelenskyy campaigned on a promise to clean up corruption and remains publicly committed to rebuilding a Ukraine that benefits all of society. Ukraine cannot afford to push reforms to a post-war period. The country must lay the framework to win the future even now. Recovery and reconstruction must be done concurrently with efforts to take back their territory. Rebuilding the Ukraine that was flies in the face of the Ukrainian public's long-held desire to pivot to Europe and integrate to the west. The private sector is eager to invest but seeks risk sharing, transparency in government tenders and intervention in the economy, and rule of law in business and economic affairs. Deoligarchization, particularly of the energy and mining sectors, is a core tenet to building back a better Ukraine, as the political control wielded by the oligarchs who rose since Ukraine's independence has fueled a system of corruption and anti-democratic trends. U.S. government economic assistance is also crucial to achieving a decentralized, modern, and competitive economy.

As of spring 2023, the World Bank estimates that rebuilding Ukraine will cost at least \$411 billion. The recovery costs grow as Russia continues missile and drone attacks throughout the country, in addition to crises caused by the war, including the explosion of the Kakhovka dam. Additionally, Russia's war crimes mount with every passing month, totaling more than 100,000 cases by July 2023. The International Criminal Court indicted Russian President Putin, and other members of the Russian government, for the unlawful deportation and kidnapping of Ukrainian children from illegally occupied areas of Ukraine. The Ukrainian government and international organizations continue to investigate other war crimes and human rights violations, including using rape as a tool of war and extrajudicial killings of civilians, amongst others. It is vital that the United States and our international partners hold Russia accountable for its crimes and use all legal tools available to ensure that Russia pays the financial and reputational cost of rebuilding Ukraine. Additionally, Ukraine needs financial assistance and support for subject matter experts to build their capacity to investigate and prosecute war crimes. Lastly, reintegrating liberated areas of the country requires a focus on reconciliation and healing for the crimes committed against civilian populations in communities illegally occupied by Russia.

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U.S. foreign assistance has kept Ukraine in the fight, helped repair and defend the energy grid, provided immediate humanitarian relief, and stabilized the government's fiscal health. At more than \$70 billion since February 2022, we are now implementing the largest U.S. assistance in Europe since the Marshall Plan after World War II. Resources needed to execute, monitor, and evaluate these enormous sums will only grow in the coming years. The Embassy, together with its foreign assistance managers without a presence at post, provide oversight of assistance, as possible in a war time environment, to ensure it achieves its intended impact. The Embassy leverages multiple tools and technology to monitor and evaluate in-country assistance, particularly in areas where the ongoing war limits our ability to perform our work in person. Assistance will also improve Ukraine's ability to account for assistance programs and hold accountable those who commit misfeasance or malfeasance. As the security situation improves, we must ensure that staffing at the Embassy and in implementing agencies in Washington grows to meet this enormous challenge.

Lastly, Ukraine will remain a foreign policy priority into the future, and we must ensure that our diplomatic presence in Ukraine and expertise in Washington is properly supported, which means a platform and resources that exceed what existed prior to the war. Recruiting the best local talent in country will require competitive salaries and modern workspaces to compete with the international organizations, NGOs, and the private sector all working to secure Ukraine's future. Investments in building a cadre of U.S. diplomatic staff with advanced Ukrainian language skills will increase the Mission's reach and engagement with all levels of society. We will rebuild the communications and technology platforms at the Embassy to meet the needs of a modern diplomatic mission. Finally, we will explore ways to expand the Mission's physical presence outside of Kyiv, to include possibly Lviv, Odesa, Kharkiv, and Dnipro, to ensure robust protection of American citizens, promotion of U.S. business, and support for our growing mission.

2. Mission Strategic Framework

Mission Goal 1: Win the War: Ukraine effectively uses security, humanitarian, economic, and diplomatic tools to prevail on the battlefield and set conditions for a just and lasting peace.

- **Mission Objective 1.1:** Ukraine leverages existing partnerships and establishes new ones to ensure continued supplies of military and security assistance and provision of and training for new military capabilities.
- **Mission Objective 1.2:** Ukraine has the tools to protect civilians and critical infrastructure, including the energy grid, heating, cyber networks, and the media environment and information space.

Mission Goal 2: Win the Peace: Ukraine strengthens its civil society and democratic and economic institutions and implements anti-corruption reforms to achieve sustainable momentum towards Euro-Atlantic integration to win a secure and just future that delivers prosperity for all its citizens.

