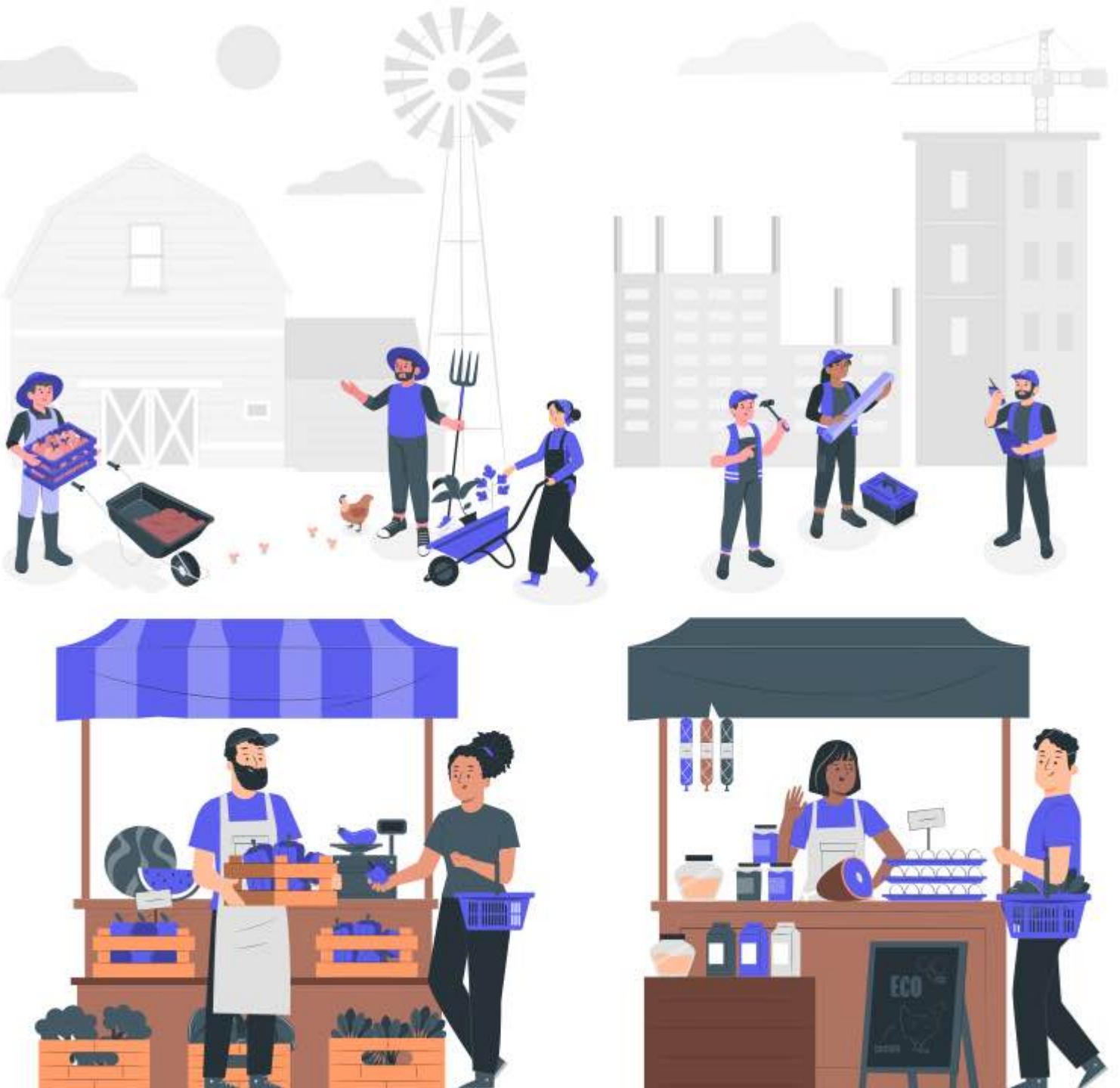


MAPPING STUDY

CAREER DEVELOPMENT AND SELF-EMPLOYMENT OPPORTUNITIES



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The study is dedicated to a comprehensive analysis of socio-economic development, the labour market, business development, and self-employment in the Ivankiv and Dymer communities. It systematises key labour market actors, identifies population needs, existing opportunities, and the potential for community recovery. The Mapping Study serves as an analytical tool for building a structured understanding of the local labour market's composition and dynamics, including the impact of demographic changes, the consequences of the war, and business adaptation to new conditions. Particular attention is paid to retraining and skills development, cooperation between local self-government bodies, employment centres, and educational institutions, as well as practical aspects of business and self-employment support.

The findings of the study provide a foundation for planning further project activities, developing recommendations for the improvement of employment services, and strengthening the local system of vocational education and training.

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- Social Infrastructure of the Dymer Community
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List of Abbreviations

- LGS** – Local Self-Government Bodies
- IDP** – Internally Displaced Person
- NGO** – Non-Governmental Organization
- CO** – Charitable Organization
- TSSC** – Territorial Social Service Centre
- CSPS** – Centre for Social Service Provision
- ESC** – Employment Service Centre
- FAP** – Feldspar-Midwife Station
- CI** – Communal Institution
- IOM** – International Organization for Migration
- UNDP** – United Nations Development Programme
- IRC** – Inclusive Resource Centre
- FGD** – Focus Group Discussion / Research
- KREC** – Kyiv Regional Employment Centre
- SES** – State Employment Service
- Sole Proprietor (FOP)** – Individual Entrepreneur
- LLC** – Limited Liability Company
- ME / MI** – Municipal Enterprise / Municipal Institution
- SSE** – State Specialized Enterprise

Introduction

Purpose of the Mapping Study

The Mapping Study is an analytical tool designed to develop a systematic understanding of the structure, dynamics, and key interlinkages of the local labour market. It enables the identification of current employer needs, the labour potential of the population, and opportunities for the professional development of community residents. The overall objective of the study is to build a comprehensive, multi-layered picture of community opportunities – from existing jobs and employer requirements to training infrastructure and available local resources.

A core purpose of the Mapping Study is to identify the main characteristics, actors, and trends of the local labour market, including an analysis of the impact of demographic developments, wartime economic changes, business relocation, and the adaptation of local enterprises to new conditions. Particular attention is paid to identifying sectors that demonstrate a stable demand for labour, as well as those with potential for recovery or growth.

An important task of the Mapping Study is to examine the need for workforce retraining and upskilling, as a significant share of the population in both communities has experienced changes in employment conditions, loss of previous jobs, or reduced access to employment due to security-related factors. The Mapping Study helps to determine which professional skills are currently most in demand and how transformations in the economic environment generate new requirements for workers.

The Mapping Study also aims to identify existing skills gaps among the population. This includes analysing residents' readiness to transition to new professions, the social or infrastructural barriers limiting participation in vocational training programmes, and the population groups with the highest potential for rapid retraining. The study assesses the level of public awareness of training opportunities, residents' motivation, previous experience in educational programmes, and the realism of their employment expectations.

Another key focus is the assessment of the impact of vocational training on community development. The Mapping Study makes it possible to identify links between skills development, access to new professions, and residents' willingness to remain in their communities, seek employment closer to their place of residence, engage in small business creation, or strengthen local enterprises. This is particularly relevant in the context of post-war recovery, where the availability of a qualified workforce directly affects communities' capacity to attract investment and sustain production.

Overall, the Mapping Study creates a detailed "labour market map" of the Dymer and Ivankiv communities, encompassing actors, resources, the institutional environment, and actual needs. This information forms the basis for developing recommendations to improve employment services, strengthen the local vocational education and training system, and target future retraining programmes towards sectors where they can deliver the greatest impact.

Distinction Between the Mapping Study and the Baseline Within This Project

Within the project "Employment and the Labour Market in the Dymer and Ivankiv Communities of Kyiv Region", a Baseline study was conducted at the initial stage. This provides an important reference point for assessing dynamics over time, while simultaneously highlighting the need for a Mapping Study as a separate and substantively distinct analytical exercise. Although the two studies complement one another, their purpose, content, and expected outcomes differ significantly.

The Baseline study in this project focused on documenting the initial state of the labour market at the project's outset. It covered key quantitative and qualitative indicators, including employment and unemployment levels, residents' awareness of educational opportunities, the availability of vacancies, and employers' basic needs. The primary function of the Baseline was to capture the "pre-intervention" situation to enable a robust assessment of change over time.

In contrast, the Mapping Study does not concentrate on indicator-based measurement. Instead, it analyses the structure of the local employment system, focusing on key actors, their roles, interactions, available resources, and existing gaps. The emphasis is on developing a comprehensive understanding of how the employment environment functions, rather than on its numerical assessment.

Within this project, the Mapping Study differs from the Baseline across several key dimensions:

1. Focus on context rather than indicators.

The Mapping Study examines the institutional environment, the functioning logic of the employment services, the role of educational institutions, local initiatives, enterprise needs, and the barriers faced by different population groups. This makes it possible to understand why certain indicators appear as they do and which factors influence the potential for change.

2. Orientation towards retraining needs.

Unlike the Baseline, which recorded general characteristics, the Mapping Study provides a deeper analysis of the alignment between population skills and employer demand. It identifies skills gaps, motivational factors, and constraints limiting participation in training programmes.

3. Analysis of actor interaction.

The Mapping Study illustrates how communities, employers, ESCs, educational institutions, training providers, and private initiatives interact. This structural component is not covered by the Baseline.

4. Practical application.

Baseline results are used to compare changes over time.

Mapping Study results are applied to planning subsequent project activities, formulating recommendations to strengthen the labour market, identifying realistic growth points, and designing effective retraining programmes.

Thus, within this project, the Mapping Study serves as a tool for in-depth analysis of the labour market ecosystem, while the Baseline provides the measurement framework. They complement one another without duplicating functions, and together enable a comprehensive understanding of the development potential of the Dymer and Ivankiv communities.

Research Methodology

Purpose and Objectives of the Study

The study was conducted with the aim of providing a comprehensive analysis of the socio-economic situation in the Ivankiv and Dymer communities of Kyiv Region. The primary focus was placed on labour market characteristics, the potential for business development and self-employment, access to support instruments, opportunities for training and retraining, as well as the condition of the social sector, levels of civic engagement, women's leadership, and the psychological well-being of the population.

The methodological approach was based on the principles of locality, context sensitivity, and community needs orientation. A comparative analysis between the two communities was deliberately not applied; instead, conclusions were developed separately for each territorial community, taking into account their specific characteristics.

Methodological Approach of the Mapping Study

The methodology applied in the Mapping Study was designed as a tool for in-depth analysis of the local labour market ecosystem and differs substantially from the initial Baseline study. While the Baseline study, conducted in October-November 2025, documented the initial state of the labour market (employment and unemployment levels, basic quantitative and qualitative indicators), the Mapping Study focused on analysing the structure of the employment system, interlinkages among key actors, available resources, and existing gaps.

The Mapping Study aimed to develop a systemic understanding of how the labour market functions in the Ivankiv and Dymer communities, identify the logic of interaction between employers, ESCs, educational institutions, LGS, and the population, and create an analytical foundation for planning further project interventions and formulating recommendations.

Study Period

Primary data collection in the format of FGDs and interviews was conducted between 2 and 14 December 2025. The analysis of secondary sources was carried out in parallel with the field stage and during the analytical processing of the results.

Data Collection Methods

The main methods for collecting primary data were FGDs and semi-structured interviews.

FGDs were conducted with representatives of local businesses in Ivankiv settlement, as well as with specialists from the Vyshhorod branch of the Kyiv Regional Employment Centre (KREC) responsible for servicing the Ivankiv community. In the Dymer community, FGDs on labour market issues were conducted with specialists of the Vyshhorod branch of KREC responsible for servicing this community. Additionally, one respondent was interviewed individually.

Separate FGDs were organised with representatives of the Katyuzhansky Vocational College, which provides educational programmes and has infrastructure for practical training. The college operates two training and practical centres – Mechanisation and Transport, and Culinary Arts and Services – allowing for an assessment of the regional potential for vocational training and retraining.

FGD participants also included representatives of LGS, social sector institutions, and NGOs.

Profile of FGD and Interview Participants

The FGDs involved owners and representatives of micro and small businesses, as well as representatives of civil and public institutions with strong knowledge of the local economic context. A wide range of economic activities was represented, including floristry, retail trade, dry cleaning, handicrafts (bead and thread embroidery), passenger transportation, food retail, and other services.

Participants included both young women entrepreneurs aged around 28 and experienced business owners aged 50+, which made it possible to reflect different stages of the business life cycle. Some participants combined entrepreneurial activity with civic or social engagement, contributing to a broader understanding of socio-economic processes within the communities. Overall, participants represented businesses with limited investment capacity, high dependence on local demand, and significant sensitivity to economic fluctuations.

A separate group of respondents consisted of individuals registered with the ESC. Five individuals were interviewed, four residents of the Ivankiv community and one from the Dymer community. The age structure was dominated by individuals aged 30-39, and the sample was predominantly female (four respondents). Only one respondent was male and had a war-related disability. Most respondents had completed higher education, enabling an analysis of employment barriers even among well-educated population groups. All five respondents had prior work experience, indicating previous integration into the labour market. Their professional backgrounds were diverse and included the social sector, management, culture, food industry, and dispatcher roles.

The reasons leading to unemployment can be grouped into several categories:

- Organisational factors: staff reductions and the expiration of fixed-term contracts;
- Personal circumstances: voluntary resignation and deterioration of health;
- Specific circumstances: one respondent reported acquiring a disability as a result of the war, representing a particularly vulnerable group requiring an individualised approach.

The duration of registration with the ESC ranged from one month to more than six months. This sample reflects varying degrees of employment difficulty, including both short-term and long-term challenges. It enables analysis of employment barriers across different population groups and the identification of priority areas for support.

Secondary Data Analysis

The study included an analysis of secondary information sources. In particular, the main Ukrainian job search platforms – Work.ua and Robota.ua – were reviewed to develop an up-to-date picture of labour supply and demand in the communities. The official websites of the Ivankiv and Dymer communities were also reviewed for information on vacancies and job competitions.

Labour market analysis was based on secondary data, including official statistics and administrative information obtained in response to requests submitted to KREC.

To assess the economic base of the communities, data on the number of active enterprises and Sole Proprietors (FOPs) by type of economic activity were analysed using YouControl.market and Opendatabot analytical services. Additional sources included open statistical data, local strategic documents, and information from official government resources.

The report also draws on data from the Centre for Economic Strategy on demographic challenges and women's migration intentions; materials from the Centre for Economic Recovery and the State Statistics Service on the overall economic situation; research by Info Sapiens on unemployment levels; and information from the SES on support and training programmes.

Ethical Principles and Data Analysis

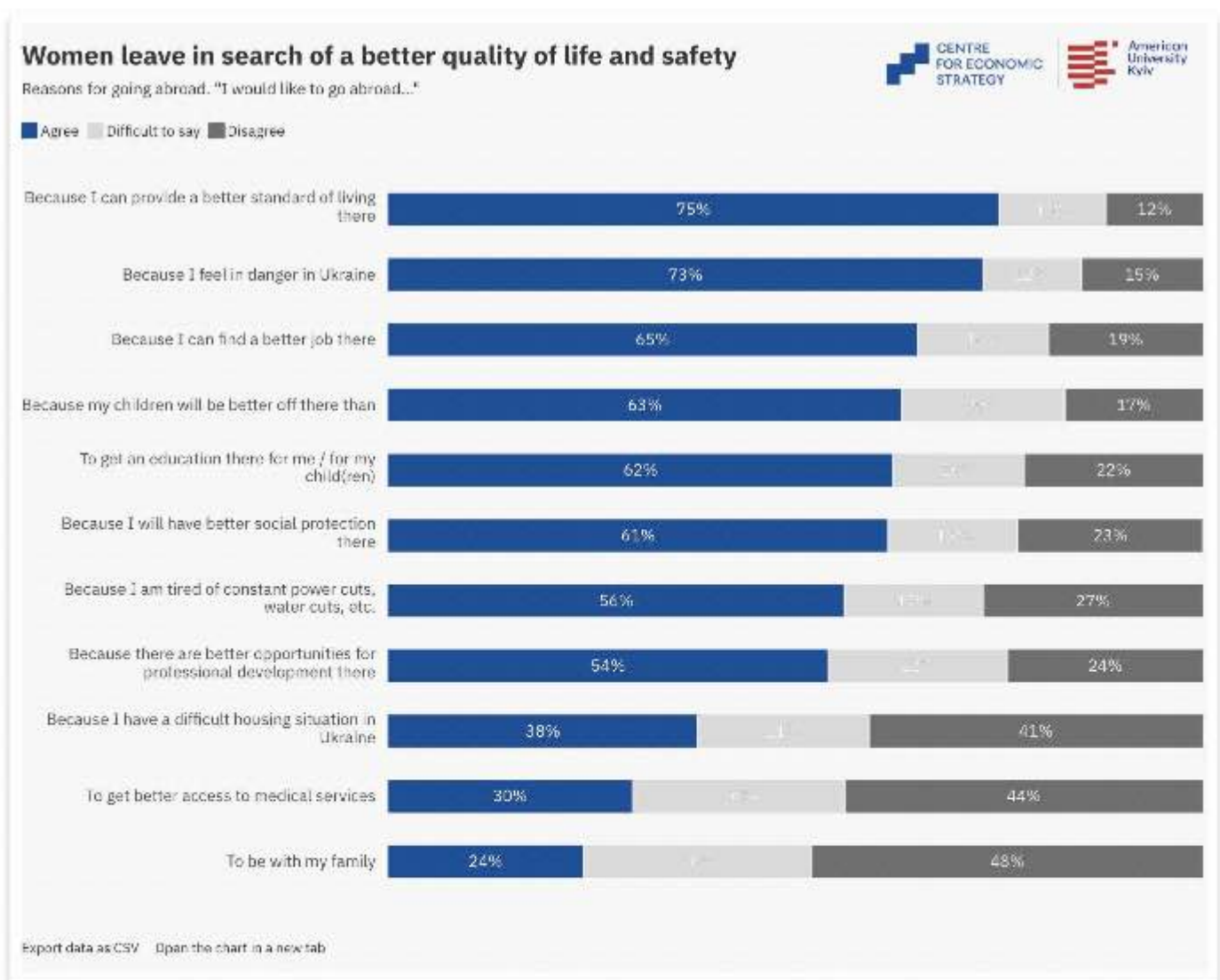
Data collection was conducted in line with ethical principles, including voluntary participation, anonymity, and confidentiality. Particular attention was paid to creating a safe environment for discussing sensitive topics such as employment, income, psychological well-being, and social vulnerability.

The analysis of collected data was carried out through thematic synthesis and structural grouping in line with the key sections of the study. Conclusions were formulated separately for each community, preserving local specificity and avoiding excessive generalisation. The findings served as an analytical basis for developing conclusions and recommendations for further programme interventions.

Overall Economic Situation

Ukraine's labour market has been acutely affected by the challenges caused by the full-scale war. The initial economic shock following the invasion led to a sharp contraction in both labour demand and supply: businesses suspended hiring, while individuals reduced active job search. Over time, demand for workers has begun to recover; however, this process remains slow and uneven. Since the start of the full-scale invasion, the State Statistics Service has suspended the publication of official unemployment statistics. Instead, the research agency Info Sapiens has been producing independent estimates of this indicator. According to their data, in November 2025 the unemployment rate in Ukraine increased to 15.5%.

Analysis of the situation at the community level highlights the ongoing risk of outward migration of community residents abroad. A study conducted by the Centre for Economic Strategy and the Institute for Behavioural Research at American University Kyiv, within a project supporting the Government of Ukraine in developing and implementing evidence-based policies to address demographic challenges, illustrates that the majority of women currently residing in Ukraine express a strong intention to remain both in the country and in their local communities. The survey found that for **79%** of Ukrainian women it is important to stay in Ukraine, while for **72%** residing in their own city, town, or village is a key priority.



Source: Centre for Economic Strategy

One of the main drivers of migration is the search for opportunities to secure a higher standard of living. The data indicate that intentions to remain in Ukraine are closely linked to material well-being: the better the financial situation, the stronger the willingness of women to stay in the country. Among those who lack sufficient resources even to cover basic food needs, **66%** report that it is important for them to remain in Ukraine, whereas among the most financially secure group this share increases to **85%**.