- **Mission Objective 2.1:** Ukraine implements sustainable reforms of its institutions, with a focus on anti-corruption laws, regulations, and enforcement; transparent financial and fiscal systems; and the justice sector.
- **Mission Objective 2.2:** Ukraine rebuilds a transparent and competitive post-war economy through corporate governance, legislation to achieve de-oligarchization, especially in the energy and metals sectors, attract foreign investment, and generate sustainable government revenue.
- **Mission Objective 2.3:** Ukraine implements international best practices and continues decentralization while rebuilding social, physical, and critical infrastructure.

Mission Goal 3: Hold Russia Accountable: Ukraine and its allies hold Russia and its enablers accountable for war crimes and damage to Ukraine.

- **Mission Objective 3.1:** Ukraine builds its capacity to document, investigate, and prosecute war crimes and enlists support from international partners to ensure perpetrators of war crimes are held to account.
- **Mission Objective 3.2:** Ukraine and its allies leverage appropriate laws to use seized Russian assets to finance Ukraine's reconstruction and recovery.
- **Mission Objective 3.3:** A stable and prosperous Ukraine seeks reconciliation in previously occupied areas and fully reintegrates communities liberated from Russian occupation, internally displaced persons, returned refugees, survivors of conflict-related sexual violence and all other forms of violence, and veterans.

Mission Goal 4: Account for U.S. Taxpayers: Humanitarian, economic, and security assistance delivers effective relief and sustainable results for Ukrainians.

- **Mission Objective 4.1:** Ukraine builds its capacity for regulatory oversight and holds accountable those responsible for committing malfeasance or misfeasance.

Management Objective 1: Recruit, retain, train, and integrate a premiere team to advance U.S. policy goals.

Management Objective 2: Rebuild the physical plant and ICASS platform to support expanded foreign assistance programs and robust diplomatic engagement.

Management Objective 3: Level-Up U.S. Presence in Ukraine to Secure the Future.

3. Mission Goals and Objectives

Mission Goal 1 | Win the War: Ukraine effectively uses security, humanitarian, economic, and diplomatic tools to prevail on the battlefield and set conditions for a just and lasting peace.

Description | In the face of Russia's aggression, Ukraine receives the full range of assistance it needs both to defeat Russia on the battlefield and to lay the groundwork for a sustainable settlement of the conflict that will restore Ukraine's sovereignty and territorial integrity and prevent resumption of the conflict in the future.

Objective 1.1 | Ukraine leverages existing partnerships and establishes new ones to ensure continued supplies of military and security assistance and provision of and training for new military capabilities.

- **Objective 1.1 Justification |** Ukraine is the front line of Russian aggression, with approximately 22 percent of Ukrainian sovereign territory occupied by Russia's forces.
- **Objective 1.1 Linkages |** This objective is in line with top U.S. foreign policy priorities, notably the National Security Council Regional Strategy; EUR JRS: Goal 4, Objective 4.5- Ensure respect for sovereignty, independence, and territorial integrity by working to end Russian occupations, deter future aggressive acts, and seek peaceful resolution of Russia-backed territorial conflicts.
- **Objective 1.1 Risks |** The risks of not achieving the objective include a destabilized Ukraine and a destabilized region, which could threaten U.S. national security interests. In the worst case, Ukraine could fall into authoritarianism and civil strife, imperiling U.S. credibility in the process. Embassy Kyiv intends to mitigate this risk via high-level engagements with political and military leadership and persistent lower-level engagement to encourage Ukraine to maintain its Euro-Atlantic trajectory.

Objective 1.2 | Ukraine has the tools to protect civilians and critical infrastructure, including the energy grid, heating, cyber networks, and the media environment and information space.

- **Justification** | Promoting Ukraine's ability to rebuild and protect civilian infrastructure is critical to revitalizing Ukraine's economy and ensuring its future as a strong and reliable U.S. partner.
- **Linkages** | This objective is in line with top U.S. foreign policy priorities, notably the National Security Council Regional Strategy; EUR JRS – Goal 4, Objective 4.1: Support Ukrainian efforts to win the war and rebuild the country; Objective 4.3: Support emergency humanitarian assistance to displaced persons, vulnerable populations, and refugees inside and outside of Ukraine, particularly those bordering Ukraine with the goal of creating the conditions to allow refugees and displaced persons to return; and Objective 4.6: Alleviate the global impacts of Russia's war in Ukraine on food security, energy supplies and energy diversification efforts, and world economies.
- **Risks** | The risks of not achieving the objective include a destabilized Ukraine dependent on continuous western economic assistance to maintain basic services and which is unable to support the return of the millions of refugees who left during Russia's full-scale invasion. A weakened Ukraine susceptible to Russian manipulation undermines prosperity and stability in Europe, which are central to U.S. national interests. Embassy Kyiv intends to mitigate this risk through a combination of short- and long-term security assistance combined with targeted programs to promote economic independence and strengthen media and civil society, including resilience to malign influence.