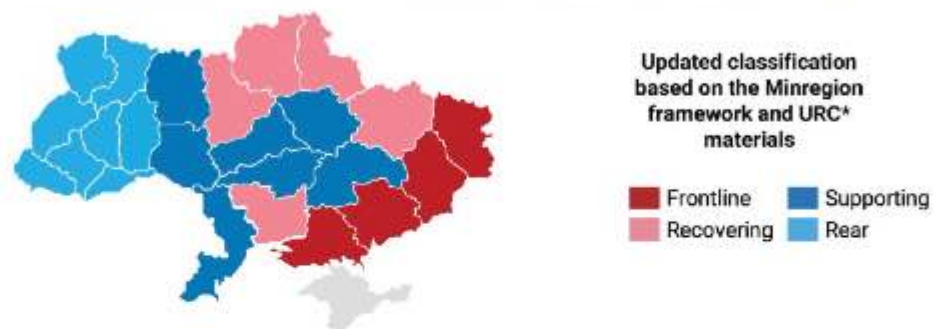
Therefore, preserving human capital within communities critically depends on the creation of new jobs and the expansion of opportunities for economic well-being. This, in turn, contributes to higher levels of financial stability among residents and strengthens their motivation to remain in Ukraine and invest in the development of their local communities.

During January-November 2025, the Ukrainian labour market demonstrated a stabilisation in the number of salaried employees, alongside sustained demand from employers. At the same time, labour supply remains constrained, resulting in labour shortages across many occupations. Against this backdrop, an increase in wage levels has been observed, as well as a growing number of citizens participating in employment promotion programmes.

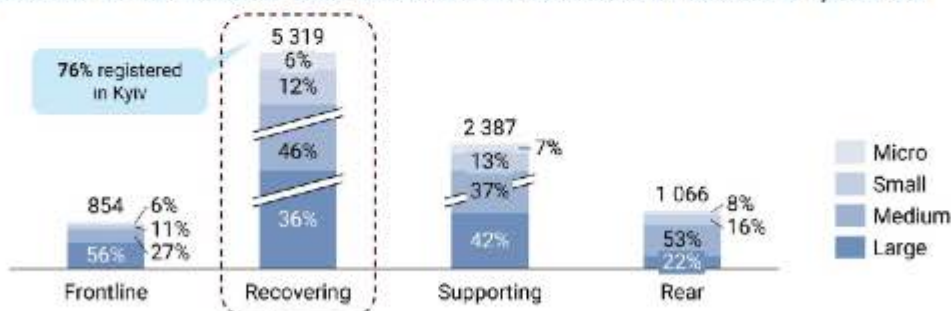
According to data from the Centre for Economic Recovery and the State Statistics Service, four categories of regions can be distinguished based on geographic location and the impact of the full-scale invasion: frontline regions, recovery regions, supporting regions, and remote regions. Kyiv Region, including the Ivankiv and Dmyer communities, is currently in the recovery phase. While a significant share of damaged infrastructure has already been restored, a range of systemic challenges that existed prior to 2022 (and were further exacerbated by the full-scale invasion) remain unresolved, alongside war-related risks that require systematic assessment and immediate action.

As proposed by the Centre for Economic Recovery, regions in the recovery phase should prioritise the restoration of critical and damaged infrastructure, as well as the development of industrial parks, which can serve as future focal points for investment attraction. Industrial parks provide modern infrastructure and generate new jobs by attracting investment into sectors linked to construction, the food industry, alternative energy, and related fields. Kyiv Region has the largest network of industrial parks in Ukraine, totalling **13** parks.

SHARES OF REVENUE OF WAR-AFFECTED ENTERPRISES IN DIFFERENT BY SIZE



SHARES OF REVENUE OF WAR-AFFECTED ENTERPRISES BY REVENUE, UAH BN**



Examples of Industrial Parks in Kyiv Region:

- **“Myronivka” Industrial Park (Myronivka city)**
(processing industry, food production, machinery manufacturing, electrical equipment, alternative energy)
Specialisation: agro-processing
Area: 30.37 ha
Status: registered in early 2025; the 100th industrial park in Ukraine.
- **“Green Industrial Park” (Vyshhorod District, Novi Petrivtsi village)**
(production of construction structures, fabricated metal products, machinery manufacturing, food industry)
Specialisation: multi-purpose
Area: 62 ha
Objective: creation of approximately 3,000 jobs.
- **“FastIndustry” (Fastiv city)**
(packaging production, application of circular economy principles, where waste from one production process becomes raw material for another)
Specialisation: multi-purpose
Area: 62 ha.
- **“Bila Tserkva” Industrial Park**
(a platform for manufacturing, warehousing, and business relocation with ready-to-use infrastructure)
Specialisation: multi-purpose.

Such industrial parks stimulate industrial development in the region by offering investors modern sites and favourable operating conditions. Joint forums bringing together representatives of existing industrial parks and business representatives from the Ivankiv and Dymer communities could serve as a catalyst for implementing similar initiatives within their own communities.

It is also worth noting that on 12 December a draft programme document – the Employment Strategy of Ukraine until 2030 – was presented. Its objective is to ensure the country's socio-economic development in order to preserve human capital in Ukraine, address labour shortages for economic recovery, structure an inclusive labour market, promote decent working conditions, and expand employment opportunities. The document has not yet been approved by the Government and is currently at the final stage of preparation, as well as under discussion with business representatives, civil society organisations, and international partners.

Situational Overview of the Communities

Ivankiv Settlement Territorial Community

Community: Ivankiv Settlement Territorial Community UA32100050000082904

District: Vyshhorod

Region: Kyiv Oblast

Population (persons): 28,798

Working-age population (persons): 19,555

Number of IDPs: 636

Number of settlements: 81 (1 settlement and 80 villages)

Number of starosta districts: 20

Community area (km²): 3,620 (1,779.6-1,780 km² excluding the exclusion zone)

Distance to regional centre (km): 82

Occupation: Was occupied for more than one month

Contacts and address of local authorities:

Head – Tetiana Dmytrivna Svyrydenko, official website – <https://ivankiv-gromada.gov.ua/>

7 Ivana Proskury St., Ivankiv settlement, Vyshhorod District, Kyiv Oblast, 07201

E-mail: isr@ivankiv-gromada.gov.ua

The Ivankiv Settlement Territorial Community comprises **81** settlements (**20** starosta districts and one settlement council), with a total population of approximately **28,798** residents. The total area of the community is **3.62** thousand sq. km, which accounts for **12.87%** of the area of Kyiv Region. Land use structure includes **38.97%** agricultural land (including **14.42%** arable land), **44.78%** forested areas, and **16.25%** other land categories.

The community directly borders the Chernobyl Exclusion Zone and is among the territories most affected by the consequences of the Chernobyl disaster. The total community budget for 2023 amounted to UAH **327.3** million, of which UAH **228.4** million were own-source revenues.

The community's productive specialisation is agriculture and forestry-based processing industries. The main crop production activities focus on grain cultivation, while livestock production is primarily represented by cattle breeding and poultry farming. A total of **32** agricultural enterprises operate within the community.

At present, agricultural activity has significantly declined due to the contamination of agricultural land with explosive remnants of war. Demining operations are ongoing. International organisations are conducting humanitarian demining, implementing mine risk education programmes, and clearing territories of explosive hazards. In particular:

- The HALO Trust – an international non-governmental organisation specialising in post-conflict demining, which has been actively operating in Ukraine since the beginning of the full-scale invasion.
- The Danish Refugee Council (DRC) – an independent humanitarian organisation providing support to IDPs, conducting humanitarian demining activities, and contributing to the reduction of risks associated with explosive ordnance.

These efforts are critical for restoring safe access to land, enabling the resumption of agricultural activities, and supporting the long-term economic recovery of the Ivankiv community.

In the Ivankiv community (according to <https://youcontrol.market/>), approximately **702** active enterprises and over **1,283** sole proprietors (FOPs) are registered, forming the foundation of the local economy and self-employment. The most powerful sector remains agriculture – more than **70** companies that account for the largest share of business turnover in the community and demonstrate significant income growth.

The fisheries sector also makes a substantial financial contribution: only a few such enterprises operate in the community, yet their combined turnover exceeds UAH **300** million, making this sector

one of the key contributors in terms of revenue volume.

Wholesale and retail trade includes over **82** enterprises and remains an important source of employment for local residents, although wholesale trade shows a certain decline in activity. The food service sector is represented by a limited number of businesses; however, it generates tens of millions of hryvnias in turnover, indicating stable demand for these services.

At the same time, the financial capacity of most businesses remains limited: profitability levels are below the national average, and reserves for development are insufficient. This means that enterprises are primarily focused on current operations rather than expansion or the creation of new jobs. Under these conditions, support for small and medium-sized businesses, entrepreneurship development, and self-employment programmes are critical for maintaining economic activity and employment in the community.

Number of companies and sole proprietors (FOPs) in the Ivankiv community by sector of activity
(12 most common sectors by number)



Source: [YouControl](#)

Information platforms of the Ivankiv community

The Ivankiv Community Settlement Council actively maintains a Facebook page. Specialists publish approximately 4-6 posts daily, and the page is followed by **3.7** thousand local residents. These platforms may be considered for disseminating information about the project among community residents.

Dymer Settlement Territorial Community

Community: Dymer Settlement Territorial Community UA32100030000066252

District: Vyshhorod

Region: Kyiv Oblast

Population (2024), persons: 19,741

Working-age population (persons): 11,327

Number of IDPs: 1,360

Number of settlements: 34 (1 settlement and 33 villages)

Number of starosta districts: 8

Community area (km²): 956.6

Distance to regional centre (km): 46

Occupation: Was occupied for more than one month

Contacts and address of local authorities:

Head – Volodymyr Volodymyrovych Pidkurhannyi

Official website – <https://dymerrada.gov.ua/>

19 Soborna St., Dymer settlement, Vyshhorod District, Kyiv Oblast, 07330

E-mail: dymer@dymerrada.gov.ua

The Dymer community has a favourable geographical location: proximity to Kyiv creates opportunities for labour migration, product sales, and service development. The economy is of a mixed type, including the agricultural sector, trade, manufacturing, and small businesses in the service sector. A significant share of the population is employed outside the community, which reduces local economic pressure but at the same time creates risks of low business activity within the community itself.

In the Dymer community (according to <https://youcontrol.market/>), approximately **720** companies and over **1,082** sole proprietors (FOPs) operate, forming the basis of the local economy and providing jobs for residents. The most powerful sector is wholesale trade, with more than **68** enterprises whose total revenue exceeds UAH **835** million, demonstrating active commodity turnover and a significant impact on the community's economy. Agriculture also plays an important role: **39** companies generate over UAH **200** million in revenue, demonstrating a stable economic base and potential for further development of the agricultural sector. Industrial enterprises – chemical production and machinery manufacturing – also make a significant contribution to community income; although fewer in number, their revenue volumes amount to hundreds of millions of hryvnias. Transport and logistics support the organisation of goods transportation and services for the population, ensuring the proper functioning of the local market.

Despite this, the financial capacity of most businesses remains limited: enterprises often operate without substantial reserves, which complicates rapid expansion or investment in new areas. This means that support for small and medium-sized businesses, entrepreneur training, access to grants, and other development incentives are important for community economic growth and the creation of additional jobs. Favourable business conditions will help increase employment and the economic stability of the community.

Number of companies and sole proprietors (FOPs) in the Dymer community by sector of activity
(12 most common sectors by number)



Source: [YouControl](https://youcontrol.market/)

In the Dymer community, several key sectors with potential for further development can be identified. The agricultural sector remains promising, including the cultivation of grain and vegetable crops, development of small-scale processing, and the establishment of mini-workshops and cooperatives. Logistics and transport services have significant potential due to the community's proximity to Kyiv and the presence of local entrepreneurs engaged in freight transportation.

Small manufacturing enterprises are also developing, including repair workshops, woodworking, and small production facilities. Stable demand is observed in the social and household services sector, such as education, care, and service provision. Additional opportunities are created by tourism and recreational projects, including the development of green tourism, cultural routes, and recreation areas along water bodies. In particular, the Programme for the Socio-Economic and Cultural Development of Kyiv Oblast for 2026 provides for the establishment of a recreational site within the territory of the Dymer Forestry. This will contribute to the development of tourism infrastructure and increase the community's attractiveness for visitors.

The community demonstrates potential for small business development, which serves as a key local

employer in the areas of trade, service provision, and small-scale manufacturing. Significant demand is also generated by the construction sector due to the need for restoration and repair of infrastructure facilities. The role of service professions is increasing, including logistics, delivery services, drivers, equipment repair specialists, and care professionals.

An important direction is skills upgrading through short-term training programmes in cooperation with the Employment Centre, in particular training for electricians, equipment operators, construction specialists, and the development of basic digital skills. In addition, creating conditions for remote work is becoming increasingly relevant – including the establishment of coworking spaces and improving digital literacy to support freelance employment.

Reconstruction

The Dymer community was severely affected by the full-scale invasion. For local-level recovery, the community participated in the Polaris programme “Supporting Multilevel Governance in Ukraine” (2024-2028), funded by the Government of Sweden through the Swedish International Development Cooperation Agency (Sida) and implemented by SALAR International. The Polaris programme provides both short-term and long-term support, focusing on strengthening the system of multilevel governance. The initiative also enhances the capacity of communities to deliver quality public services and actively engage in recovery and reconstruction processes in line with the requirements and standards of European integration.

The project is implemented across five key areas: education, fiscal decentralisation and budgeting, provision of administrative services, locally led recovery, and international cooperation of communities. Within the initiative, development of the Comprehensive Spatial Development Plan for the territory of the Dymer Settlement Territorial Community has already begun. In order to take into account residents' opinions and needs when defining the terms of reference for the comprehensive plan, the local self-government body conducted a collection of initiatives.

Public proposals were collected through:

- submitting ideas on a web map via the link: <https://otgportal.com.ua/arcgis/apps/webappviewer/index.html?id=d92f208bae6043a9a85213e731fc60ec>;
- completing a proposal questionnaire via the link: <https://forms.gle/ZMoP326o6YrCW55S8>;
- completing a paper-based questionnaire at the starosta (village head) office;
- sending proposals by e-mail to: dymer@dymerrada.gov.ua;
- official letters sent to: 19 Soborna St., Dymer settlement, Vyshhorod District, Kyiv Oblast, 07330.

In total, more than **500** proposals were collected, demonstrating a high level of resident interest in community development and indicating potential for the formation of active civil society organisations. At the same time, the needs recorded on the web map across various sectors may be used for planning and implementing activities envisaged by the project.

Labour Market Profile

Within the territory of the Ivankiv community, there is a separate unit of the Vyshhorod branch of the Kyiv Oblast Employment Centre (Ivankiv settlement, 5-a Ivana Proskury St., tel. (068) 835-53-32, ivankov@koblcz.gov.ua), which significantly improves access to employment services for community residents. Residents of the Dymier community are served on these matters by the Vyshhorod branch of the Kyiv Oblast Employment Centre (Vyshhorod city, 6a Sholudenka St., tel. 044 363 84 16, (068) 564-45-65, vishgorod@koblcz.gov.ua).

It should be noted that the Vyshhorod branch of the Kyiv Oblast Employment Centre (including its separate unit in Ivankiv settlement) implements various employment programmes, including state pilot projects for veterans and people who have lost their jobs, as well as requalification and training programmes provided by the State Employment Service.

For independent job search, the national platform Unified Vacancy Portal operates, combining offers from major employers and aggregating vacancies both from the State Employment Service and various job search websites. As of 10 December 2025, there were **20** vacancies available in the Ivankiv community, most of which relate to the sales sector (salesperson, warehouse clerk, goods receiver, sales representative). Salaries range from **UAH 9,000** to **UAH 30,000**.

Recently, the e-Vacancy Map service of the State Employment Service and local self-government bodies was introduced for the employment of veterans. However, as of 12 December 2025, within Kyiv Region the service listed 5 vacancies, none of which were located in Vyshhorod District.

Ivankiv Settlement Territorial Community

The current state of the labour market in the community is characterised by Employment Centre specialists during the FGD as “depressive.” This definition reflects deep systemic problems that have both long-standing causes and current aggravating factors.

Key root causes that have led to the depressive state of the community’s labour market, identified during the study:

Legacy of the Chernobyl disaster.

The long-term consequences of the 1986 accident continue to have a negative impact on economic development. The region faces restrictions on agricultural activity and is perceived as less attractive for investment. The depth of this problem is illustrated by a statement from local Employment Centre specialists:



“Hiroshima and Nagasaki recovered, but the Ivankiv region cannot.”

Impact of the full-scale war.

Overall economic instability, mass mobilisation of the working-age male population, and psychological stress significantly exacerbate existing problems, creating additional pressure on the labour market and businesses.

Outmigration of youth.

Limited job opportunities and the lack of real prospects for career and professional development encourage young people to leave the community. This leads to a demographic crisis and the depletion of the most active part of the labour force.



"...What is generally important for a person? To have some opportunity to work, preferably not in just one place, but to be able to develop in different fields. And to have a choice of where to work. Since this choice is very limited here, young people are inclined to leave. Not to return, not to develop something, but simply to leave. Somewhere where there are at least some prospects for them."

Loss of a key employer.

A clear example of reduced economic activity was the closure of a local private thermal power plant after it was damaged in 2022, which led to the immediate loss of more than **130** jobs. This facility was the largest employer, and its destruction had a significant impact on the labour market. Small businesses, although developing, cannot compensate for the loss of such a large enterprise.



"...We had a private thermal power plant, but it did not recover after 2022; it was badly damaged. It was the only large-scale enterprise operating here, and that's it – more than 130 jobs disappeared at once. Smaller businesses are more fragmented – a small shop, a family business, perhaps, but they are scattered."

Financial burden on employers.

The state has introduced financial requirements for private enterprises in order to allow them to reserve their employees (which is critical for production). To reserve employees, the private sector must ensure an average salary of **UAH 20,000** and also pay up to half a million hryvnias in advance. At the same time, the state has set a minimum salary of **UAH 8,000** for its own employees. This imbalance in the burden on employers creates obstacles for private businesses, as it requires large advance payments (up to half a million hryvnias) to obtain employee reservations.



"...To hire that employee, we still have to retain them – pay a salary of 20 thousand, because the state pays its own employees eight. And also pay in advance for a quarter. That means I already need to pay half a million. And the state set its own level at the minimum."

Problems with taxation and lack of consultations.

There is a significant issue with tax consultations: the local tax office has been liquidated, and now the nearest specialists are located in Vyshhorod, but there is no direct transport connection. Entrepreneurs and grant recipients have no place to turn for competent answers. People are forced to seek advice through personal connections, which limits accessibility and quality of information. Due to staff reductions in district tax offices, service quality has deteriorated, and there is no local alternative.

Structural imbalance between labour demand and supply.

The problem lies not in the absence of labour resources or jobs, but in the mismatch between workers' skills and employers' requirements.



"...Now there are many vacancies and many people, but this matching does not happen, because either there are specialists but no vacancies, or there are vacancies but no specialists,"
Employment Centre representatives note.

Thus, demand and supply do not intersect, and the current labour market problem is not the number of people or vacancies, but their mismatch by profile.

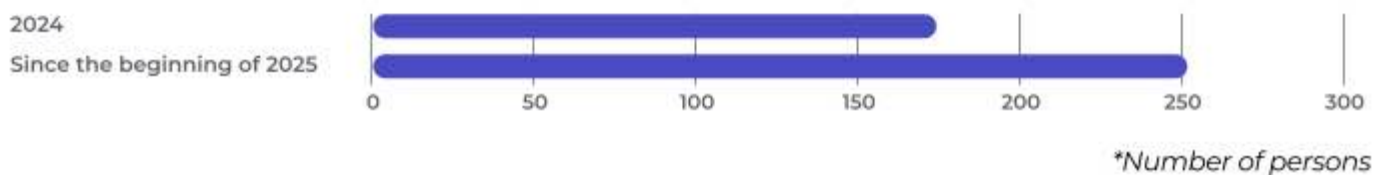
Employment Centre specialists analysed their own vacancies and employer requests, which makes it possible to clearly outline the imbalance between labour demand and supply.

According to information provided by the Kyiv Regional Employment Centre (KREC), in 2025, a total of **553** residents of the Ivankiv community used the services of the Ivankiv office of the Vyshhorod branch of KREC. In 2024, the number of service recipients amounted to **579** persons. This decrease in the number of applications may indicate a certain stabilisation of the local labour market situation, as well as the presence of negative trends, including labour migration or a declining level of public awareness of available employment support programmes.

At the same time, the relatively high number of applications confirms the continued relevance of the Employment Service's activities and highlights the need for further development of active labour market programmes, including employment promotion and retraining initiatives at the community level.

Notably, the number of people who secured employment increased significantly – from **168** persons in 2024 to **260** persons in 2025.

Number of Employed Persons Ivankiv Community



Of the **168** individuals employed with the support of the Employment Service in 2024, **9** persons were persons with disabilities and **13** were Internally Displaced Persons (IDPs).

As of 15 December 2025, **120** community residents were registered with the ESC and required assistance with employment.

During the FGDs, ESC specialists noted that the analysis of available vacancies and employer requests makes it possible to clearly identify a mismatch between labour demand and labour supply in the local labour market.

Acute shortage (hard to find specialists)	Stable demand	Limited demand (oversupply of specialists)
Electric and gas welders	Drivers	Creative professions (e.g. directors)
Electricians (with permits)	Cooks	Teachers of rare languages (e.g. French)
Occupational safety engineers	Locksmith-repair technicians	Psychologists (outside specialised support programmes)
Turners, milling machine operators		Pedagogues, teachers
		Qualified accountants and lawyers

The response of the Kyiv Regional Employment Centre (KREC) to the information request confirms the above-mentioned findings. Existing vacancies that remain unfilled – such as tractor operator, electric welder, maintenance mechanic, and engineering positions – indicate a shortage of labour in technical and engineering occupations.

As of 15 December 2025, the Employment Service database contained **35** active vacancies. The demand structure is uneven and points to certain disproportions in the labour market. The top 10 most in-demand occupations are as follows:

- Accountant
- Retail cashier
- Packer / assembler
- Kitchen assistant
- Cleaner of office/service premises
- General labourer
- Agricultural (forestry) tractor operator / machine operator
- Boiler operator (stoker)
- Motor vehicle driver
- Junior medical staff (junior nurse/orderly, sanitary worker, cleaner, etc.)

Thus, there are only **35** vacancies for **120** registered unemployed persons, with a significant share of vacancies requiring specific manual, technical, or vocational qualifications that are lacking among jobseekers.

Interaction with the Employment Service

According to its representatives, the Employment Service in the Ivankiv community positions itself as a key instrument for stimulating economic activity, offering a range of formal and informal mechanisms to support jobseekers.

Local entrepreneurs note that they do not actively cooperate with the ESC, while at the same time expressing concerns that the Service prioritises cooperation with large entities, “for which the state even covers social security contributions for employees hired through the ESC, allowing large chains to thrive.” In response, Employment Service representatives emphasise that they remain open to cooperation and apply an individualised approach to support businesses. They report that instead of merely referring candidates to interviews, they often “personally accompany individuals to employers, engage directly, and facilitate agreements.”

One illustrative example involved the employment of a young man with a bionic arm who had previously been refused by multiple employers. ESC specialists contacted an enterprise directly and arranged an interview, giving him the opportunity to apply. In addition, the Employment Service conducts direct visits to employers in order to reduce bureaucratic procedures, effectively acting as “external consultants for employers.”

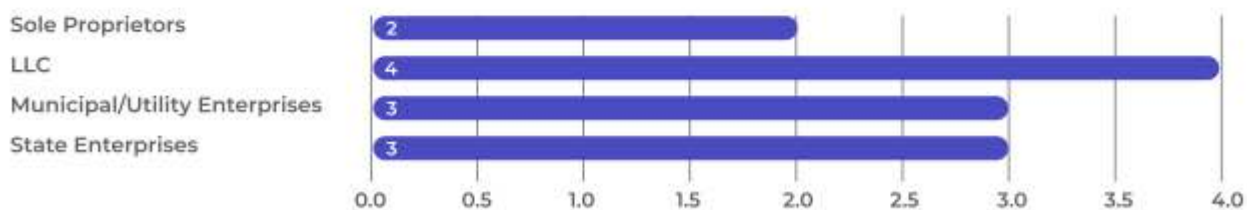
At the same time, the Employment Service faces significant internal challenges. Continuous reorganisations and staff reductions have resulted in an increased workload, while service quality has been affected. ESC specialists acknowledge a lack of modern equipment necessary for effective work. FGD participants also noted the absence of advisory services in financial literacy, investment, or business planning, which could significantly support emerging entrepreneurs.

An important partner in ensuring employment remains local enterprises. The Employment Service actively cooperates with representatives of the state and municipal sectors, as well as with private businesses (the latter to a much lesser extent, which confirms the statements of entrepreneur FGD participants). Key employers include:

- SSE “Ecocentre”

- ME ISR "VUZHKH"
- CI ISR "Territorial Social Service Centre" (TSSC)
- SSE "Central Enterprise for Radioactive Waste Management"
- LLC "OMNIFARMA"
- ME ISR "IVANKIVVODOKANAL"
- LLC "SVIT INVEST CITY"
- SSE "PIVNICHNA PUSHCHA"
- LLC "VK Alternative Heat Zghurivka"
- LLC "MTM+"
- Sole Proprietor (FOP) Miroshko Olha Serhiivna
- Sole Proprietor (FOP) Chala Kseniia Serhiivna

Key Employers of Ivankiv Community by Legal Form (Employment Center data)



*Number of employers

Within employment support programmes, **102** individuals have been engaged in public works since the beginning of the year. This instrument has dual socio-economic significance: it provides temporary income for unemployed persons (in 2025, remuneration amounts to up to **1.5** times the minimum wage – currently **UAH 12,000** for a full month of work – ed.), while at the same time addressing urgent community needs. The activities were carried out in the following areas:

- Assistance and care for persons with disabilities, older people, demobilised individuals, and other socially vulnerable groups;
- Weaving of camouflage nets.

The vast majority of jobseeker respondents registered with the ESC report that they regularly receive vacancy offers from the Employment Service. This indicates the active performance of the ESC; however, the key issue is not the number of offers, but their alignment with candidates' expectations and qualifications.

Criteria for Accepting Job Offers	Key Barriers and Reasons for Refusal
Alignment with professional qualifications and field of expertise	Low wage levels: the proposed level of remuneration does not meet candidates' financial expectations.
Willingness to accept any job offer in cases where employment in one's field of specialisation has not been possible for an extended period.	Territorial distance and logistics: the workplace is located far from the place of residence, and transport connections are either unavailable or inconvenient.

The only respondent who received just 1-2 job offers over a six-month period was a man aged 30-39 with higher education and previous experience in management. Job loss was related to acquiring a war-related disability. At present, he declares readiness to consider any employment options.

The respondent expressed dissatisfaction with the work of the ESC in an emotional manner, which may indicate accumulated psychological strain and a perceived lack of adequate support. This case illustrates the heightened vulnerability of persons with war-related disabilities and highlights the need for more individualised and tailored approaches to employment support and case management for this group.

In addition, the main Ukrainian job search platforms Work.ua and the Robota.ua portal were analysed. The official website of the Ivankiv community was also reviewed; however, at the time of the search, it did not contain an up-to-date vacancies section or provide comprehensive information on the needs of local institutions. The combined analysis of these sources demonstrates the real situation of the Ivankiv community labour market and allows it to be characterised as small.

Despite the absence of a large industrial base, job offers mainly come from chain companies that operate stores, fuel stations, or small production units in the region. Thanks to such employers, the community demonstrates stability in recruitment and constant demand for workers in basic occupations. The largest share of available vacancies is concentrated in the retail trade sector.

Main sources of vacancies:

- ATB-Market (several positions)
- Fora
- Aurora
- Glusco / Ukrnafta fuel stations
- Jewellery factory (STOLYCHNA Jewellery Factory)
- Dentistry
- MHP

These employers currently offer vacancies for sales assistants, loaders, security guards, and goods receiving staff. There are also openings for store managers and deputy store managers.

Salary levels in the community are quite heterogeneous and depend on the sector. In retail, wages range from **UAH 17,000** to **UAH 25,000**. Watchmen or security guards earn approximately **UAH 24,000**. Loaders and warehouse workers can expect **UAH 30,000-38,000** per month, making them among the highest-paid workers in the manual labour segment. A general dentist (therapeutic dentist) may earn between **UAH 50,000** and **UAH 70,000**. Most employers do not indicate exact salary levels, instead offering remuneration to be negotiated following interviews.

Candidate requirements in the community are generally basic. The majority of vacancies do not require prior work experience or include on-the-job training. Retail and service sector employees are expected to be responsible, punctual, disciplined, and customer-oriented. In contrast, managerial positions typically require higher education and at least one year of work experience. For specialised roles – such as medical or administrative positions – professional skills, relevant work experience, appropriate qualifications, and education are mandatory.

The local labour market also features vacancies from the Charitable Foundation “Rokada”, which is seeking a Craft Hub Administrator.

Employers recruiting for on-site positions often offer enhanced social packages (accommodation, meals, transportation).

Key benefits and bonuses offered by employers:

- Accommodation: MEDVYNO.
- Free meals: MEDVYNO, MHP.
- Transport / shuttle service: MEDVYNO, MHP.
- Free training: ATB-Market.

Inclusivity and accessibility: Companies such as Aurora demonstrate openness to hiring workers without experience, students, and persons with disabilities, expanding employment opportunities for various social groups.

Website	Position / Vacancy	Salary (UAH)	Comments / Conditions
Work.ua	Store Manager (ATB-Market)	not specified	<u>Full-time, at least 1 year of experience, higher education required</u>
Work.ua	Deputy Store Manager (ATB-Market)	not specified	<u>Full-time</u>
Work.ua	Security Guard (ATB-Market)	~24,800	<u>Full-time, simple requirements</u>
Work.ua	Loader (Fora LLC)	~29,500-38,300	<u>Full-time, no experience required – training provided</u>
Work.ua	Jewellery Assembler (Capital Jewellery Factory)	not specified	<u>Full-time in a jewellery company</u>
Work.ua	Fuel Station Attendant (Glusco / Ukrnafta)	not specified	<u>Full-time</u>
Work.ua	Assistant Sales Consultant / Cleaner	~19,300	<u>Full-time</u>
Robota.ua	Junior Goods Receiver (Loader, ATB)	not specified	<u>Partly warehouse/logistics work</u>
Robota.ua	Security Guard (ATB)	not specified	<u>Store security duties</u>
Robota.ua	Deputy Store Manager (ATB)	not specified	<u>Management responsibilities</u>
Robota.ua	Sales Assistant (Aurora Multimarket)	~17,100	<u>Full-time, front office</u>
Robota.ua	Craft Hub Administrator	not specified	<u>Position in a civil society organisation</u>
Robota.ua	Dentist-Therapist	~50,000-70,000	<u>Clinical duties, medical practice</u>
Robota.ua	Sales Representative with car (Konti)	not specified	<u>Field sales duties</u>
Robota.ua	Warehouse Keeper with accommodation (MEDVYNO)	25,000-35,000	Employer provides housing, free meals, and transport
Robota.ua	Food Raw Materials Preparer (MHP, PJSC)	18,500	Free meals, shuttle service, office with generator

However, the large number of vacancies from the ATB-Market chain is due to the fact that a store in Ivankiv is still preparing to open. With new businesses entering the community, the structure of the labour market is changing. According to Employment Centre specialists, until recently the main employers in the Ivankiv community were state and budgetary institutions. Recently, however, this situation has changed. With the arrival of large retail chains such as Aurora, Thrash, and the planned opening of ATB, the role of the private sector has increased significantly. Today, the balance between employment in the public and private sectors can be estimated at approximately 50/50.

Based on analysis of data from the Employment Centre and entrepreneurs, the most significant barriers faced by jobseekers in the Ivankiv community can be identified.

Key barriers to employment

1. Transport inaccessibility.

This is one of the largest and most frequently mentioned problems. The lack of reliable and regular transport connections between community settlements and workplaces makes employment impossible, even when suitable vacancies exist. As an example, situations are cited where a person physically cannot reach work at 6 a.m. due to the absence of transport.

2. Constraints for women.

Women face double pressure. First, due to the mobilisation of men, full responsibility for childcare and household management falls on them. Second, they often encounter biased attitudes from employers who fear potential maternity leave or frequent sick leave related to childcare.

3. Restrictions related to mobilisation.

Some vacancies for men depend on the possibility of obtaining a reservation from the employer, and such opportunities are limited in the community.

4. Psychological barriers and low motivation.

Some jobseekers demonstrate a lack of self-confidence and unwillingness to learn new skills. This is particularly noticeable among older people who impose age limits on themselves, believing that after 50-60 years it is "too late to learn."

5. Working conditions of available vacancies.

Employment Centre staff emphasise that people often refuse jobs due to specific, sometimes difficult, production conditions:



"If it's a bakery or a fish processing plant, it will be either hot production or cold production."

Thus, refusal is often related not to a lack of jobs, but to unwillingness to work under such conditions. According to FGD participants, these conditions are objective and unchangeable, so responsibility for the decision rests with the individual:



"It is exclusively the person's choice. Whether they can work in such conditions or not."

6. Orientation toward simple work.

There is a tendency to seek unskilled jobs with minimal responsibilities. People often doubt their abilities, are not ready to take on responsible or complex work, and prefer unskilled tasks.

7. Health status and disability.

A key demographic feature of the community is an extremely high share of persons with disabilities, which, according to expert estimates, may reach up to **40%** of the population, often related to long-term consequences of the Chernobyl disaster. The physical condition of many people objectively does not allow them to perform certain types of work, which narrows their employment opportunities.

8. Official registration with the Employment Centre as a means of receiving benefits rather than active job search.

For some unemployed individuals, registration primarily serves the function of receiving payments rather than actively seeking employment. Some unemployed persons do not use the registration period for active job searching. Specialists note that some individuals remain registered, receive benefits, but do not perceive the Employment Centre as a real employment tool. In dialogue, it is directly emphasised that they agree to look for work only after the benefit period ends:



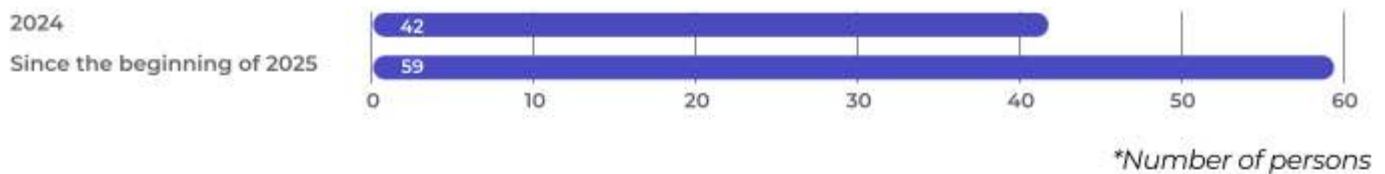
This indicates a noticeable level of passivity and lack of motivation, as well as low awareness of the actual services provided by the Employment Centre. Staff perceive such behaviour as unfair to the efforts of the service, since vacancies are offered but not properly considered.

Dymer Community

In 2025, **103** residents of the Dymer community used the services of the Vyshhorod branch of the Kyiv Regional Employment Centre (KREC), which represents a significant increase compared to the previous year (**73** persons in 2024).

Employment outcomes have also improved. Since the beginning of 2025, **59** residents of the Dymer community have been placed in employment, compared to **42** persons in 2024.

Number of Employed Persons Dymerska Community (Employment Center data)



Of the **42** individuals employed in 2024, **16** were persons with disabilities and **14** were Internally Displaced Persons (IDPs).

As of 15 December 2025, **14** residents of the Dymer community were registered with the Vyshhorod branch of the Kyiv Regional Employment Centre (KREC). At the same time, according to the response to an information request, the community had only two active vacancies: works supervisor and building maintenance and repair worker.

The top 10 occupations in demand in the community include:

- Accountant
- Retail cashier
- Packer / assembler
- Kitchen assistant
- Cleaner of office/service premises
- General labourer
- Motor vehicle driver

The Employment Service also implements programmes aimed at integrating residents into the labour market and supporting entrepreneurial initiative. In particular, **65** community residents were engaged in public works. The main focus of these activities was repair and restoration works at critical life-support facilities.

During the FGDs, staff of the Vyshhorod Employment Centre noted that the Dymer community has a sufficient number of vacancies for employment. Among the most in-demand occupations are workers in sales, education, accounting, driving, and related fields.



"...In-demand female professions include sales assistants (ATB, Silpo, Varus, Novus) and accountants. ...At present, there is also demand for teachers – private schools are reaching out, as well as kindergartens. Kindergartens mainly seek junior staff, such as assistant educators and cleaners. Among male professions, drivers, workers, and production line operators are in demand. Many men employed in manufacturing have been mobilised for military service, and vacancies are opening up. These positions are offered to both men and women. There is strong demand for manual occupations, drivers, and sales managers."

The interviewed unemployed person from the Dymer community was a woman aged 30-39 with completed higher education and prior professional experience. Before losing her job, she worked in the food industry. The reason for termination of employment was health-related.

The respondent has been registered with the ESC for 4-6 months and is currently focused on finding employment in a laboratory setting. According to her, vacancy offers from the Employment Service are received periodically. The most acceptable options are those that correspond to her professional background and qualifications. At the same time, some proposed vacancies were declined due to significant territorial distance from the workplace and the lack of adequate transport connections for daily commuting.

Labour Market Challenges in the Dymer Community Identified through FGDs and the Overall Situational Review

Impact of the full-scale invasion and migration processes.

The full-scale invasion has significantly weakened economic activity in the Dymer community: a number of enterprises have reduced operations, the number of vacancies has declined, and migration processes – both internal and external, driven by security concerns and the search for better living conditions – have led to a substantial outflow of the working-age population. This has narrowed the local labour market and intensified staff shortages in key sectors.

Mobilisation processes and reduced male job-search activity.

According to observations by specialists of the Vyshhorod Employment Centre, mobilisation has resulted in decreased job-search activity among men. Some men deliberately limit their engagement with formal employment to avoid the risk of conscription associated with official hiring. This contributes to hidden unemployment, reduces competition in the labour market, and complicates employers' efforts to recruit staff, creating additional imbalances between labour demand and supply.



"...There is a problem that men are afraid to register, because information exchange is centralized and data is transferred to the Territorial Recruitment Centres. Those without issues do register to look for work. Others ask directly whether positions include reservation. If there is a reservation, they look for vacancies offering it. Or they consider retraining – if a person comes to us with one profession, not all vacancies provide reservation."

Limited inclusivity of the local labour market.

The community labour market remains insufficiently adapted to inclusivity requirements, complicating employment for persons with disabilities and other vulnerable groups, including veterans returning to civilian life. In particular, existing infrastructure does not always provide adequate conditions for employing persons with certain health limitations.



"...For example, we have a barrier environment – second floor – what disability can work there?"

At the same time, in response to these needs, project and cost-estimate documentation is already being developed to create a barrier-free route within the community. This will be an important step toward forming an inclusive environment and a labour market accessible to all residents.

Low wage levels.

According to Employment Service specialists, this issue is particularly acute for veteran families, as low wages do not allow them to support their families or maintain health.



"...Many servicemen return from the war and simply cannot provide for their families after those wage levels. They need treatment, support – comprehensive support – and find themselves unable to take jobs offering UAH 20,000. It is unrealistic to maintain one's health and family on that salary."

Psychological barriers to changing professions and starting a business.

In particular, **44%** of surveyed residents of the Dymer community identified fear and lack of self-confidence as the main barriers to starting a business (Baseline). This challenge is also confirmed by ESC and LGS specialists. Such figures indicate low labour mobility and the need to strengthen incentives and tools for acquiring new competencies and initiating entrepreneurship.



"...Upskilling happens more often. Retraining – if we take 100%, that's 10-15-20%. That's very little."

Insufficient number of qualified specialists in certain fields.

Representatives of LGS note that recruiting qualified staff in the community is challenging. For example, the Dymer Council currently has five vacant positions, and the Resilience Centre requires a psychologist. Highly qualified specialists often choose jobs with better conditions and higher pay (e.g., in Kyiv), leading to shortages in the local labour market.