Mission Goal 2 | Win the Peace: Ukraine strengthens its civil society and democratic and economic institutions and implements anti-corruption reforms to achieve sustainable momentum towards Euro-Atlantic integration to win a secure and just future that delivers prosperity for all its citizens.

Description | Goal 2 expands and anchors key reforms that support anti-corruption, justice, governance, and a market economy in line with international standards to better facilitate Ukraine's integration with Europe. It supports a security partner to rebuild the commercial and energy sectors, to foster the development of key infrastructure, economic opportunities, and a healthy workforce. By supporting the recovery of key sectors and services consistent with Ukraine's longer-term Euro-Atlantic reforms, Goal 2 also helps to build citizen confidence in Ukraine's independence and ability to meet the expectations of the Ukrainian people.

Objective 2.1 | Ukraine implements sustainable reforms of its institutions, with a focus on anti-corruption laws, regulations and enforcement; transparent financial and fiscal systems; and the justice sector.

- **Justification |** The war, post-war recovery, and implementation of martial law all create opportunities for increased illicit criminal enterprise, corruption and the roll-back of key reforms. At the same time, Russia's invasion has brought about unique opportunities to dislodge oligarchic control. Ukraine must move against entrenched, politically influential interests to succeed now and in the post-war recovery. Reforms in the energy sector, a bastion of corruption and oligarchic control, are essential to cementing Ukraine's European integration. In addition, the volume of assistance inflows demands that Ukraine have transparent and accountable financial systems and democratic institutions with judicial and prosecutorial systems that can properly investigate and prosecute corruption when it arises.

Assistance should focus on creating a more independent, transparent, and accountable judiciary; increasing the accountability and effectiveness of the justice system; enhancing access to people-centered justice to address legal challenges faced by everyday citizens; transforming the police forces and prosecutors into effective, trusted public partners; increasing citizen's knowledge of their rights and their access to legal services; and strengthening the capacity of civil society organizations (CSOs) and media to advocate for and monitor reforms are keys to success. The devastating impact of Russia's war on the health system make health governance reforms are even more essential than ever, to support Ukraine's beleaguered health system against systemic corruption and to reduce public perceptions of corruption linked to informal payments and access to care. During wartime and the post-war recovery period, continued progress on health financing reform will also be critical to protect Ukrainians from catastrophic spending on health and avert further death and disease that could result from growing financial barriers to care. Transnational criminal organizations actively seek to exploit destabilized environments and ill-governed space to advance illicit enterprise. Ukraine requires western-modeled law enforcement agencies which have the capacity to project the rule of law throughout its territory; are regionally engaged and postured for multilateral law enforcement cooperation; and operate free of corruption.

- **Linkages** | Fighting corruption and advancing reforms has a direct nexus to the U.S. national security. Helping Ukraine end government corruption and excessive regulation while increasing transparency and improving services delivery is in U.S. interests.
- **Risks** | Risk associated with not meeting this objective include democratic backsliding, continued corruption, constraints on economic growth, and lack of confidence in Ukrainian democracy and governance. Failure in this area would diminish Ukraine's legitimacy and damage its ability to attract investors; undermine the credibility of the government; and create space for anti-reform elements, risking destabilization and/or public backlash.

Objective 2.2 | Ukraine rebuilds a transparent and competitive post-war economy through corporate governance and legislation to achieve deoligarchization, especially in the energy and metals sectors, and attract foreign investment.