Occupations with the Highest Demand

Analysis of vacancies submitted to the ESC makes it possible to identify professions with consistently high demand, with a clear gender differentiation.

For women:

- Sales assistants (particularly in chain supermarkets such as ATB, Silpo, Varus)
- Accountants
- Teachers
- Preschool staff (assistant educators, junior staff)

For men:

- Drivers
- Manual workers
- Production line operators
- Sales managers

Professions associated with the fastest employment outcomes, according to the Employment Centre, include: accountant, HR records specialist, administrator, and assistant educator.

Training specialists from the Katyuzhansky Vocational College note that employers show the highest demand for graduates trained as cooks, motor vehicle repair mechanics, information processing operators, and agricultural specialists. Overall, approximately **95%** of graduates secure employment in their acquired specialisations.



"...The professions that meet the current needs of the community include cooks, who are in demand; mechanics for the repair of wheeled vehicles, whose graduates are frequently sought by employers; information processing and computer support operators; and, of course, tractor operators, given the level of agricultural development in our region. Accordingly, we have a wide range of employers who need graduates and approach us to upskill or train their agricultural workers."

The most active representatives of local business (organisations and Sole Proprietors (FOPs)) that actively cooperate with local units of the State Employment Service (SES) in employing community residents include:

- ME "Dymer Municipal Services Combine"
- LLC "Ulis Dudky"
- LLC "Ulis Dudky Cabins"
- LLC "Restaurant 12 Months"
- LLC "Viknaland"
- LLC "Zoo Service"
- Vocational Education Institution "Katyuzhansky Vocational College"
- Sole Proprietor (FOP) Davydenko Yu. M.
- Sole Proprietor (FOP) Hlushchenko V. I.
- Sole Proprietor (FOP) Lisova O. V.
- Sole Proprietor (FOP) Aliksieieva L. V.
- Sole Proprietor (FOP) Babynets D. I.
- Sole Proprietor (FOP) Volchenko V. S.

It should be noted that the majority of active partners are Sole Proprietors, primarily operating in the services, retail, and food sectors. This highlights their significant role in sustaining the local labour market and promoting employment opportunities for residents. At the same time, medium-sized enterprises and municipal sector institutions provide stable jobs, which is critically important for the economic life of the community.

The [Unified Vacancy Portal](#), which consolidates offers from the largest employers and aggregates vacancies from various job search websites, as of 10.12.2025 lists **31** vacancies in the Dymer community. The range of offers is quite broad: sales assistant, veterinary doctor, police officer, district electrician, accountant, driver, lawyer, carpenter, and other professions. Salary levels range from **UAH 9,000** to **UAH 67,500**. The highest wages are offered to international freight drivers, which is explained by high demand for such specialists and the specifics of the job.

We also analysed the main job search websites (Work.ua and Robota.ua), where employers' offers from the Dymer community and nearby settlements are published, as well as the official website of the Dymer Settlement Council, where announcements of competitions for vacant positions in local municipal structures are periodically posted.

The market is characterised by significant diversity of available positions, covering retail trade, logistics, manufacturing, the agricultural sector, management, and international transport. Employers include both large national chains (ATB-Market, EVA, Epicentr K) and local manufacturing and agricultural enterprises. Salary levels demonstrate a wide range: from **UAH 8,000** for a

merchandise to **UAH 70,000** for an international driver.

On the official website of the Dymer Settlement Council, during 2025, **6** competitions were announced for positions in administrative services, legal and specialised departments. However, salaries for applicants were not specified.

The official Facebook page of the Dymer community indicates that there are currently vacant positions for assistant to the settlement head's secretary, lawyer, records clerk, and specialist of the Service for Children and Family Affairs. This indicates a shortage of qualified personnel, primarily due to low wages in the public and municipal sectors.

Website	Position / Vacancy	Salary (UAH)	Comment (Conditions, requirements, schedule, etc.)
Dymer Council	Chief Specialist-Lawyer (Service for Children and Family Affairs)	not specified	<u>Announcement on the official website; state/municipal service; requirements set by the service.</u> dymerrada.gov.ua
Dymer Council	Chief Specialist of the Land Relations Department	not specified	<u>Announcement on the official website; work in the architecture and urban planning department.</u> dymerrada.gov.ua
Dymer Council	Chief Specialist of the Legal Department	not specified	<u>State service; requirements for legal education.</u> dymerrada.gov.ua
Dymer Council	Chief Specialist for Human Resources	not specified	<u>Work with personnel records in the community council.</u>
Dymer Council	Administrators of the Administrative Service Centre (CNAP)	not specified	<u>Public service delivery at the Administrative Service Centre (CNAP).</u> dymerrada.gov.ua

Among the key companies that currently offer employment in Dymer and nearby settlements (Demydiv village, Katyuzhanka village), the following are listed:

- Express Market box
- ALBO, Group of Companies
- BeerMarket
- Epicentr K
- AB InBev Efes Ukraine, PJSC
- ATB-Market
- EVA - retail chain
- Phoenix Agro, LLC
- Glassmen, LLC
- Soloviine, LLC
- Ukrainian Pharmacy Holding

Job offers cover a wide range of professional fields, from blue-collar occupations to managerial positions. Retail trade and services are the most represented sector, with vacancies from large retailers.

Some vacancies include conditions that are particularly relevant in the current Ukrainian context:

Employee reservation: This option is provided by Glassmen, LLC and Novextrans.

Preference for veterans: Glassmen, LLC openly declares priority in employment for veterans.

Proposed wages vary significantly depending on position, sector, and qualification requirements. Most available vacancies relate to the sales sector.

Website	Position	Company	Salary (UAH)
Work.ua	International Freight Driver	Novextrans	65,000-70,000
Robota.ua	Chief Accountant	Phoenix Agro, LLC	20,000-40,000
Robota.ua	Production Equipment Operator	Glassmen, LLC	25,000-37,000
Robota.ua	Store Manager	EVA	26,000-32,000
Robota.ua	Warehouse Keeper	Epicentr K	20,000 + bonus
Robota.ua	Sales Consultant	BeerMarket	18,500-23,000
Robota.ua	Sales Assistant-Cashier	EVA	16,000-18,000
Robota.ua	Merchandiser	ALBO	8,000
Work.ua	Pharmacy Manager, Pharmacist (Katyuzhanka village)	Ukrainian Pharmacy Holding, LLC	not specified
Work.ua	Administrator of the "Your Path" Hub (Katyuzhanka village)	Rokada, CF	not specified
Work.ua	Senior Operator, Sales Assistant-Cashier (Liutizh village, reservation available)	Parallel, filling station chain	not specified
Work.ua	Deputy Store Manager (Demydiv village)	ATB-Market	not specified
Robota.ua	Mechanic, Combine Harvester Operator	Soloviine, LLC	not specified
Robota.ua	Store Administrator (Demydiv village)	Express Market box	not specified

Most employers offer additional benefits as part of the social package:

- Financial incentives: bonuses, premiums, regular salary reviews.
- Professional development: compensated or free training.
- Corporate benefits: employee discounts, corporate events.
- Transport: travel compensation or company-provided shuttle/car.
- Working conditions: offices with generators and uninterrupted internet.
- Social protection: medical insurance.
- Flexible working hours.

Opportunity to choose work close to home (typical for chain and widely distributed stores; limited implementation within the community). Despite the availability of vacancies, certain categories of citizens, particularly veterans, face difficulties that require a more detailed analysis of their needs and barriers to employment.

Specific challenges faced by veterans:

Health condition. Veterans often return with severe injuries, concussions, and psychological trauma. The consequences of combat injuries are not merely medical diagnoses but real obstacles in everyday life; one veteran noted that due to a severe concussion, it takes several days to read a single document, making paperwork and quick decision-making impossible. This prevents a return to physically demanding work, such as in the construction sector.

Financial needs. High salaries during military service create a certain level of expectations, reinforced by the objective need for high income to cover treatment, rehabilitation, health support, and family maintenance.

Psychological support. There is an acute need for comprehensive psychological assistance to ensure successful reintegration into civilian life, overcome stress, and adapt to new realities.

In addition, focus group discussions identified general barriers that hinder employment for a wide range of unemployed individuals:

Mismatch between health conditions and job requirements. Many offers involve being "constantly on one's feet" or performing heavy physical labor, which is unacceptable for people with certain medical limitations.

Mismatch between wages and expectations. The proposed level of remuneration often does not meet the real needs and qualifications of candidates, forcing them to refuse job offers.

Lack of modern skills. Candidates, especially those who worked for a long time under the "old system," experience a deficit in skills related to modern computer and accounting software, which reduces their competitiveness.

The identified barriers and deficit of relevant skills directly indicate an urgent need for retraining and professional development programmes adapted to the requirements of the modern labour market and the needs of different population groups.

Potential for Business Development and Self-Employment

In the third quarter of 2025, Ukraine maintained high entrepreneurial activity with clearly expressed sectoral stability. The largest number of new companies were registered in wholesale trade, IT, and real estate operations, which together with transport, construction, and agriculture form the core of business activity. This structure has not changed compared to the first half of 2025, indicating a reorientation of Ukraine's business environment: from traditional and stable sectors – such as agribusiness, agriculture, or civil society organizations – toward more mobile and demand-driven ones, including information technologies, logistics, and real estate operations.

According to YC.Market data, in the third quarter of 2025 women founded **2,395** new companies, accounting for **31.5%** of all newly registered businesses. Men, in turn, founded **5,189** companies, representing **68.5%**. This distribution demonstrates that although the share of women in entrepreneurship is increasing, it still remains lower than that of men. Among companies that ceased operations in Q3, **215** were founded by women (**29.9%**), while **504** closed companies were founded by men (**70.1%**).

In the third quarter of 2025, the highest number of new companies was registered in Kyiv – **2,805**. The capital traditionally maintains leadership in entrepreneurial activity. Lviv Oblast also demonstrates high dynamics, with **660** companies. Completing the top five are Dnipropetrovsk (**563**), Kyiv (**504**), and Odesa (**452**) oblasts.

Ivankiv Community

In 2025, business registrations in the Ivankiv territorial community demonstrate moderate but structurally diverse economic activity. According to data from the Opendatabot service, alongside sectors that are basic for the community – agricultural production, food processing, trade, and transport – types of activities atypical for a rural community are also emerging, in particular high-tech production in the field of aviation and space technology. An important feature is the significant share of the non-profit sector – public, charitable, and religious organizations. In total, new registrations include:

- Trade (fuel, meat products) – 2
- Energy and electricity trade – 1
- Agriculture (crop cultivation) – 1
- Food processing industry (dairy) – 1
- High-tech industry (aviation and space) – 1
- Construction and engineering works (electrical installation) – 1
- Transport and logistics – 1
- Culture and creative industries – 1
- Public organizations – 2
- Charitable organizations – 1
- Religious organizations – 3

As entrepreneurs participating in FGDs note, self-employment in the community is sustained mainly due to the resilience of sole proprietors (FOPs) and established local markets. A significant share of businesses has been operating for many years, has a stable customer base, and is able to adapt to changes, such as transitioning to online sales. However, the overall development potential is assessed by entrepreneurs as low.

Development dynamics:

- Some entrepreneurs were forced to reduce their activities.

Businesses that moved online retain part of their customer base due to flexibility and personal

relationships with customers. One participant reported that a physical store had to be closed one day before the FGD. The business was fully transferred online due to a critical decline in customer numbers. Businesses that moved online retain part of their customers thanks to flexibility and personal relationships with buyers.



"...What saved me was that I moved online, because I have my regular customers; it doesn't matter to them whether I have a physical store or whether I deliver to them. For them it's not fundamental. I have an established customer base constantly."

- Some businesses are planning expansion.

This applies to the transportation sector, including a business with the longest operating history – over 25 years. Long-term experience, established business processes, and a stable client base allow owners to see potential even under difficult wartime conditions. Unlike less experienced entrepreneurs who reduce activity or switch to an online format, this business has sufficient resilience to consider expansion as a realistic scenario.



"...We are engaged in passenger transportation, but we are also planning to create an enterprise that will use production."

- Most entrepreneurs describe their situation as unstable, with little or no growth.
- Wait-and-see nature of entrepreneurial activity in the community.

Even where initiatives and production potential exist, decisions on investment and job creation are constrained by labour shortages, limited financial resources, and reluctance to invest under conditions of high uncertainty caused by the war.



"...There are entrepreneurs who would gladly set up production – there is potential. But who will work? Where can the money be found to invest, when it is unclear what will happen next? War."

Material and Technical Support of Business

Entrepreneurs note that their equipment is mostly:

- very basic (cash registers, minimal inventory),
- worn out or requiring improvement,
- absent if the business does not involve production processes.

One participant mentioned a summer terrace that has been "in development for two years" but has never become fully equipped due to lack of resources.

Use of New Technologies and Digital Solutions

Entrepreneurs are very cautious about implementing digital tools. Most believe that:

- digitalization may lead to job losses,
- in wartime conditions the main priority is to preserve jobs and retain people in the community

- rather than automate processes,
- the community is not yet ready for a deep digital transformation of business.

There is a sense that digital innovations are currently “untimely” due to martial law, declining demand, and overall economic exhaustion of the population.



“...Basically, we are not considering this issue. It is better to give people jobs, because today, to preserve the district, we need to keep this money here, within our district. That is, digitalization means job cuts. It will not bring anything good. We are still far from this; we, our state, are in a state of war. So now we need to preserve our side, the part that has survived, and I think we need to give people the opportunity to live, to exist, so that there is work.”

Sales Market and Customer Base

The state of the sales market varies:

- Entrepreneurs in grocery stores and floristry have stable, loyal customer bases.
- Those working in services note that demand has significantly declined.

Promising Niches for the Development of Small Business and Self-Employment

Analysis of supply and demand in the community's service market revealed imbalances that open opportunities for the development of micro-entrepreneurship.

Most popular business areas	Promising unoccupied niches
Coffee shops	Shoe repair
Food retail	Clothing repair and tailoring (atelier)
Pharmacies	Dry cleaning
Funeral services	Other household services
Beauty sector (manicure, massage)	

This list indicates the presence of unmet demand for basic household services in the community, which may serve as a growth point for small businesses and self-employed individuals. The identified challenges require systematisation and the development of concrete strategic solutions.

Among the potentially promising and attractive areas for entrepreneurial development identified during FGDs with LGS representatives (Baseline) are transport services, construction, forestry and agriculture, tourism, as well as craft production, including glassblowing, cheesemaking, production of motanka dolls, beadwork, and similar products. Given that the community's territory contains strategic reserves of mineral resources (including unique types of clay and sand), whose industrial use is restricted by current legislation, engaging these resources in small-scale business and craft initiatives may become an effective instrument for unlocking local economic potential.

Entrepreneurs also see potential in creating jobs for women, particularly in manufacturing and craft-related sectors (sewing, woodworking, sawmill operations). However, jobs involving heavy physical labour often do not correspond to women's capacities or require improved working conditions.

Key Challenges for Business Development

Local entrepreneurs face a number of systemic challenges that limit their ability to grow and create new jobs:

- Population decline and continuous youth outmigration, leading to a shrinking customer base and reduced demand and purchasing power.
- Acute labour shortages, especially in positions traditionally held by men.
- Lack of access to on-site consultations and business support services.
- Imperfect legislation regarding incentives and conditions for employing veterans, families of fallen servicemen, and persons with disabilities.
- The private sector's limited capacity to maintain an average wage level of UAH 20,000, required for employee reservation, placing businesses at a structural disadvantage in competing for labour.
- Limited access to financial support for local businesses: grants are difficult to obtain and small in size, while loans are both complex to access ("you start applying and your nerves are worn out, and in the end you are refused") and risky due to economic instability and wartime threats.

Community Needs as Business Opportunities

During FGDs, participants also discussed services lacking in the community, which can be considered promising areas for business development. For example, there are privately operated children's clubs and activities, but access for some children is limited due to financial constraints. Although the overall range of clubs appears diverse, participants acknowledge that key needs remain unmet: there is a lack of modern dance styles, new creative clubs, and – most critically – the absence of a swimming pool, which is perceived as a major loss and could function as a multifunctional health and well-being centre.

Unmet Creative Needs of Younger Children

While interest in creativity exists, it is mostly observed among younger school-aged children – for example, making ethnic jewellery or engaging in small-scale handicrafts. However, these are isolated cases dependent on individual preferences and children's perseverance. At the same time, the issue of youth leisure remains acute: in the evenings, teenagers have virtually no places to spend time, and there are no accessible or attractive activities available.

A former teacher highlighted the limitations of existing clubs. Dance studios and the music school operate, but their activities are largely focused on traditional formats, which do not meet the interests of all children. For example, some children would like to practise rumba, cha-cha-cha, or modern dance styles, yet such options are unavailable in the community. Available activities include folk dance, gymnastics, music, and karate; however, the range is uneven, with some options available only through private providers and at high cost. The need for greater diversity in extracurricular activities, including contemporary dance styles, is pressing.

Lack of Spaces and Opportunities for Adolescents

One of the most acute issues in the community is the absence of environments for adolescents. In the evenings, young people literally "have nowhere to go" and end up spending time near shops, regardless of weather conditions. Respondents emphasised the need to create cultural leisure spaces – at minimum, a modern centre with appropriate opening hours and the ability to host discos or other safe activities. The importance of well-designed public spaces – parks, squares, promenades – where teenagers could simply sit and socialise was also highlighted. Particular attention was given to courses or clubs aimed at developing youth interests, such as culinary clubs for children interested in cooking.

Lack of Sports Infrastructure and Leisure Facilities

Participants discussed the long-standing but unrealised idea of building a swimming pool: a sports complex had once been planned on the site of the former market. In their view, such a facility would be extremely beneficial not only for children, but also for the rehabilitation of military personnel and the health improvement of the adult population. It was emphasised that the community lacks spaces for comprehensive recovery and active recreation. Existing fitness centres only partially meet demand, while leisure infrastructure remains limited. The absence of a cinema was also highlighted as another important gap in the community's cultural life.

Responses from individuals registered with the Employment Service (ESC) in the Ivankiv community indicate the presence of some potential for the development of self-employment, although this potential is constrained by significant barriers that require targeted support. Three unemployed respondents registered with the ESC consider it realistic to transform a hobby into a source of income: two responded "yes," while one stated "difficult to say." Among the potential niches for self-employment mentioned were knitting, working with children, and family travel (although the latter is currently not feasible). One respondent, previously employed in management and now having a war-related disability, also sees opportunities for business activity, stating that he is willing to take "any job at all," and refers to disability as an explanation for gaps in his skills.

Two respondents reported being ready to cooperate with others who possess relevant knowledge and skills to jointly implement business ideas, while two others were unable to provide a clear answer regarding participation in joint business initiatives.

Key Barriers to Starting a Business

The main factors preventing respondents in the Ivankiv community from starting their own business are typical for early-stage entrepreneurs and are primarily related to resources and skills:

1. Financial and organisational barriers: lack of start-up capital and absence of premises.
2. Psychological and skills-related barriers: fear of starting a business and insufficient skills.
3. Time constraints: lack of time due to caregiving responsibilities and other obligations.

Regarding grant programmes, the main concerns include fear of losing funds (concerns about financial liability) and lack of confidence in personal ability to prepare a business plan.

Dymer Community

Self-employment and starting one's own business are important pathways to economic independence and the creation of new jobs in the community. Despite wartime risks and overall instability, community residents demonstrate interest in entrepreneurship and seek consultations on starting their own businesses.

Thus, analysis of Opendatabot data shows that in 2025 entrepreneurial activity in the Dymer Settlement Territorial Community was concentrated mainly in trade, real estate operations, and service provision. The largest number of new legal entities was registered in the trade sector, in particular retail (including online) and wholesale trade – 4 entities, which indicates business orientation toward consumer demand and the community's logistically convenient location near Kyiv. The second most significant area is real estate operations – management and leasing (2 entities), which may indicate a gradual revival of the residential and commercial real estate market and adaptation to new demand conditions. In addition, a municipal institution, a public organization, and a religious organization were established in the community.

According to FGD participants, businesses and activities with high potential in the community are those that combine a low entry threshold, quick payback, and demand among the population. Participants actively choose areas where the development of small business and self-employment is possible, as well as the implementation of their own business with consultant support. Among the most popular areas are:

- Coffee shops – a business with stable local demand;
- Processing industry – a sector that receives state support packages and contributes to business expansion;
- Beauty salons and hairdressers – services with a high level of repeat customers; Ateliers – household/production/service activities for the local market;
- Pet care (grooming) – niche (specialized) services aimed at a narrow market segment with specific customer needs and characteristics;
- Greenhouses – an agricultural area with development potential, especially in the context of local production and sale of products.

Focus group discussions with representatives of local self-government bodies confirmed the presence of needs in the community that are relevant to residents. These include, in particular, infrastructure for child and youth development: robotics and foreign language clubs, modern sports facilities (including a swimming pool), children's playrooms, as well as services of qualified specialists such as speech therapists. Discussion participants emphasized high demand for such opportunities, noting that they are currently forced to take children to neighboring cities. These community needs open real opportunities for sole proprietors (FOPs) and define promising areas for the creation of new services:

- Educational and developmental clubs for children – robotics, programming, foreign languages, creative studios;
- Modern sports and recreational facilities – swimming pools, gyms, children's playrooms;
- Qualified specialist services – speech therapists, psychologists, trainers, and other narrowly specialized professionals;
- Programs for youth and adults – language clubs, educational courses, cultural and creative initiatives.

The development of these areas will not only meet existing community needs but also create new opportunities for small business and self-employment, contribute to retaining youth locally, increase social activity, and enhance the overall attractiveness of the community for living.

Despite actively seeking paid employment, the respondent registered with the ESC demonstrates a clear potential for self-employment. She is willing to consider participation in micro-grant programmes, although her awareness of such opportunities remains limited ("I've heard something about it, but I don't really understand how it works").

In terms of personal interests, her hobbies include providing massage services, cooking, and exploring new flavours. She believes that these hobbies could be transformed into a source of income, provided she acquires the necessary knowledge and skills. The respondent also expresses readiness to cooperate with others in jointly implementing business ideas.

The transition to entrepreneurship is constrained by significant psychological and skills-related barriers. The main deterrents to starting her own business are fear of taking the first step and a lack of understanding of how to sell services or where to find clients.

Regarding participation in grant programmes, her primary concerns include fear of bureaucratic procedures, anxiety about losing funds, and lack of confidence in her ability to prepare a business plan, as well as insufficient business management skills.

Support for Business and Self-Employment

An important element of the overall employment strategy, which allows not only responding to current labour market challenges but also creating new opportunities for community economic growth, is a comprehensive approach to supporting entrepreneurship, in particular through financial instruments.

Among the available financial resources for business support, grants for starting or expanding a business provided by the state or donors / NGO representatives should be highlighted. Such support may be targeted either at specific vulnerable population groups (women, youth, veterans, persons with disabilities, IDPs, etc.) or at all residents of certain communities or regions. In the current year, an increasing number of financial support opportunities provided by representatives of large businesses in Ukraine (Kernel, PUMB, etc.) have emerged. In many cases, financial assistance is combined with training programmes and mentoring support to ensure successful implementation of business ideas.

Given the dynamics of military events and the scale of destruction, a significant share of resources is currently directed to frontline territories. Despite this, residents of the Ivankiv and Dymer communities also have access to opportunities to obtain non-repayable financial support for starting or developing their own businesses.

Among the available programmes are the following:

REDpreneur Women – a project aimed at supporting businesses of women veterans. It provides three months of online training in entrepreneurship, business planning, and financial modelling, mentoring support from experienced experts, as well as preparation and defence of business plans before a jury, with the possibility of receiving a grant of **EUR 7,000** to start or develop a business. Women veterans aged **18** and over who are not on active military service are eligible to participate. To apply, it is necessary to complete a selection questionnaire, with the application deadline set for 18 December 2025.

Vlasna Sprava (Own Business) – part of the government programme “eRobota” and an effective support instrument for micro and small businesses. The programme offers grants ranging from approximately **UAH 50,000** to **250,000**, with the possibility of receiving a higher amount subject to job creation, and special conditions for youth, veterans, and creative businesses. It is useful for those who want to start their own business or develop an existing one. The application process involves preparing a business plan and submitting it via the Diia portal or employment centres.

Grant for businesses in the education sector to open a kindergarten or child development centre – financing for entrepreneurs who aim to open or expand private preschool education institutions (nurseries, kindergartens, mini-kindergartens, family kindergartens, child development centres, etc.). The possible amount of support ranges from **UAH 500,000** to **UAH 1 million**. There is also a requirement to create jobs (a minimum of 2 or 4), depending on the size of the grant.

Grant for women of Kyiv Oblast in the agricultural sector – a programme that provides women with knowledge and practical skills in agriculture and business management, as well as financial support for starting or developing their own business. Programme participants receive 240 hours of training (offline on weekends and online on weekdays), a monthly stipend of **USD 200**, and a grant of **USD 1,000** to implement a business idea.

Svii Sad (My Garden) – a programme for starting or developing one's own horticulture, viticulture, or berry farming. Project financing is provided on a co-financing basis (up to **70%** of the cost of planting projects). The possible amount of support is up to **UAH 400,000** per hectare.

Considering the likely partial awareness of residents of the selected communities regarding already available state and non-state small business support programmes, it is advisable to conduct additional information activities on existing opportunities and introduce mentoring support for business plan and grant application preparation. Current grant opportunities can be found on the state portal [Diia.Business.Start](https://diia.business.start) and non-governmental platforms such as [GURT](https://gurt.org.ua) and [Prostir](https://prostir.org.ua).

Ivankiv Community

Although grants are considered at the national level to be one of the key instruments for starting or developing a business and for training, the practical experience of the Ivankiv community indicates low effectiveness of these programmes. Overall, 27 residents of the Ivankiv community have received micro-grants to start or develop their own businesses. It should be noted that three out of four surveyed individuals from the Ivankiv community who are registered with the ESC expressed willingness to consider participation in micro-grant programmes, with two indicating “possibly.”

The role of financial support in business development in the Ivankiv community, based on FGDs with entrepreneurs and representatives of the Employment Service, appears to be largely problematic, reflecting a deep level of distrust and disappointment among entrepreneurs regarding the accessibility and effectiveness of these support mechanisms.

Entrepreneurs face difficulties in obtaining grant support. Even with active assistance from local structures, the number of positive decisions remains critically low.



“...We, from the settlement council, helped 20 entrepreneurs from our community apply for grants. We helped them write applications. None of the 20 received a grant. None.”

Funding programmes are often inaccessible or operate non-transparently. This further strengthens mistrust toward state business support mechanisms. One entrepreneur shared her personal experience of rejection, the justification for which seemed unfounded to her, reinforcing doubts about the transparency and fairness of the process:



“...I applied for a grant. I was refused twice... I was told that my passport was invalid... So I don't know whether this is an issue with PrivatBank or with the state, I don't know.”

This indicates shortcomings that cast a shadow over the entire support system.

Scepticism regarding targeted support. Among entrepreneurs, there is a perception that grant funds are more oriented toward large, already established enterprises rather than small businesses.



“...Maybe large enterprises take them. Where there is big money, there are grants. And what about small ones? Well, small ones – what can you get from them?”

Small grant amounts. Another challenge is the lack of start-up capital: according to participants, grants of around **UAH 40,000** cannot realistically support the creation of a new business or the expansion of an existing one. Significant initial investments are inaccessible to most due to low household incomes and the absence of credit instruments adapted to wartime conditions. Even if a grant is hypothetically obtained, its size is often too small to have a real impact on business development in a depressed region during war.



“...Well, let's be honest. As you said, USD 1,000. What kind of business can you start from scratch with that? None.”

Grant support as a 'refresh' tool for existing businesses. Representatives of the Employment Centre state that it is possible to obtain grants to start a business. However, actual examples show that funding is mainly received by already operating enterprises – for equipment upgrades or support of ongoing activities.



"...To really create something from scratch, probably there haven't been such cases. Mostly it's all about support. For example, a coffee shop received funding, but it was purely a refresh, as they say – upgrading certain equipment and continuing to operate. They wouldn't manage on their own. We also had a fitness trainer who received support, but again, he had already been developing before. It's hard for me to say that someone got it and then everything just took off."

Thus, despite the theoretical role of grants as a support instrument, in practice they fail to stimulate entrepreneurial activity in the community, as they encounter bureaucratic barriers, shortcomings in legislative and financial mechanisms, and insufficient funding volumes for effective business start-up or development. While the Employment Centre views grants as a real, albeit limited, opportunity for support and development, entrepreneurs perceive grant programmes as inaccessible, non-transparent, and insufficient financial assistance mechanisms that do not meet community needs.

In the Ivankiv community, there are no Diia.Business offices that could create conditions for coworking, mentoring, or direct consultations. Although the Employment Centre does not provide direct consultations on financial literacy, investment, or business planning that would be useful for new entrepreneurs, it can recommend external resources such as Diia Digital Education or Prometheus. Therefore, representatives of the Employment Centre state that their work focuses on initial support for newly established entrepreneurs.

During FGDs, it was noted that Employment Centre representatives see the need for informal support, especially for women entrepreneurs, as they are considered more emotional.



"...Men are more inclined to take risks. They just take it and do it. And a woman starts to analyse, to think emotionally... And this kind of support, where someone specific (a kind of partner) is needed – to help learn, master, do, open, and support..."

The entrepreneurial community expresses readiness for mentoring as an informal exchange of experience but is sceptical about young people's willingness to receive such assistance.



"...Well, if our experience helps, why not? Why not? Young people today know everything, understand everything. You don't want to interfere. Go ahead, 'fill the bumps' – get a licence, submit reports... That also helps. Today's youth are so talented, as I always say: where did you get so smart from such not-so-smart parents?"

Dymer Community

The community faces key barriers that restrain potential entrepreneurs from actively participating in grant programmes. The main ones are the unstable situation in the country, which complicates long-term planning, and a psychological barrier – fear of failure associated with responsibility and the risks of starting a new business.

To overcome these obstacles, the Employment Centre and partner projects offer comprehensive support mechanisms directly aimed at mitigating the identified barriers:

- **Psychological preparation:** Individual and group sessions to overcome psychological barriers, fear, and lack of self-confidence. The practice includes connecting potential grant recipients with

successful entrepreneurs for experience sharing and mentoring.

- **Consultative support:** Specialists assist in selecting a business idea, analysing potential risks, as well as the advantages and disadvantages of the chosen direction.
- **Business planning assistance:** Full support is provided in preparing the application and budget "from scratch" through to implementation, which is a key tool for risk reduction in conditions of national instability.
- **Specialised programmes:** Separate grant opportunities exist for veterans and women, often including preliminary specialised training to acquire the necessary skills.
- **Legal support:** Consultations are provided on legal issues related to business registration and operations.

It should be noted that there are no **Diia.Business** offices in the Dymer community that could create conditions for coworking, mentoring, or direct consultations.

Resources for starting or expanding a business were received by **18** residents of the Dymer community.

However, an office "**Made in Ukraine**" was recently opened at the Vyshhorod branch of the Employment Centre (Vyshhorod, 6A Sholudenka St., tel. 0800219719; +38 (044) 363-84-16, vishgorod@koblcz.gov.ua). Employment Centre staff take pride in this, as such an office is not available everywhere in Kyiv Oblast. The office enables interested individuals to receive free consultations, in particular on:

- grants and microgrants,
- training opportunities.

The opening of the "Made in Ukraine" office is considered a major advantage. Thanks to its establishment, people have begun to share information more actively and exchange experiences regarding grant acquisition and starting their own businesses.



"...And in addition, we recently opened the 'Made in Ukraine' office. It is not available everywhere in Kyiv Oblast, but we are proud that the Vyshhorod branch has such an office. So if there are interested people, they can receive consultations free of charge. The same applies to grants, microgrants, training. So please come, we will consult you and provide this information."



"...Now those who have already tried it (meaning starting their own business with the help of a microgrant) share their experience with others. First of all, we even connected those 'first-timers' who received microgrants with people who wanted to apply for a microgrant. They exchanged experiences, met here, right at our seminars. And that's how it started. And now, thanks to our 'Made in Ukraine' office, it gives a very big plus," Employment Centre specialists note.



"... We even hold seminars and invite successful microgrant recipients so that they can share their experience... Hearing a person live who has already started a business is very different from just reading about it on the state service website. When they talk about how it worked for them, how they opened their business, that there is no need to be afraid of writing a business plan or taking the first steps, how they started and where they began... They pass on their energy. And exactly such seminars – when I talk about successful grant recipients who come to us and share their experience – people ask me, 'Why now? I also want to listen.' So people are interested in receiving information and some kind of support. As you said, telling them to come and apply, and that they will feel both psychological and social support. That is what people need now, because everything is so difficult. They are discouraged, so such events will be extremely popular."

Thus, the existing “Made in Ukraine” space is already being used as a platform for experience exchange between current and potential representatives of small and medium-sized businesses in the community and may be used within the project subject to prior agreement.

According to the Kyiv Regional Employment Centre (KREC), **18** residents of the Dymer community received micro-grants for starting or expanding a business over the course of the year.

During the FGDs, specialists from the Vyshhorod branch of KREC noted a growing interest among community residents in starting their own businesses and implementing diverse business ideas, indicating an increasing orientation towards self-employment and the search for alternative pathways to economic stability.



“...People apply despite the war. They do apply, and there is hope, and they continue... Now, for example, we have coffee shops. Then processing industries. Today we also received an application package for the development of processing industries, for business expansion. Salons, hairdressers. Ateliers, pet grooming services are opening, people apply to start their own businesses. Greenhouses. They are expanding greenhouse businesses.”

The respondent from the Dymer community, who has an official status of unemployed, demonstrates high motivation for self-employment; however, she requires intensive, multi-dimensional educational and advisory support to overcome significant knowledge gaps and psychological barriers. The interview indicates that, in order to successfully realise her entrepreneurial potential, she needs comprehensive training across almost all key areas. This includes professional and technical knowledge such as basic accounting (Sole Proprietor (FOP) status, taxation), financial planning, marketing and promotion of goods/services, as well as digital skills and online sales.

A critical gap exists in entrepreneurial competencies, including the ability to develop a business plan, assess the profitability of a business idea, manage risks, and understand the legal aspects of running a business. Strengthening communication skills is also necessary, particularly in relation to client acquisition and business communication.

Thus, for successful participation in grant programmes and the launch of a business, the following support is required:

- Training: courses delivered in both in-person and online formats.
- Advisory support: assistance with business plan development, consultations on business profitability, individual mentoring, and access to successful local case studies.
- Financial and legal support: access to grants and concessional loans, as well as legal assistance (business registration, tax consultations).
- Motivational support: psychological and motivational assistance to overcome fear and lack of self-confidence.

Training and Retraining

The website of the State Employment Service presents a free “[Employment Intensive](#)” by Prometheus – a course that helps people who are seeking employment or planning a career change to quickly return to the labour market. The programme includes support in creating an effective CV and professional profile, interview preparation, development of soft skills, job search strategy formation, and career consultations. Participants receive mentoring support, webinars, networking advice, and access to employer contacts. The course is suitable for everyone looking for their first job or a career change, including internally displaced persons, veterans, and persons with disabilities.

With the support of international donors, a new programme for employers, “[From Training to Employment](#),” was launched in Ukraine in 2025, providing professional training and guaranteed employment for candidates. This opportunity is also available to business representatives from the Ivankiv and Dymer communities.

The programme is implemented by the Entrepreneurship Development Fund with financial support from the Government of the Federal Republic of Germany through BMZ, the European Union, the Estonian Centre for International Development (ESTDEV), and in partnership with GIZ and the Solidarity Fund PL (SFPL). The initiative is implemented within the framework of the Skills 4 Recovery project.

The programme provides professional training and retraining of candidates at the initiative of employers, skills upgrading in line with company needs, and employment of graduates after completion of training. Special attention is paid to women, internally displaced persons, and those who have lost their jobs or do not have an up-to-date profession. Priority sectors include construction, transport and logistics, agriculture, and services. Small, medium, and large enterprises with open vacancies and a willingness to participate in workforce development according to their needs are invited to participate. To join the programme, employers must complete a survey via a QR code or on the Fund’s website, indicating the number and specialisations of employees they are ready to hire, as well as the availability of candidates for training.

An experimental project of the State Employment Service aimed at [training women in conventionally “male” professions](#) enables participants to master **31** specialties with high employer demand. During the implementation of the project, **945** women in Ukraine have completed training, of whom **601** are already employed. The most popular professions remain wood-processing machine operator (**33%**), boiler operator (**19%**), tractor driver (**18%**), and forklift driver (**9%**). The maximum training duration is 10 months, and its cost is covered by the Employment Service, with the possibility of partial co-financing by the employer or participant if the course is more expensive. Demand for participation in the project is growing: **506** applications from employers with **978** vacancies have been submitted, with the highest regional activity observed in Ivano-Frankivsk, Zhytomyr, and Dnipropetrovsk oblasts. The programme provides a guarantee of employment and offers a convenient application process online or through employment centres.

In addition, the Swedish non-profit organisation Beredskapslyftet, in partnership with the Ministry of Economy of Ukraine, is implementing the [Reskilling Ukraine](#) project aimed at retraining women and veterans. The project opens opportunities to acquire labour market-relevant professions. For women, training is provided in the professions of truck driver (category C), passenger bus driver (category D), truck driver with trailer (category CE), welder, ADR driver (safe transportation of dangerous goods), excavator and loader operator, and construction project administrator. For veterans, training programmes are available in solar power plant installation, career consultancy for veterans, baking, and practical radio electronics – soldering and assembling electronic devices. Participation in the project is completely free of charge for participants, while accommodation and meals during the practical training phase are covered by Reskilling Ukraine.

Source: State Employment Service

Ivankiv Community

The issue of training and retraining in the Ivankiv community is multifaceted and demonstrates a

significant difference in perception between representatives of the Employment Centre and local entrepreneurs. Employment Centre representatives view training and retraining as an important function of the service and actively offer various programmes as support instruments.

Retraining and training. The Employment Centre has its own training centres where both formal and non-formal education is possible. People are referred to change their profession or acquire a new one.



"...She was a seamstress, then went to study accounting and learned."

Voucher system. A voucher system is in place that allows individuals to independently choose an educational institution cooperating with the Employment Service to obtain or upgrade qualifications, or to receive another higher education degree.

Specific popular areas. Training as cooks is particularly popular among clients, often aimed at upgrading the qualifications of school staff.

According to the response of the Kyiv Regional Employment Centre (KREC) to information requests submitted within the framework of the study, in order to address structural mismatches in the labour market and enhance the competitiveness of jobseekers, 49 residents of the Ivankiv community were referred to vocational training programmes starting from early 2025. The topics of the training programmes are relevant and aligned with current needs:

- Psychological aspects of professional adaptation in the workplace under wartime and post-war conditions.
- Modern digital tools for effective remote work.
- Business plan development for obtaining a micro-grant to start or expand a business.
- Professional interaction: contemporary principles of business communication.
- Organisation of labour relations under martial law.
- Business Ukrainian language and editing of official documents.

Analysis of these programmes indicates a strategic focus on the development of digital skills, entrepreneurial potential, and psychological resilience. Particular attention should be given to the business plan development programme, which directly responds to the need to stimulate self-employment and serves as a practical tool for prospective micro-grant recipients.

Entrepreneurs, however, emphasise financial and legislative barriers created by the state for businesses and citizens and express deep scepticism regarding training and workforce development. An FGD participant providing transportation services speaks about barriers to obtaining driver qualifications. The entrepreneur notes that "people simply cannot afford the training financially," and that exams can only be taken at a limited number of service centres, creating a logistical barrier for Ivankiv residents.



"...How can you train people if the state has cut it off? The state has created inconveniences for the oblast. There are only three service centres where exams can be taken. That is, Sviatoshyn or, say, Bila Tserkva. Even in Vyshhorod no one takes exams. Theory is allowed. But driving exams must be taken either in Kyiv, or in Bila Tserkva, or in Sviatoshyn. You have to travel there and register."

Entrepreneurs demonstrate willingness to invest resources in training employees, but only under the condition of long-term employment after completion of training.



"...If we pay for it, then you need three or four years of work-back. We are ready for that. People are not."

In production sectors (for example, woodworking), where the shortage of specialists is critical, employers show readiness to invest in training.