- **Justification** | Ukraine must maintain stable financial management of its economy in order to continue to fight the war, rebuilt the economy, and achieve its goal to become a prosperous, democratic, western country. Ukraine must slay the corruption dragon once and for all. To stabilize and invigorate Ukraine's economy and advance greater integration into global markets, Ukraine should espouse Western standards and practices. Reforms that create and sustain a business environment and benefit investment, including protection of intellectual property, will create better opportunities for US exporters, service providers, and investors. Increased transparency at state-owned enterprises (SOEs) privatizing state-owned entities and investing in improving management of those remaining in government hands are key objectives. Economic assistance will also accelerate inclusive economic growth and advance decentralization to improve resource management and service delivery. We will continue to press for reforms that create and sustain an enabling business environment that attracts investment, including by simplifying business development laws, regulations, and processes; protecting intellectual property; remedying financial sector vulnerabilities and restoring trust in the system; expanding exports and creating opportunities for American businesses. Recognizing that the energy sector is a key enabler of economic growth and a significant source of past corruption, we will help Ukraine meet EU energy standards to allow it to participate fully in Europe's integrated energy markets. State, USAID, and Department of Energy programs, supported by Embassy-led communications efforts, are designed to: diversify Ukraine's energy sources; improve its ability to optimize energy resource use; foster greater energy sector resilience; transform strategically-important state-owned energy companies into well-managed profit-making entities; establish competitive energy markets; raise public awareness of the benefits of energy efficiency; and support GOU work to overcome obstacles to private energy sector investment.

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- **Linkages** | A strong and transformed post-war economy speaks directly to Bureau Goal 3 of the Joint Regional Strategy – State Bureau of European and Eurasian Affairs, and will promote deeper trade, investment, and energy cooperation, accelerate transatlantic connections and collaborate with the EU, NATO Allies, and European and Eurasian partners to counter non-market and coercive economic practices. It will also contribute to Objectives 2.2, 3.1, and 3.3 of the State-USAID Joint Strategic Plan, supporting inclusive and sustainable economic growth, strengthening good governance and resilient democracies, and preventing corruption. Reducing corruption will also help advance U.S. national security goals. This objective is linked with efforts to support judicial, anti-corruption, and corporate governance reform. A stable financial environment is a prerequisite of Ukraine’s ability to create a favorable climate for private sector investment that will fund the majority of Ukraine’s reconstruction. Acting now to save as much of Ukraine’s functioning economy as possible will prevent population loss, brain drain, and further economic contraction, making future economic recovery much easier.
- **Risks** | The failure of Ukraine to adopt reforms and standards would constrain Ukraine’s economic recovery, perpetuate corruption, and offer Russia opportunities to destabilize Ukraine. The Ukrainian labor force has lost at least 3.5 million people due to war-related displacement, approximately 60 percent of which were highly educated, high-skilled workers. Employment, including self-employment/entrepreneurship, has declined dramatically. Ukraine’s labor law and policy framework remains confusing and difficult for employers and workers to navigate, impeding the effective labor market functioning. Ukraine needs to attract investment and undertake rebuilding. Failure to maintain a stable financial environment could result in a financial meltdown, additional refugee flows to Europe and other locations, further economic contraction, a need for more external support, and a limited ability for Ukraine to continue fighting to defend itself against Russian aggression.

Objective 2.3 | Ukraine implements international best practices and continues decentralization while rebuilding social services and physical and critical infrastructure.

- **Justification** | Provides higher quality health care to more people, strengthening European integration and confidence in a democratic Ukraine, while better protecting the Ukrainian people and the region from public health threats, including pandemics and the HIV/AIDS and TB epidemics. Additionally, educational reforms at the secondary, vocational, and higher education level, to include building capacity of English language teaching, will ensure Ukrainians have access to the knowledge and skills, including English language proficiency, to participate in the transatlantic economy. Social infrastructure is critical to a unified, informed Ukraine that is healthy and able to contribute to economic growth. Integration and/or returns of internally displaced people and refugees is critical to a holistic, Ukrainian identity as is protection and restoration of significant cultural heritage sites damaged or destroyed by Russian attacks. Protecting American citizens begins abroad, beyond our borders. Protections against preventable diseases, infectious disease outbreaks, and initiatives to improve health security are essential to protect the U.S. and for a stable Ukraine. Public health security reforms will be vital to advance both Global Health Security and EU integration, given the significant number of regulations under the *acquis communautaire* related to public health.
- **Linkages** | Euro-Atlantic integration, decentralization, functional infrastructure and health and social services that meet Ukrainian's expectations are critical to reinvigorate Ukraine's economy will expand Ukraine's economic potential, strengthen economic and social resilience, and deepen its integration into global markets, per the State-USAID JSP.

- **Risks** | The failure of Ukraine to rebuild its society and the infrastructure and social services to support a decentralized, unified, healthy Ukraine puts at risk post-war stability. The risk, if Ukraine does not adopt reforms and align with international standards, is that this will constrain Ukraine's economic growth, perpetuate corruption, and offer Russia new and continued opportunities to destabilize Ukraine. If Ukraine does not restore critical health services and public health functions to improve health security, and better prepare for and respond to public health threats, citizen confidence will be undermined, and the European region will be more vulnerable to epidemics.