"...I used to have a sawmill, and we lacked sawmill operators and machine carpenters. If I were working now, I think those who still have sawmills would pay one hundred percent for a specialist to train and work."

At the same time, small businesses, particularly in the retail sector, face a mismatch between employee qualification levels and employers' financial capacity. For small shops, investing in training does not make economic sense, as higher qualification automatically implies a wage level the business cannot physically afford. As a result, entrepreneurs deliberately refrain from training staff.



"...I have a small shop. Who should I invest in training? Salespeople? If a person is that qualified, I won't be able to afford paying them. Physically. So, given the scale of my business, a specialist would not match the position."

It is worth noting that Employment Centre representatives emphasised the need for digital literacy. They point to a critical deficit of basic PC skills and proficiency in standard office software (MS Office). Paradoxically, this issue is relevant not only for older generations but also for young people who, despite spending a lot of time online on their phones, lack work-related software skills, which is surprising.



"...There was a young female lawyer sent for a secretary position, and she didn't know how to use a computer – we were honestly shocked."

Both entrepreneurs and Employment Centre representatives also note a lack of motivation among people to engage in learning.



"...People don't really want to study. Motivation is hard. Maybe it's easier not to study."

However, when training is considered, the online format is the most comfortable for everyone. At the same time, it is not suitable for blue-collar professions where practical training is required.



"...Theory can be learned online. If there is desire, a person will learn everything. But if it's a sawmill, then it has to be offline. To train people to work in production, blue-collar professions online? No way!"

Programmes for unemployed persons, as evidenced by the survey of individuals registered with the ESC, should be aimed both at increasing competitiveness in the labour market and at supporting start-up entrepreneurs. In particular, demand has been identified for the following areas:

Professional and entrepreneurial skills:

- Financial planning and basic accounting.
- Marketing, promotion, and online sales.
- Business plan development and assessment of business idea profitability.
- Product/service development and pricing.
- Risk management.
- Legal aspects of starting and running a business.

Communication skills:

- Business communication and negotiation.
- Client search and client relations.
- Self-presentation and CV preparation.

There is also demand for acquiring practical skills in trade and manufacturing, indicating a readiness for retraining. At the same time, interest in retraining is not universal. One respondent, a person with a war-related disability, strongly rejected the proposed retraining options, indicating that standard retraining programmes may be irrelevant or even perceived as inappropriate for certain vulnerable groups without prior psychological support and adaptation work.

All unemployed respondents from the Ivankiv community declared readiness to receive financial support, including in the form of grants, concessional loans, and access to investors and partner programmes. Alongside funding, advisory support is identified as critically important: three out of four respondents expressed willingness to receive mentoring or consultancy support, as well as assistance with business plan development. At the same time, one respondent seeking employment in the social sector specifically emphasised the need for psychological and motivational support.

Demand for training formats

Two respondents (one previously employed as a dispatcher and one a veteran with a disability) are willing to participate in online courses with instructor involvement at scheduled times.

The respondent with dispatcher experience additionally indicated a need for psychological and motivational support.

At the same time, the veteran with a disability who expressed interest in grant support did not provide detailed information on other desired forms of assistance, unlike the other respondents.

A female respondent aged 50-59 with professional experience in the cultural sector indicated a need exclusively for distance learning in the format of recorded training materials with access at a convenient time. She is also the only respondent who has not yet identified a preferred area for future employment, while all younger respondents, even under conditions of prolonged unemployment and reduced expectations, demonstrate clearer orientation towards a desired or acceptable field of employment. Despite formally expressing readiness to consider participation in micro-grant programmes, she clearly stated a lack of internal readiness for entrepreneurial activity and does not view business as a potential sphere for self-realisation. Overall, this confirms the observations of ESC staff that with increasing age, people tend to show less willingness to learn and engage in new professional activities.

Thus, the community's human capital faces a complex set of challenges that require not only job creation but also investment in skills development and overcoming motivational barriers.

Dymer Community

According to official data from the Employment Service, since the beginning of 2025, 13 community

residents have been referred to vocational training aimed at increasing competitiveness in the labour market. Training was provided in the following areas:

Training programmes and courses	Professions
Modern digital skills and office tools	Clerk (Office Administrator)
Sales Manager	Electric and Gas Welder
Administrator	Sales Economist
Accounting	Administrator
Cook	Use of CRM software, artificial intelligence, and cloud technologies
MS Office course (Word, Excel, PowerPoint)	Accountant
Excel Basic, Excel Professional	Wood processing equipment operator
	Sales Consultant/Retail Sales Assistant




Kyiv Oblast
Number of enterprises planning to hire women for traditionally male-dominated professions in 2025




According to the results of a survey conducted by the State Employment Service, **63.6%** of employers in Vyshhorod District expressed readiness to employ women in positions and professions that are traditionally considered male-dominated.

Specialists of the Vyshhorod branch of the Kyiv Oblast Employment Centre emphasise the need to implement retraining programmes for demobilised servicemen who are adapting to civilian life and require support in acquiring new professional skills.



"...It is very much needed for men who have returned from the war. Their health condition has significantly deteriorated. And, for example, they need professions that allow remote work – working on a computer as a data entry operator or a logistics specialist. Working with a computer, as well as drivers of various categories. If, for example, they had category 'B', they want to open further categories, such as 'E'. There are also driver categories for special machinery – loaders, transportation of military equipment. These require special categories. So drivers – there is very high demand for this."


Specialists also point to significant waiting lists for retraining to obtain a driver's profession, indicating high demand for this area. Therefore, it is important to expand opportunities for such training and increase the number of available training places.



"...After the war, health is completely different... After injuries, concussions. Yes, after injuries it is hard – they cannot lift heavy things. And a person wanted to work simply as a driver, but there was a queue. He had to wait a long time, and during that time the family was waiting for some income from the father. That is why we want there to be more of this. This is such a request – drivers are essential. And it is important to focus specifically on the category of people – servicemen who have just been discharged from military service. This category needs support the most."


Retraining programmes for sappers are also being implemented, aimed at increasing the safety of community territories and enabling participants to acquire professional skills.

A key institution for acquiring new skills and professions is the Katyuzhanka Vocational College. However, the lack of modern equipment that meets the technological standards of enterprises and the requirements of practical work remains one of the main barriers to training competitive specialists and ensuring their subsequent employment.



"...The equipment must be modern; the equipment in an educational institution should correspond to the equipment used at enterprises. Because training must be carried out using the equipment on which a graduate will later work at an enterprise. And this is extremely important."

During FGDs with representatives of the Katyuzhanka Vocational College, located in the Dymer community, it was identified that there is demand both for obtaining a profession or retraining and for upgrading qualifications within an already acquired specialty. Both state/municipal institutions (schools, kindergartens, etc.) and representatives of local businesses (Family Garden, MHP, MS Agroholding, etc.) apply to the college for staff upskilling. The most popular specialisations for advanced training are cook, tractor driver, and driver. Skills upgrading is mostly carried out at the initiative of employers and only in isolated cases through referrals from the Employment Centre (via vouchers).



"...Yes, we had several people who studied using vouchers. It happens, but very rarely they are referred to us, depending on the profession. Most often these are tractor drivers and cooks – for training, retraining, and upskilling. And also drivers."

Over the past two years, the most in-demand programmes among applicants have been training for the professions of tractor driver, administrator, and information processing operator. Currently, training is provided both on a paid and free-of-charge basis in the following areas: agricultural tractor operator (categories A1, A2, B1, B2, B3, C, E1, E2, D1, D2, G1, G2), mobile crane operator, cook, confectioner, waiter, motor vehicle repair mechanic and agricultural machinery mechanic, information and software processing operator, administrator, driver, individual driving instructor, forester, gamekeeper, florist, landscaper, painter, and others. According to publicly available data on the institution's website, training is not conducted in all declared areas, which may indicate the need for review and updating. In the near future, the institution plans to expand the list of available specialisations to fully meet community needs and current reconstruction challenges.



"The current situation in the country requires people to acquire new professions and retrain. Today, construction is in very high demand, transport and logistics are in high demand. And I will say even more – our institution is focused on obtaining licences for new professions related to electricity, construction, and the use of solar panels, which is also very relevant today. So we plan to obtain licences – this is my direct task – for new professions that are most in demand in rebuilding the country."

One of the key conditions for fully realising the potential of the educational institution is the modernisation of existing equipment and the updating of training courses.



"What needs updating first of all is the tractor driver and the vehicle repair mechanic. Because today working with hand tools is already outdated, even though it is still prescribed in standards. Now more attention needs to be paid to electrified tools, and accordingly, the specifics of work also change. Today no mechanic works with a hammer and chisel – they work with powered tools. And, of course, we also need modern equipment."

One of the key barriers to education and retraining remains the economic factor, as not all population groups can afford paid training.



"These can be very basic things that prevent people from enrolling or studying – for example, tuition fees. If we talk about tractor drivers or drivers, there is very high demand for category 'B' drivers, but there are also fuel costs, lubricants. Today this is very expensive, and it directly affects the cost of training."



"This year we had regional funding – that is, free training – for tractor drivers category 'A1'. We enrolled 14 people as of 1 September. Later, we were denied regional funding, so these 14 people were offered to switch to paid training, since no regional order was provided. They asked us to amend the regional order and transfer these people. As a result, only a few agreed. The rest withdrew their documents."

One of the key challenges facing the educational institution remains staffing capacity. At present, there is a shortage of both teaching and support staff. Vacancies that remain open include methodologist, vocational training instructors for the Mechanisation and Transport and Culinary and Service departments, a practical psychologist, a social pedagogue, as well as groundskeeper and librarian positions.

Training Needs and Opportunities for Professional Development

Professional training and retraining are key tools for adapting the workforce to the dynamic labour market requirements in the community. They help bridge the gap between existing candidate skills

and employer needs, increasing the chances of successful employment.

The analysis shows that only a relatively small share of job seekers – **10-20%** – agree to full retraining. A more popular option is upskilling within an existing profession. At the same time, women demonstrate greater readiness for retraining than men.

Based on job seeker requests and labour market analysis, priority directions for training programmes can be identified.

Table 2. Priority Areas for Training Programmes

Target group	Required courses and skills	Rationale
Veterans and persons with disabilities	Computer-based work (data entry operator, logistics); upgrading/obtaining driving categories (C, special machinery, loaders)	Inability to perform heavy physical labour due to injuries; need for sedentary work
Women	Accounting (new software); administration and clerical work; cook, confectioner	High market demand; interest in developing own businesses (salons, ateliers)
Men	Tractor driver; motor vehicle repair mechanic; driver	Consistently high demand from agricultural enterprises and logistics companies
General need	Digital skills upgrading	Transition of many work processes to online formats

At the same time, educational institutions – using the example of the Katyuzhanka Vocational Lyceum – face serious challenges that limit their ability to provide modern and high-quality education.

- **Outdated material and technical base:** Existing equipment does not correspond to that used by modern enterprises. There is an acute need for modern tractors, trucks, tools, and computers. The situation is significantly aggravated by the loss of equipment during the occupation.
- **Staff shortages:** Low wages lead to a high number of vacancies for teachers and vocational instructors, which is particularly acute in rural areas.
- **Lack of funding and community support:** As the lyceum has the status of a state rather than a municipal institution, it cannot rely on co-financing from the community budget for the creation of training and practice centres or infrastructure modernisation (e.g. a driving range). This creates dependence on donor programmes and ministry-level funding.

An unemployed individual from the Dymer community demonstrates an exceptionally broad range of learning and upskilling needs in order to achieve successful employment or to start a business. Her responses indicate that unlocking her potential requires a comprehensive educational plan covering financial, entrepreneurial, and digital literacy. This points to the need for structured, practice-oriented training rather than fragmented or ad hoc learning activities.

There is a clear deficit in professional and technical skills, including financial and economic competencies such as accounting for sole proprietors, taxation and reporting, financial planning, and budget management. Additional needs relate to planning, organisation, and control; marketing and promotion of goods and services, including online sales; digital tools such as Google Workspace, CRM systems, and basic IT instruments; as well as practical skills for employment in the trade sector, including cash register operations, inventory management, and customer service.

Significant gaps are also observed in entrepreneurial skills. These include business plan development, assessment of business idea profitability, legal aspects of starting and running a business, product or service development and pricing, and risk management.

Communication skills represent another important area of need. The respondent identified gaps in business communication, negotiation, client acquisition and retention, as well as self-presentation and CV preparation.

At the same time, the respondent is willing to engage in a full package of support that combines both in-person training formats, such as classroom-based learning, and distance learning through recorded courses. She requires mentoring or advisory support and assistance with business plan preparation. In terms of legal support, she seeks help with business registration, contract preparation, and tax consultations, as well as access to business communities and professional networks. Financial support needs include grants, preferential loans, and access to investors and partner programmes, similar to the needs expressed by respondents from the Ivankiv community. In addition, she considers psychological and motivational support to be essential, including coaching to build self-confidence and participation in peer support groups for entrepreneurs.

Overall, this response highlights the presence of unemployed individuals who demonstrate a high level of awareness of their own needs and confirms the relevance of comprehensive support programmes that integrate training, practical application, and sustained advisory support.

Social Sector

Ivankiv Community

With the support of the Ministry of Digital Transformation of Ukraine, UNDP, the EU, and the Government of Canada, a new modern modular Administrative Service Centre (CNAP) was opened in the Ivankiv Territorial Community on 15 June 2023. This was critically important, as the building where the CNAP had previously operated was completely destroyed by a missile strike at the beginning of the full-scale invasion. In July of the same year, with the support of the Swedish-Ukrainian project PROSTO "Supporting Service Accessibility in Ukraine", the Ivankiv Settlement Council CNAP received a vehicle and a set of equipment to launch a "mobile CNAP", enabling access to administrative services even in the most remote settlements of the community.

Regarding legal aid, there is an opportunity to receive free legal assistance for children and youth within the framework of the "Diemo" project. Applicants for legal aid can receive consultations on their rights and protection mechanisms, support in preparing necessary documents, assistance in interactions with state institutions, as well as professional help in resolving complex life situations.

In the Ivankiv community, the local NGO "Youth of Ivankiv Region", in partnership with the International Organization for Migration (IOM) and with the support of the German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Development Bank KfW, with the participation of the NGO "My City", is implementing a project to create an inclusive sports complex that will ensure barrier-free access to sports activities for all community residents. Creating an accessible sports space is important as it ensures equal opportunities for all residents regardless of physical or sensory characteristics. Such a space promotes socialisation, fosters a culture of mutual respect, and supports the development of empathy among residents. It helps persons with disabilities, including children, overcome isolation, and enables their families to feel supported and included in community life. In addition, the emergence of an accessible sports space increases the attractiveness of the community and aligns with modern European standards of inclusion.

Fundraising for the initiative is conducted through crowdfunding. The project budget is **UAH 216,380**. As of December 2025, **7%** of the planned amount has been raised.

It should be noted that a promising opportunity in implementing project initiatives is partnership with the NGO "My City". The founder of the NGO, Artem Borodatiuk, is a member of the Strategic Council at Diaa.City United and has created an online training course "For Entrepreneurs". This programme covers a wide range of topics: how to find and validate an idea; how to hire, motivate teams and build culture; how to set goals and reporting; planning, scaling, and more. At the same time, "My City" operates in four main areas relevant to the project's activities: educational opportunities for NGOs, an online crowdfunding platform, cooperation with Ukrainian businesses and international donors to support communities and local initiatives, and support for projects in various socially important fields such as psychological recovery, culture, education, and ecology. It is also worth noting that the Dymer and Ivankiv communities have a wide network of libraries and educational institutions that can serve as venues for various activities.

In addition, the Ivankiv community continues the implementation of the project "Restoration and Enhancement of Community Resilience (HREF)", implemented by the NGO Social Innovations Foundation "From Country to Ukraine" with the support of IOM and funding from BMZ through KfW.

During focus group discussions, several participants emphasised that entrepreneurship in the community today is not only about income generation but also about the social role of business in the community:

- maintaining jobs,
- supporting the local population,
- preserving the community's economic life,
- retaining people in the community to prevent outmigration.

Therefore, even those who are unable to develop further try to “keep their business afloat”, understanding its importance for the local economic ecosystem.

Overall, based on FGD results, it can be stated that the community's social sphere is under significant pressure due to the growing number of vulnerable groups: servicemen, families of the deceased and missing, veterans, internally displaced persons, and persons with disabilities. These groups are integrated into community life; however, according to participants, the state does not fully implement social support mechanisms, which complicates their effective realisation at the local level.

Entrepreneurs face societal expectations to employ representatives of vulnerable groups while not receiving the necessary support tools from either local authorities or the state. Existing legislation contains a number of benefits and requirements but does not provide effective practical mechanisms – in particular compensation, support programmes, or rehabilitation. As a result, businesses are not ready to systematically employ people who require adapted working conditions or additional support, as they cannot provide this using their own resources.

The community's social infrastructure is also characterised by significant gaps. Study participants emphasise the lack of accessible rehabilitation mechanisms for veterans and persons with disabilities, as well as difficulties in overcoming bureaucratic barriers when receiving social assistance or completing required documentation.

Transport and mobility remain particularly acute issues. The absence of adapted transport, inaccessible or entirely absent stops, and poor road conditions make the community unsuitable for independent movement of persons with disabilities and families with children.

Overall, the community's social sphere requires a comprehensive approach that combines strengthening state guarantees, improving access to social services, and effective coordination between authorities, civil society organisations, and business. Social inclusion and the creation of equal opportunities for all community members are not only matters of social justice but also key prerequisites for sustainable economic development.

Employment of Persons with Disabilities

The issue of employing persons with disabilities in the Ivankiv community remains extremely challenging due to a combination of physical, infrastructural, and organisational barriers at the local level. Representatives of the Employment Centre and entrepreneurs unanimously recognise the need for additional support for this group; however, in practice, available tools do not allow for systemic solutions.

Participants in the focus group cited the example of a young woman for whom “they were unable to find a job”, despite active searches through specialised websites and enterprises for the visually impaired, where “no phone answered”. Although large employment platforms (including Work.ua) have separate sections for persons with disabilities, they are described by participants as “very, very generalised”, which significantly complicates the search for suitable vacancies. An additional problem is insufficient adaptation of digital tools: older people often have low digital literacy, and non-adapted online resources can be difficult or even unsafe to use.

A significant barrier for employers remains the financial and organisational burden associated with employing persons with disabilities and veterans. According to entrepreneurs, without external support, businesses are unable to independently ensure adapted working conditions, support, or rehabilitation measures.

Reintegration of Veterans

This is an extremely sensitive and important topic that requires a systemic approach. The analysis shows that the problem lies not so much in formal procedures as in a deep gap between veterans' experiences and their perception in civilian society.

Psychological rehabilitation. According to entrepreneurs and representatives of civil society organisations, timely and high-quality psychological rehabilitation is a primary condition for successful

veteran integration into civilian life and the labour market.

Lack of understanding and devaluation. Veterans face not only misunderstanding but also a sense that their experience and sacrifice are being devalued.

Need for tolerance programmes. There is an urgent need for systematic information work and educational programmes, especially in schools and public institutions, to foster empathy, proper attitudes toward veterans, and skills for respectful communication.

During the focus group discussion, respondents representing small businesses highlighted a positive example of state support in the field of employment for veterans and persons with disabilities – namely, an initiative to create remote jobs with a clearly defined priority for vulnerable groups. In this case, the vacancy explicitly stated that candidates without the relevant status would not be considered, while preference was given to military personnel, ATO participants, and persons with disabilities. Respondents perceived this approach as a genuinely inclusive practice rather than a formal one, as the remote work format helps minimise physical and infrastructural barriers and creates more comfortable working conditions.

At the same time, FGD participants emphasised that such cases remain isolated and are perceived more as exceptions than as a systemic solution. This indicates the limited scale of state instruments that are effectively accessible to support employment for these groups.

Gender Stereotypes

In the Ivankiv community, deeply rooted perceptions of “male” and “female” professions and roles create significant barriers to full economic participation and career growth. War and mobilisation have further reinforced these traditional roles, shifting most household and childcare responsibilities onto women, who therefore “stay with children and in the household”. They often find themselves “dependent on men” and “already limited”, unable to take up employment, especially due to lack of transport or work schedules incompatible with family needs.