Mission Goal 3 | Hold Russia Accountable: Ukraine and its allies hold Russia and its enablers accountable for war crimes and damage to Ukraine.

Description | Goal 3 is needed to ensure a just peace and a solid foundation for Ukraine's efforts to build a future with strong democratic institutions. Holding perpetrators of war crimes to account, seizing Russian assets to rebuild Ukraine, and degrading the ability of Russia and its enablers to engage in future aggression are all critical to ensuring a just and lasting peace. Reconciliation in previously occupied areas and the full reintegration of communities liberated from Russian occupation, including internally displaced persons, returned refugees, survivors of conflict-related sexual violence and all other forms of violence, and veterans, are critical to securing a just future that delivers prosperity for all of Ukraine's citizens. These are also foundational building blocks for Ukraine's Euro-Atlantic integration.

Objective 3.1 | Ukraine builds its capacity to investigate and prosecute war crimes and enlists support from international partners to ensure perpetrators of war crimes are held to account.

- **Justification** | Helping Ukraine establish transparent and internationally validated processes to identify, prioritize, investigate and successfully prosecute the most egregious war crime offenders will help to ensure justice and prevent war criminals from traveling to other countries, including the United States. Capacity-building in this sector will also provide an opportunity to further reform the law enforcement and judicial systems writ large. A government that shows it can provide justice is critical to the establishment of a democratic Ukraine.
- **Linkages** | JSP Goal 1, 1.4; JSP Goal 3, 3.1; EUR JRS Goal 1, Objective 1.2, Goal 4, Objective 4.1; National Security Strategy, Part II and Part III. Holding war criminals to account and building a stronger judiciary and law enforcement directly impact U.S. national security. Developing a fair and just legal system in which Ukrainians believe is in the American interest.
- **Risks** | Ukraine faces the massive task to document, investigate, and prosecute over 80,000 war crimes cases. Limited capacity across the law enforcement, prosecutorial, and judicial sectors threatens to undermine investigative efforts. Once Ukraine liberates more de-occupied territories the number of war crimes cases is expected to skyrocket. The ability to scale operations is difficult to investigate these cases in a transparent, timely, and effective manner in line with international standards. If we fail to meet this objective, Ukraine's law enforcement and judicial sector may be overwhelmed.

Objective 3.2 | Ukraine and its allies leverage appropriate laws to use seized Russian assets to finance Ukraine's reconstruction and recovery.

- **Justification** | Working with Ukraine and its allies to build a consensus to seize Russian assets will help further solidify international support for Ukraine, identifying sanctions evasion and related criminal conduct while imposing costs on Russian oligarchs who enabled Putin's invasion of Ukraine. Using these assets to finance Ukraine's reconstruction and recovery will serve justice and lessen the economic burden of reconstruction.
- **Linkages** | JSP Goal 1, 1.4; JSP Goal 3, 3.1; EUR JRS Goal 1, Objective 1.2, Goal 4, Objective 4.1; National Security Strategy, Part II and Part III. Working with allies and partners to use seized Russian assets to finance Ukraine's reconstruction and recovery furthers the U.S. strategic objective of building strong coalitions and leading allies and partners to address shared challenges and competitors, promoting international security. It also furthers the National Security Strategy goal of constraining Russia.
- **Risks** | The United States would miss out on the effort Ukraine and its allies would bring to the table to ensure Russian assets are identified and seized if this objective was not achieved, making it harder to hold Russia to account and constrain Russia. Failing to meet the objective would also undermine Ukrainian faith in U.S. efforts, and negatively impact our support for the establishment of a just, democratic Ukraine.

Objective 3.3 | A stable and prosperous Ukraine seeks reconciliation in previously occupied areas and fully reintegrates communities liberated from Russian occupation, internally displaced persons, returned refugees, survivors of conflict-related sexual violence and all other forms of violence, and veterans.