Stereotypes in employment and physical labour. The labour market clearly demonstrates bias regarding roles requiring physical endurance. Employment Centre representatives acknowledge that “a man, as a testosterone factory, will do more heavy work than a woman”. This limits women’s access to certain vacancies, for example where a store manager must “unload heavy goods”. This is particularly evident in traditionally “male” professions such as drivers, where employers – especially older ones – insist that “if it’s a driver, it must be a man, not a woman driver”.

Stereotypes about women’s physical capacity also have a reverse side. Entrepreneurs express concern that due to staff shortages, women are forced to perform heavy physical labour, such as pulling “those boards worth **20,000 UAH**” at sawmills. One entrepreneur stresses that this is harmful to women’s health and reproductive function: “They still need to give birth. From that come hernias, and the back is completely different.” Discrimination based on family status and psychological barriers. Women face direct discrimination from employers, manifested in the so-called “career treadmill”. Unlike men, “a woman’s career path is like a treadmill, while a man’s is smooth and even”. Women are avoided in hiring due to fears of maternity leave (“she’ll go on maternity leave soon, I won’t hire her”) or frequent sick leave due to children (“she’s had a child, she’ll be on sick leave, I won’t hire her”).



“What is the problem with women – everyone probably knows these jokes: how old are you, have you given birth, will you give birth or not... If you haven’t given birth – you’ll go on maternity leave soon, I won’t hire you. If you have – you’ll be on sick leave, I won’t hire you. A woman’s career is a treadmill, while a man’s is smooth.”

In entrepreneurship, women mostly concentrate in the “beauty sector and retail”. There is also a gender stereotype regarding risk appetite: men are “more inclined to take risks”, while women begin to “analyse”, which may explain their lower presence in higher-risk business sectors.

Thus, gender stereotypes shape a system in the community where women are limited in professional choice due to employer bias and family responsibilities, while also facing health concerns when forced to perform heavy labour traditionally assigned to men.

Dymer Community

The social sector of the Dymer community is significantly affected by the war, which is reflected in the growing need for comprehensive support – especially for vulnerable population groups – as well as in substantial barriers to economic reintegration.

Social services note that a significant share of those applying to the Employment Service Centre are military personnel who have recently been demobilised and persons with disabilities. Many of them have experienced a considerable deterioration in health following injuries or concussions and therefore prefer sedentary or remote occupations.

The main economic and social challenge for veterans is low income levels. Wages offered for available jobs often do not allow individuals to adequately support themselves and their families, leading to high levels of stress, discouragement, and applications to the Employment Service Centre in a state of emotional exhaustion.

In response to high stress levels and the need for support, the Employment Service Centre has launched a comprehensive support project covering psychological, social, and business assistance. The psychological component includes individual consultations, group sessions, and monthly mental health trainings. Legal support provides assistance with administrative procedures, documentation, and resolving IDP status-related issues.

Social support is also aimed at overcoming psychological barriers to starting one's own business.

Despite the active outreach of the Employment Service Centre, only 10-20% of unemployed individuals agree to retraining or upskilling. Women demonstrate a higher willingness to participate in training compared to men. The main barriers include:

High costs: tuition fees, transportation, and materials often exceed candidates' financial capacities.

Household and family circumstances: the presence of minor children and financial constraints complicate regular attendance of courses.

Low level of digital literacy: candidates who previously worked using traditional methods often lack skills in modern computer programmes and accounting tools.

Physical inaccessibility of educational institutions: the absence of ramps, accessible toilets, and lifts prevents participation for wheelchair users.

Barriers to access to education for persons with disabilities

Educational institutions, including Katyuzhansky College, demonstrate significant problems with physical accessibility for persons with disabilities. Equipped toilets, lifts, and ramps are lacking both in academic buildings and in dormitories, making full participation in training programmes impossible for this group. In addition, the range of professions taught at vocational institutions does not correspond to the needs of persons with severe injuries or significant physical limitations. Educational institutions have virtually no students with disabilities, particularly wheelchair users, although a small number of internally displaced persons are present.

Gender stereotypes

The community demonstrates clear gender patterns reflected in the choice of professions, attitudes towards retraining, and participation in development and grant programmes.

Women tend to be employed most quickly in positions such as accountant, office clerk, HR clerk, and administrator. A significant proportion of women choose jobs in education and service sectors, particularly in preschool institutions as assistants, teacher aides, or cleaners. Another in-demand

occupation for women is sales positions in large retail chains (ATB, Silpo, Varus, Novus). Women are more likely than men to agree to retraining or upskilling, indicating higher mobility and readiness for change in professional life.

Among men, there is high demand for drivers, manual workers, and production line operators. Labour shortages have arisen due to mobilisation, as many men were recruited into military service, leaving vacancies open. In addition, men often hesitate to register with the Employment Service Centre due to fears that their data will be shared with Territorial Recruitment Centres, especially those seeking jobs with reservation status. Men discharged from military service with injuries or concussions require occupations involving sedentary or remote work (e.g. logistics specialist, data entry operator, driver, security guard) and are often unable to perform physically demanding work.

The choice of training courses also reflects gender trends. Women predominantly enrol in Category B driving courses, although women are also present in Category C (truck) courses, while tractor operator training remains mostly male-dominated.

In the field of entrepreneurship, special grant programmes have been created for women, enabling them to start or return to business activities. Successful cases of women microgrant recipients are highlighted and these women are invited to share their experiences, contributing to the creation of positive role models and motivation for other women in the community.

Within the framework of an international programme between UNICEF and nine territorial communities of Kyiv Oblast (Vyshhorod, Dymer, Ivankiv, Velyka Dymerka, Makariv, Hostomel, Borodianka, Bucha, and Irpin), Memoranda of Cooperation were signed. The signing of these agreements will facilitate the provision of comprehensive medical, social, and educational services to families and children affected by Russian armed aggression through 2026.

In the field of educational services, it should be noted that in 2023 an Inclusive Resource Centre (IRC) was established in the Dymer community. It provides support to children with special educational needs, promoting their development and integration into the educational process. Also, in accordance with the Action Plan for 2025-2026 for the implementation of the National Strategy for Creating a Barrier-Free Environment in Ukraine until 2030, design and cost-estimate documentation for arranging a barrier-free route is already being developed in the settlement of Dymer. This will be an important step toward ensuring accessibility and ease of movement for all population groups.

Civic Society Activity and Women's Leadership

It should be noted that in the Ivankiv community, the orientation toward the formation of the civic sector is more clearly expressed than in Dymer, indicating a higher level of organisational activity and engagement of local actors. Ivankiv demonstrates a more systematic approach to the development of civil society institutions: initiative groups transition into stable organisations, a network of partnerships is formed, and decision-making processes are characterised by greater openness. One of the most active representatives of the non-governmental sector in the Ivankiv community is the NGO "Youth of Ivankiv Region". The organisation actively engages youth in community life and participation in local self-government processes. A youth council is also actively operating in the community. In its activities, the NGO acts as an implementing partner for such international organisations as IOM, UNDP, and others. (to be added)

In contrast, in the Dymer community, the civic sector is at a formative stage, which is reflected in a smaller number of active initiatives and weaker communication capacity. This indicates a need to strengthen institutional support, create conditions for the development of local leaders, and establish practices for regular citizen engagement in addressing local issues. At the same time, the Katyuzhansky Vocational College plays a special role in developing youth potential and promoting employment; a Youth Hub "Your Path" has been established on its basis. The centre focuses on working with young people and implements a wide range of activities – from psychological support and non-formal education to career guidance and the development of skills necessary for successful entry into the labour market. In addition, within a joint project with the charitable organisation "Magic of Good", a modern Youth Space has been created at the college, expanding opportunities for learning, volunteering, self-development, and meaningful leisure. The organisation is also actively engaged in the field of employment. In particular, in 2025, within the framework of the "DreamStart: Supporting the Self-Realisation and Economic Resilience of Persons with Disabilities During the War" project, implemented with funding from the Abilis Foundation, a комплекс of activities was carried out aimed at developing career skills, civic engagement, fundraising, and entrepreneurial competencies among persons with disabilities who intended to gain employment, establish a non-governmental organisation, or start their own business.

It is important to further strengthen work with active residents and civil society organisations, develop educational opportunities, ensure capacity building, and support initiatives aimed at strengthening local potential. An interesting opportunity in this regard is the Legal Incubator-2026 – an online training course for capacity building among NGO representatives, volunteers, and initiative groups. The course consists of four learning tracks: for heads of non-profit organisations, for accountants of non-profit organisations, for lawyers of non-profit organisations, and for HR specialists of non-profit organisations, allowing participants to choose and strengthen the specific area needed.

Psychological Well-being

The Ivankiv and Dymer communities have joined the implementation of Resilience Centres in their communities. Resilience Centres are inclusive and accessible spaces where community residents can receive primary psychological support, necessary referrals to relevant services, and participate in group psychosocial activities. The aim of these spaces is to support residents in overcoming stress, recovering from crisis situations, and maintaining active participation in community life despite existing challenges. It should be noted that in the Ivankiv community such a centre has been established on the basis of the NGO "Good Space of Ivankiv Region", and in the Dymer community – on the basis of the Centre for Social Services. Currently, both institutions continue their activities and, subject to prior coordination on cooperation, may serve as venues for group psychological sessions and other activities.

In addition, a number of non-governmental actors provide psychological consultations. Among them is the Strong Foundation, which focuses on providing psychological, medical, and legal assistance to Ukrainians aged 16 and over who have experienced sexual violence or conflict-related sexual violence.

It should also be noted that within the project "Restoration and Enhancement of Community

Resilience (HREF)", the establishment of a Psychological Rehabilitation Centre is planned in the Ivankiv community. Its activities will focus on implementing rehabilitation programmes, PTSD prevention, overcoming social isolation, and strengthening the psychological resilience of the community.

It is also worth noting the availability of opportunities for remote psychological assistance provided at the national level and supported by civil society. These opportunities can be conditionally grouped by recipient categories: civilians, military personnel and their family members, children and adolescents, survivors of GBV, etc.

- National Psychological Association Hotline: 0 800 10 01 02
- IOM Emotional Support Line: 0 800 21 14 44 (10:00-20:00);
- Hotline for military personnel and their families by the NGO "Women's Power of Ukraine": 0 800 33 27 20
- Veteran Hub Support Line for soldiers, their relatives and loved ones: 0 673 48 28 68 (daily 09:00-21:00);
- Hotline on prevention of human trafficking and domestic violence: 15-47 (24/7, free of charge);
- National Hotline on Prevention of Domestic Violence, Human Trafficking and Gender Discrimination, NGO La Strada-Ukraine: 0 800 50 03 35 (from mobile or landline); 11 61 11 (from mobile, 24/7, free of charge).

At the same time, maintaining access to in-person, face-to-face psychological assistance and consultations remains relevant and important.

Ivankiv Community

Among entrepreneurs, there is an outward demonstration of high psychological resilience. When asked about the need for psychological support for managers and leaders, respondents replied: "...No, managers are all mentally resilient now. They provide services; they don't need anything." However, this is immediately followed by laughter and a sarcastic remark: "...Everyone, everyone is mentally ill and under-diagnosed now." This indicates deep fatigue and neglect of personal needs. Overall, FGD participants note that war and financial hardship affect the entire population.



"...We all have some psychological shortcomings at this time. Because people get very little peaceful sleep, and whether true or not, it affects health and the body in any case."

Problems with motivation and professional development. Due to the overall regional depression and lack of prospects, youth are inclined to "leave from there." There is also a lack of desire to study or retrain, especially among older generations. One often hears: "Oh God, at my age, where would I go to study," although "there is no limit; you can go and start something new at 50 or 60." This points to a lack of "drive" and general passivity, reflecting social and psychological fatigue. In addition, people find it "very difficult to open up to learning" and often lack "confidence."

Crisis of veteran mental health and adaptation. The most acute psychological well-being issues concern veterans and demobilised soldiers returning to the community.

Based on the dialogue among FGD participants with entrepreneurs, a complex problem of returning military personnel to civilian life emerges, directly affecting the labour market and their employment or entrepreneurial opportunities. Respondents identify the absence of systematic and high-quality psychological rehabilitation after returning from war as the key challenge. It is emphasised that even when soldiers are formally demobilised for other medical reasons, the need for psychological treatment remains almost universal. At the same time, most of these individuals do not seek help on their own, indicating low awareness, stigma around psychological assistance, and the lack of effective proactive provision mechanisms.

FGD participants also point to the general psychological climate in society, which negatively affects not only veterans but all citizens, including employers and entrepreneurs. Chronic stress, lack of adequate sleep, and constant feelings of danger are seen as factors that worsen physical and mental health, reduce productivity, and complicate adaptation to new socio-economic conditions. In this context, veterans' problems are not isolated but layered onto the overall societal condition, amplifying their impact.

Special emphasis is placed on the lack of work with military families both before and after return from the front line. Participants compare Ukrainian practice with that of other countries, where psychological support is systematic, long-term, and covers not only the soldier but also their close environment. In

Ukrainian realities, this component is largely missing, complicating the individual's return to family life, normal routines, and employment, and consequently reducing readiness for employment or starting one's own business.

Tensions in the interaction between local residents and IDPs

Entrepreneurs in the community have experience employing internally displaced persons; however, they note a number of systemic features that complicate their long-term integration into the local labour market. The key issue is the perception of IDPs as temporary workers. According to respondents' observations, a significant share of displaced persons currently employed in the community do not view it as a place for long-term residence and professional realisation, maintaining an orientation toward returning to their previous place of residence.



"...Internally displaced persons are working now, but all of them are mentally focused on returning home tomorrow."

This creates additional risks for businesses that require a stable workforce and are not always ready to invest resources in training or adapting employees without prospects for long-term retention.

Entrepreneurs also draw attention to the complex psychological context of interaction with IDPs. Conversations frequently raise the issue of an emotionally strained background in relations between local employers and displaced persons. One participant noted that IDPs sometimes perceive local residents through the prism of their own tragedy:



"...They actually look at you as if it is our fault that they are here now."

The issue that evokes the strongest emotional response among local entrepreneurs is competition for the attention of international donors and access to assistance. They feel sidelined in favour of those who relocated or suffered losses in eastern regions. Entrepreneurs express a lack of understanding as to why international organisations actively cooperate with professionals and businesses relocated from Luhansk or Donetsk regions while overlooking the needs of other regions.



"...I am surprised why all international organisations reach out to the side that is destroyed – Luhansk, Donetsk. There are the specialists, and here Kyiv region, Zhytomyr region, Volyn region seem not to exist. This is very bad. In general, international organisations communicate with that side, and have completely forgotten about the other side. I would even say this is a common issue for the whole of Ukraine."

Thus, the results of the FGD indicate that internally displaced persons are largely perceived by local

Respondents from the business sector are particularly sceptical about the idea that displaced or relocated specialists could teach them something new, noting that local entrepreneurs also experienced occupation and face their own hardships.



"...They come to give us experience – but what experience can they give us? How can they show us that they built a better life there, when they lost their territory and it is now effectively destroyed?"

Businesses as a temporary labour resource, while support for relocated businesses is seen as a factor of potential inequality in access to assistance. This generates additional socio-economic tensions and highlights the need for more balanced approaches to supporting both displaced persons and host communities.

Dymer Community

The psychological well-being of residents of the Dymer community is shaped by prolonged stress factors related to the consequences of the war, socio-economic instability, forced population displacement, and increased strain resulting from the risk of potential shelling. According to expert assessments and local observations, the community demonstrates a steady and growing demand for psychological services, which indicates not only the presence of psychological difficulties but also a gradual reduction in the stigma associated with seeking help.

Specialists of the Vyshhorod branch of the Kyiv Oblast Employment Centre point to a high demand for psychological services among community residents:



"...And psychological support as well. Therefore, we would be interested if you have your own psychologist. We hold seminars and trainings on mental health 'How are you?' once a month. So we would be interested – people attend such seminars very actively and respond well, because it is very difficult for each of us now. We are all under stress."

It should be noted that the community seeks to build an inclusive and accessible environment, as evidenced by the implementation of projects aimed at ensuring barrier-free access. At the same time, one of the key priorities is providing comprehensive support to veterans and their family members, particularly social and psychological assistance. The [Dymer Council](#) and the company E.R. Ukraine signed a memorandum on participation in a Social Project aimed at providing moral and psychological support to the families of servicemen who were killed or went missing while defending Ukraine against Russian aggression. Within this initiative, from January to March 2025, servicemen and their family members from the Dymer community had the opportunity to benefit from short-term free-of-charge rest focused on psychological and physical recovery.

The community also actively disseminates information about opportunities to receive psychological support in a remote format. In particular, these opportunities target vulnerable population groups such as veterans and members of their families.

General economic situation taking into account community-specific features

The current situation on the labour market and in the economies of the Ivankiv and Dymer communities demonstrates the complex impact of the full-scale war. At the initial stage, both labour demand and supply declined sharply, and only now is a slow recovery being observed; however, the shortage of qualified personnel remains a pressing issue. High unemployment and unstable household incomes create migration risks, particularly among working-age women and young people. Residents' willingness to remain in their communities is closely linked to economic well-being, which underscores the need to create new jobs and promote entrepreneurship.

Ivankiv and Dymer communities are actively restoring damaged infrastructure, yet systemic problems persist, including limited access to services in remote settlements. The economic base of

the communities consists primarily of agriculture, trade, and industry; however, most enterprises have limited financial resources, which constrains development and job creation. Supporting small and medium-sized businesses, developing cooperatives, small-scale workshops, craft production, and tourism and recreational projects should become priorities for economic recovery.

The agricultural sector and small-scale processing, logistics, construction, services, and tourism demonstrate the greatest growth potential. The development of remote work, coworking spaces, and digital competencies may stimulate employment and self-employment. The high proportion of internally displaced persons in the communities and the growing demand for social and psychological services highlight the importance of a comprehensive approach to human capital development and strengthening social resilience. Active community participation in development planning, including the collection of proposals and the use of web-based mapping tools, demonstrates the potential for effective civic initiatives and improved local economic and social development outcomes.

Conclusions

Labour market characteristics

Ivankiv community

The labour market in the Ivankiv community is characterised by low activity and a depressed state, resulting from both long-standing issues related to the Chernobyl disaster and current factors such as the impact of the war, male mobilisation, and youth outmigration. The closure of a key employer – a private thermal power plant – significantly reduced the number of jobs, and small businesses have been unable to compensate for these losses. High financial requirements for employers and wage imbalances create additional barriers for the private sector. Structural mismatch between labour demand and supply is evident in the shortage of specialists (welders, turners, electricians) alongside a surplus of low-skilled workers or representatives of humanitarian professions.

The labour market of the Ivankiv community is marked by a limited range of economic activities and high dependence on local small- and medium-scale employers. Employment is concentrated mainly in trade, services, public institutions, and a limited number of manufacturing or service enterprises. Job opportunities are relatively stable but narrow in scope, resulting in low labour mobility and limited options for individuals with higher education or specialised skills.

A significant share of available jobs does not require high qualifications or provides on-the-job training. At the same time, there is a shortage of qualified workers in traditionally male-dominated professions, increasing the workload on existing staff and reducing service quality. Wage levels generally remain at or below the national average, which reduces motivation for formal employment and stimulates labour migration.

An important feature of the Ivankiv labour market is the influence of socio-demographic factors. A substantial proportion of the working-age population has limited opportunities for full-time employment due to family responsibilities, health conditions, or caregiving obligations for children and elderly relatives. This creates demand for flexible forms of employment, which are currently insufficiently available. Employment is further constrained by poor transport accessibility in remote settlements, a lack of digital skills among residents, and the significant financial burden on private businesses, which struggle to meet wage requirements necessary for employee reservation. Overall, the labour market can be described as stable but low-dynamic, with limited opportunities for professional growth and retraining.

The Ivankiv Employment Service functions as an active employment facilitation tool, providing individualised support and assisting job placement even for vulnerable groups such as persons with disabilities. However, the focus on large retail chains and the absence of financial literacy and entrepreneurship counselling limit system effectiveness.

Most vacancies in the community are concentrated in retail trade, logistics, and services. While many positions do not require prior experience, wage levels often fail to meet candidates' expectations, and territorial inaccessibility and challenging working conditions remain key barriers. The Ivankiv labour market is characterised by low pay in the public sector and agriculture (from **UAH 9,000**), while large retail and logistics companies offer somewhat higher and more competitive wages (**UAH 30,000-38,000**), and in some cases high wages (**UAH 50,000-70,000**), particularly in healthcare. Against average household incomes of **UAH 3,000-20,000**, this creates significant imbalance and undermines motivation to seek employment.