- **Justification** | Reconciliation and reintegration of communities liberated from Russian occupation, as well as other people impacted by Russia's war on Ukraine, are critical to ensuring Ukraine can build an inclusive democracy that protects its citizens' rights and delivers on their ambitions. The protection of fundamental human freedoms, including the right to participate in the governance of their country, is a public good that contributes to the long-term success of other U.S. Mission Goals, including Ukraine's integration into Europe.
- **Linkages** | JSP Goal 1, 1.4; JSP Goal 1, 1.5; JSP Goal 3, 3.1; EUR JRS Goals 2.1, 2.2, and 4.3; National Security Strategy, Part II. Working to ensure Ukraine is a stable and prosperous state working on reconciliation and reintegration advances the U.S. goal of promoting good governance and defending strong, accountable, and resilient democracies that deliver for their citizens. A well-integrated Ukraine will be resilient and better able to rebuff malign Russian influence.
- **Risks** | The U.S. goal of promoting good governance and supporting a strong, accountable, and resilient democracy in Ukraine would be at risk if this objective were not achieved. Without transitional justice, the likelihood of political instability as well as possible vigilante justice would increase.

Mission Goal 4 | Account for U.S. Taxpayers: Humanitarian, economic, and security assistance delivers effective relief and sustainable results for Ukrainians.

Description | U.S. foreign assistance keeps Ukraine in the fight to win the war and lays the groundwork to win the peace, induces other countries to contribute to rebuild Ukraine, and helps Ukraine build its own capacity for fiscal and regulatory excellence. The effectiveness of U.S. foreign assistance is measured through robust monitoring, including end use monitoring of military and security equipment, and evaluation.

Objective 4.1 | The Embassy, together with its foreign assistance managers without a presence at post, provide oversight of foreign assistance, as possible in a war time environment, to ensure it achieves its intended impact. Ukraine builds its capacity for regulatory oversight and holds accountable those responsible for committing malfeasance or misfeasance.

- **Justification |** Oversight, monitoring, and evaluation, depending on the type of and recipient of assistance, are Congressionally mandated, required by regulations, and/or best practices. Said oversight is crucial not only to ensure that foreign assistance programs are in compliance with statute and regulations, but also to evaluate whether the assistance had the impact intended and advanced U.S. foreign policy goals. The ongoing war requires foreign assistance program managers to evaluate and implement a variety of tools and techniques to undertake required oversight. U.S. foreign assistance in Ukraine is most successful when Ukraine is an equal partner in monitoring and evaluating assistance. Apart from strengthening the partnership, building Ukraine's capacity in this area strengthens the commitment of other partner nations, is pertinent to Ukraine's accession to multilateral organizations and treaties, and emboldens the rule of law. Strong progress in this objective drives advancements in governance and anti-corruption commitments overall.
- **Linkages |** Mission Objective 4.1 is linked to Goals 1, 2, and 3. Mission Objective 4.1 details the strategy to account for more than \$57 billion in U.S. foreign assistance dedicated to Ukraine.

- **Risks |** The security situation continues to prevent travel to kinetic areas, where most of U.S. foreign assistance is concentrated. Embassy Kyiv staffing does not keep pace with the growing monitoring and evaluation workload. Inadequate oversight undermines confidence in continuing to provide foreign assistance.

4. Management Objectives

Management Objective 1 | Recruit, retain, train, and integrate a premiere team to advance U.S. policy goals.

- **Justification** | After the unprecedented evacuation and long-term TDY of USDH and LE Staff, the Embassy remains in crisis mode. Implementation of the ICS will be impossible without a full slate of competent and motivated staff across all agencies.
- **Linkages** | A full complement of USDH and LE Staff is imperative to support all ICS goals.
- **Risks** | Long-term separation has created separate groups of those who stayed and those who left in both the USDH and LE Staff communities. If the re-integration process is not managed properly, the Embassy risks morale issues that could hamper production for years to come.

Management Objective 2 | Rebuild the physical plant and ICASS platform to support expanded foreign assistance programs and robust diplomatic engagement.

- **Justification** | During the 2022 evacuation, much of the Embassy equipment and office space was destroyed, compromised, and re-arranged for emergency and crisis management purposes. Now that we have regained a footprint on the ground, we must continue to re-constitute and maintain the critical infrastructure that allows all our programs to operate in Kyiv. This includes office space, residential space, and all the support equipment that keep our facilities safe, operational, and secure.
- **Linkages** | Rebuilding and maintaining our infrastructure is critical to support all mission ICS goals.
- **Risks** | Due to the emergency nature of the rapid evacuation, much of our equipment was destroyed, as designed. Bringing in the necessary contractors to rebuild and maintain the equipment must be managed properly so as not to exceed capacity in country as dictated by Washington.

Management Objective 3 | Level-Up U.S. Presence in Ukraine to Secure the Future.

- **Linkages** | Strong management controls and data will help support service delivery and support to all programmatic elements of the ICS as well as protecting the Mission from fraud, waste, and abuse.