Inclusiveness is partially present: some employers are open to hiring persons with disabilities and students, and the private sector actively offers social packages such as accommodation, meals, and transport.

Dymer community

The labour market in the Dymer community is more diverse and active, with vacancies available in both the private and public sectors. The highest demand is observed in sales, accounting, education, driving, and manual occupations. At the same time, the community faces challenges related to the impact of war and migration processes, mobilisation constraints for men, low wages, psychological barriers to changing professions and starting a business, and shortages of qualified personnel in specialised fields. There is a clear need to develop an inclusive labour market and a barrier-free

environment for persons with disabilities and veterans. The Dymer labour market covers a wide range of vacancies, from retail trade and logistics to manufacturing, agriculture, and international transport, with wages varying significantly by profession and qualification, ranging from **UAH 8,000 to 70,000**.

The labour market of the Dymer community has a local character and is shaped primarily around trade, services, public institutions, and selected private enterprises. Job offers are concentrated in basic economic sectors, providing a minimum level of employment but offering limited opportunities for professional advancement or transition to higher-skilled work.

Many vacancies involve routine tasks, often with shift-based schedules. Educational and experience requirements are generally minimal, but this is accompanied by relatively low wages. Specialised or managerial positions appear irregularly and do not form a stable segment of the labour market. The community also faces low workplace inclusiveness and insufficient modern computer or accounting skills among jobseekers trained under older systems, significantly reducing their competitiveness.

Public and municipal institutions play a specific role in employment structure by providing formal employment and social guarantees, yet they have limited financial capacity to expand staffing or increase wages. As a result, employer competition for labour remains low, restraining wage growth and improvements in working conditions. Overall, the situation indicates the need to create new jobs and develop alternative forms of employment within the community.

In both communities, the private sector's role in employment is increasing; however, Ivankiv remains characterised by low labour market activity and limited job choice, while Dymer demonstrates a more active yet structurally complex market with mobility challenges and shortages of highly qualified specialists. Key directions for improving labour market effectiveness include developing local infrastructure, ensuring transport accessibility, stimulating small and medium-sized businesses, supporting inclusive employment, and creating conditions for retraining and education.

Potential for business development and self-employment

Ivankiv community

The potential for small business development and self-employment in the Ivankiv community exists but is realised partially and unevenly. Entrepreneurial activity is mainly based on microbusinesses in trade, household services, small-scale production, and agriculture. For many residents, self-employment is not a pathway to growth but a forced survival strategy in a limited wage labour market and under unstable income conditions.

A major constraint is limited access to financial resources, including start-up capital and credit. Entrepreneurs often rely on personal savings or informal financing, limiting opportunities for scaling. Additional barriers include low levels of entrepreneurial competence, insufficient knowledge of accounting, marketing, and legal support, and limited access to information on business support programmes.

At the same time, the community has potential for self-employment development based on local resources and skills, including craft production, agricultural processing, and socially oriented services. With targeted support, training, and mentoring, these areas could provide stable income for vulnerable groups and contribute to gradual economic activation.

Dymer community

The potential for business development and self-employment in the Dymer community exists but is currently underutilised. Entrepreneurial activity is concentrated mainly in small-scale trade, services, and selected agricultural activities that require minimal investment or infrastructure. For some residents, self-employment serves as a supplementary or temporary income source rather than a full-fledged economic strategy.

Key barriers include limited financial resources, restricted access to markets, and low awareness of state or donor support opportunities. Many potential entrepreneurs lack sufficient business experience, increasing perceived risks and reducing readiness to start a business. Administrative and regulatory procedures are also viewed as complex, especially for first-time entrepreneurs.

Nevertheless, the community has prerequisites for developing self-employment in household and social services, small-scale production, and family businesses. With training programmes, advisory support, and start-up financing, these areas could contribute to job creation and increased household

economic resilience. The development potential largely depends on creating a supportive environment that reduces risks for beginners and increases motivation for self-employment.

Overall analysis of business and self-employment potential in Ivankiv and Dymer communities indicates moderate but structurally diverse entrepreneurial activity, combining traditional rural sectors with non-traditional areas, including high-tech production, creative industries, and services. Some entrepreneurs and local markets demonstrate resilience and adaptability, including transitions to online formats. At the same time, most entrepreneurs assess development potential as limited due to low purchasing power, resource and workforce shortages, outdated or insufficient equipment, and reluctance to adopt digital solutions.

Promising areas for small business and self-employment development include household services, craft production, educational and sports activities for children and youth, creative and recreational programmes, transport, construction, and agri-entrepreneurship. Existing resources, including strategic natural reserves, could support local initiatives and micro-entrepreneurship.

However, business development is constrained by systemic challenges: population decline and youth outmigration, shortages of qualified workers, insufficient support from local authorities and financial institutions, psychological barriers among potential entrepreneurs, fear of responsibility, limited start-up capital, and lack of premises. In the Dymer community, similar barriers hinder the transition from wage employment to self-employment despite strong interest in entrepreneurship and willingness to participate in support programmes and microgrants.

The findings indicate that stimulating entrepreneurial activity requires comprehensive support: improved access to finance, training in basic business skills, development of local infrastructure and services, and encouragement of cooperation among entrepreneurs. Successful implementation of such measures would enhance business resilience, create new jobs, meet community needs, and help retain young people locally.

Support for business and self-employment

Ivankiv community

Business and self-employment support in the Ivankiv community is fragmented and does not constitute a coherent entrepreneurial ecosystem. Existing mechanisms are largely informational or implemented through one-off initiatives that do not ensure long-term impact. For most potential entrepreneurs, available support instruments remain unclear or difficult to access.

A key issue is limited public awareness of support opportunities, including grants, advisory services, and training. Even where external programmes exist, many residents lack the skills to prepare applications or business plans, effectively excluding them from support. There is also no systematic accompaniment of entrepreneurs during start-up and growth phases, increasing the risk of early business closure.

At the same time, there is potential to strengthen institutional support through engagement of civil society organisations, partnerships with donors, and use of local resources. With a coordinating role at the community level, business and self-employment support could become more structured and serve as an instrument for economic stabilisation, particularly for vulnerable groups.

Dymer community

Support for business and self-employment in the Dymer community is limited and irregular, reducing the effectiveness of existing measures and failing to create sustainable conditions for entrepreneurship. Available support tools often lack continuity and depend on external programmes or initiatives that are not always integrated into the local context.

A significant challenge is limited access to practical support, including individual consultations, training, or mentoring. For potential entrepreneurs – especially those without prior business experience – the absence of such support becomes a deterrent to starting self-employment. In addition, some residents do not perceive entrepreneurship as a realistic path to economic independence due to the lack of visible successful local examples.

Nevertheless, the community has opportunities to strengthen business and self-employment support through partnerships with civil society organisations, engagement of donor programmes, and establishment of basic entrepreneurial support services. With consistent coordination and a focus on

beginners' needs, such measures could increase trust in support instruments and stimulate economic activity at the community level.

A comprehensive approach to entrepreneurship support is key to enhancing community economic activity. Combining financial support with training, mentoring, and advisory services not only stimulates new business creation but also strengthens existing enterprises. Information accessibility and accompaniment are critical to grant programme effectiveness, as procedural complexity and low public awareness limit their impact. Differences in outcomes between communities highlight the importance of local context: in Ivankiv, grant programmes have little effect due to bureaucratic barriers, distrust, and low grant amounts, whereas Dymer shows more positive results thanks to advisory, psychological, and mentoring support. Mentorship and psychological support are essential to encourage self-employment, as many potential entrepreneurs require guidance throughout all stages, from idea selection to business plan preparation and implementation. Financial support often does not match real business needs, as grants have limited impact and are mostly oriented toward existing enterprises. Practical initiatives, such as the "Made in Ukraine" office, have strong potential to increase awareness, facilitate experience exchange, and build entrepreneurial communities. Effective use of grant programmes and business start-up requires comprehensive support, including financial literacy, marketing, digital skills, accounting, business planning and legal advice, as well as motivational support to overcome fear of failure. The overarching conclusion for community entrepreneurship development is that effective support for small business and self-employment requires an integrated approach; without it, grants remain a low-impact instrument, particularly in communities with low trust in public programmes and limited access to advisory resources.

Training and retraining

Ivankiv community

The education and retraining sphere in the Ivankiv community is characterised by limited accessibility and a low level of systemic organisation. Existing training opportunities largely do not correspond to the real needs of the local labour market or do not reach the population groups that most require skills upgrading. Training initiatives are episodic and are often not followed by further support in employment or the transition to self-employment.

One of the key problems is the gap between demand for practical skills and the supply of training programmes. Most available courses are not focused on rapid acquisition of applied competencies that could be used directly within the local labour market. Additional barriers include limited access to digital resources, low digital literacy among certain population groups, and the lack of flexible learning formats that would take into account participants' family and social circumstances.

At the same time, the community has potential to develop training and retraining through the introduction of short-term, practice-oriented programmes aimed at building skills in services, crafts, care work, and self-employment. If combined with advisory support and post-course follow-up, such programmes can become an effective tool for strengthening the economic self-reliance of the population.

Dymer community

Training and retraining in the Dymer community remain underdeveloped and do not form a sustainable mechanism to increase local residents' competitiveness in the labour market. Existing learning opportunities are limited in number, thematic coverage, and format, which reduces their attractiveness and practical value for potential participants.

The main constraining factors are the absence of regular training programmes tailored to community needs and a low level of awareness about available retraining opportunities. For many residents, learning is perceived as a formal or inaccessible option that does not guarantee real improvement in their economic situation. Additional constraints include lack of time, financial resources, and access to transport or digital infrastructure.

At the same time, there is a demand for practical learning that can be linked to subsequent employment or self-employment. The development of short courses and trainings in applied occupations and basic entrepreneurship skills, combined with advisory support, can increase residents' readiness to change or diversify their forms of employment. The potential of training and retraining largely depends on the ability to adapt programmes to real community needs and people's life circumstances.

Civil society and social and psychological well-being

Ivankiv community

The social sphere of the Ivankiv community operates under increased pressure caused by demographic changes, the consequences of war, and the growing number of vulnerable population groups. Core social services are delivered through public and communal institutions that ensure a basic level of support but have limited resources to expand the range of services. Access to specialised assistance, including case management or rehabilitation services, remains uneven and often depends on external support.

Civil society activity in the community is manifested mainly through initiative groups and informal associations, in which women play a significant role. Women's leadership is often practical and focuses on addressing urgent social issues, supporting families, organising assistance, and engaging with local authorities. At the same time, these initiatives do not always have sufficient institutional support, which limits their sustainability and ability to scale.

The psychological well-being of the community's population remains vulnerable due to the prolonged impact of stress factors related to the war, losses, and economic instability. Demand for psychological support is high, but access to professional services is limited both in scale and geographically. In many cases, psychological assistance is provided episodically or within short-term programmes, which does not always ensure lasting effects for target groups.

Local entrepreneurs tend to perceive internally displaced persons as temporary labour who remain emotionally oriented toward returning home, while relocated businesses and related assistance are seen as a source of inequality, where host communities that have also suffered from the war remain in the shadow of international financial support.

Dymer community

The social sphere of the Dymer community is under significant pressure due to growing population needs and the limited capacity of the social service system. Basic services continue to function, but their ability to respond to complex social challenges is constrained. A portion of social needs remains unmet or is covered through informal support and external initiatives.

Civic activity in the community is fragmented and often takes the form of local initiatives in which women play a key role. Women's leadership is reflected in volunteering, social assistance, and support organisation for vulnerable groups; however, such initiatives do not always transform into sustainable institutional forms. The absence of systemic support for civil society constrains leadership development and reduces the influence of civic initiatives on decision-making processes.

The psychological well-being of residents remains a sensitive issue with insufficient institutional coverage. Demand for psychological assistance is increasing, yet access to qualified specialists and regular support programmes is limited. As a result, psychological needs often remain latent or are addressed only partially, negatively affecting social cohesion and overall community resilience.

Recommendations

Area			
Identified problem	Solutions	Potential resources	Expected result
1. General economic situation and labour market			
Overall economic dynamics			
The business environment is in a "waiting mode": development potential exists, but the war shapes a survival strategy rather than growth.	Shift towards practical short-term economic solutions. Support economic initiatives aimed at quick but stable results (crafts, local services, small-scale production). Integrate economic interventions with social and psychosocial support for the population.	Local self-government bodies (LSGs). Employment Centres. CSOs and donor-funded integrated support programmes.	A gradual shift from survival mode towards cautious development; increased resilience of the local economy.
General economic status of the community			
War-driven economic uncertainty restrains investment decisions by local entrepreneurs: even with ideas and opportunities, businesses are not ready to invest due to risks and unpredictability of the future.	Introduce local economic stabilisation programmes focused on preserving existing businesses (not only creating new ones). Communicate available state and donor support instruments to entrepreneurs (grants, compensations, tax incentives). Gradually implement "small development steps" by supporting micro-investments instead of large-scale projects.	Local self-government bodies. State business support programmes. Donor-funded and humanitarian economic recovery projects. Local business associations.	Increased confidence among entrepreneurs to operate despite wartime conditions; preservation of existing jobs; reduced business closures.
Investment climate			
Low willingness to invest due to a combination of factors: labour shortages, lack of working capital, and fear of losing investments in case of deterioration of the security situation.	Provide advisory support to entrepreneurs on financial planning under risk. Promote practices of partial or phased investment. Combine financial support with guarantee/compensation mechanisms (partial risk coverage).	Employment Centres (economic counselling). Business consultants within donor programmes. Local entrepreneurship support programmes.	Reduced fear of investing; launch of small and medium business initiatives; gradual revitalisation of economic activity.
Workforce as an economic resource			
Staffing shortages become a key constraint to economic development: entrepreneurs note that even if they are ready to create production, there is no stable labour force available.	Develop local forecasts of workforce needs (who is needed and for what jobs). Link economic programmes with reskilling and employment programmes (joint planning). Stimulate employment of vulnerable groups (IDPs, veterans, persons with disabilities) within realistic business capacities. Initiate platform meetings between LSGs, Employment Centre, college, businesses, and donors to design local "employment packages" (training + salary + internship).	Employment Centres. Local education and training institutions. Donor programmes focusing on employment.	Partial reduction of workforce shortages; better alignment between business needs and labour market capacities.
Logistics			
Limited labour mobility within the community and concentration of jobs in community centres and other large cities, including the capital.	Improve transport accessibility and develop local jobs. Discuss joint options (employer-community) for organising employee transportation to overcome connectivity barriers, including co-financing transport solutions with community and business participation. Seek investors and additional financing programmes.	Local self-government bodies. Local businesses.	Improved transport connectivity.

Area			
Identified problem	Solutions	Potential resources	Expected result
Local business and competition for resources			
Local entrepreneurs perceive inequality in access to international aid compared to relocated businesses and IDPs from other regions, which generates tension and distrust.	Ensure transparent communication on selection criteria for support programmes. Engage local businesses in programmes on equal terms with relocated enterprises. Develop dedicated support components for businesses that existed in the community before the war and have also suffered losses. Provide wide public information about the project implemented in the community to support local businesses and community development, demonstrating donor support to all affected groups and reducing emotional tension.	Donor organisations. Local self-government bodies. Implementers of economic support programmes. Local media.	Reduced social and economic tensions; increased trust in assistance programmes; greater participation of local entrepreneurs in development initiatives.
Outdated technical base and lack of staff in education institutions			
Outdated material and technical base and shortage of personnel in educational institutions.	Modernise equipment and update curricula with a focus on practical and digital skills.	Partner clusters.	(can be specified depending on programme focus) Improved quality and relevance of vocational training; better employability of graduates.
Institutional support for business			
Lack of Service Centres and tax advisory structures in communities due to state-level decisions, limiting access to consultations.	Introduce outreach or online consultations by tax and service authorities. Training sessions on tax accounting for sole proprietors and SMEs. Integrate tax consultants into hubs or Administrative Service Centres (CNAPs). Partner with driving schools to train drivers in categories C, D, CE. Include driving courses in Employment Centre reskilling programmes.	Tax Service. CSO lawyers. Donor-funded entrepreneurship development projects. MIA Service Centres. Employment Centre. Driving schools/college. Carriers and logistics companies.	Increased tax literacy; fewer mistakes and fears in doing business. Increased number of qualified drivers; reduced staff shortages in transport; stabilised operations of transport businesses.
Need for advocacy measures			
Lack of clear mechanisms to ensure benefits and create conditions for employing persons with disabilities places an additional burden on businesses.	Awareness sessions for employers on available compensations and benefits. Support to employers (Employment Centre + social services) when employing persons with disabilities. Pilot inclusive jobs with partial compensation of costs.	Employment Centre. Social services. Organisations of persons with disabilities. Donors.	Increased number of inclusive jobs; reduced burden on businesses.
Communication barriers			
Lack of systematic communication between employers and job seekers.	Regular job fairs (offline/online). Sectoral meetings of employers and job seekers. Strengthen the role of the Employment Centre as a communication facilitator.	Employment Centre. Local self-government bodies. Business associations.	Better match between vacancies and candidates' expectations; reduced long-term unemployment.
Lack of focus on SMEs			
Limited cooperation between small businesses and the Employment Centre (Ivankiv community).	Individual work by the Employment Centre with SMEs. Information meetings for small businesses. Simplification of cooperation procedures.	Employment Centre. Business associations.	Increased SME engagement in employment programmes.

Area			
Identified problem	Solutions	Potential resources	Expected result
Overall labour market situation			
Persistent labour shortages coexist with unemployment: available job seekers do not meet vacancy requirements or are not ready for physically/psychologically demanding working conditions.	Regular analysis of real employer demand (not only the formal vacancy list). Align reskilling programmes with actual business needs in the community. Focus on professions with a low entry barrier and quick employment pathways.	Employment Centres. Local employers. Educational institutions and training providers.	Reduced mismatch between labour demand and supply; increased effectiveness of training programmes.
Institutional infrastructure			
No "Diia.Business" offices (or alternative co-working/mentoring spaces) in Ivankiv community for entrepreneurs' networking and informal peer exchange.	Create a local business hub or co-working space based at a CSO, a municipal institution, or a private initiative. Launch regular entrepreneur meet-ups (business club, peer-to-peer exchanges). Engage mentors from among experienced local entrepreneurs. Integrate online resources ("Diia.Digital Education", Prometheus) into an offline-supported format.	Civil society organisations. Local self-government bodies. Employment Centre (as a referral point). Donor programmes supporting SMEs.	Formation of a sustainable business ecosystem; increased capacity of new entrepreneurs; partial closing of functions not covered by the Employment Centre mandate.
2. Education and reskilling			
Digital literacy			
Low level of digital skills among youth and older working-age groups.	Basic digital literacy courses. Training in using online services and digital work tools. Intergenerational learning formats.	Education hubs. Libraries. CSOs.	Increased competitiveness in the labour market.
Reskilling of adults			
Some residents are not ready for long-term learning or complex programmes, especially under wartime and economic instability.	Short-term practical courses (2-6 weeks) with a clear pathway to employment. Focus on practical skills rather than theory. Combine training with internships or mentoring.	Employment Centres. Donor-funded vocational training programmes. Local enterprises as internship bases.	Increased motivation to learn; faster return to the labour market.
Lack of capacity for reskilling			
Outdated material/technical base and shortage of staff in educational institutions.	Update equipment through donor programmes. Involve practitioners as trainers/teachers. Modular and short courses tailored to market needs.	Educational institutions. Donors. Businesses.	Improved training quality and labour-market relevance of skills development.
Social barriers to education			
Household and family constraints complicate participation in training.	Flexible schedules. Child-friendly spaces during learning events. Distance/online formats.	CSOs. Educational institutions.	Increased accessibility of learning for women and parents.
Psychological barriers to employment			
Psycho-emotional conditions (anxiety, burnout, distrust) affect readiness to work, learn, and change careers.	Integrate psychological support into employment and reskilling programmes. Group support formats before/during training. Explain realistic expectations regarding work and income.	Psychologists and social workers. CSOs working in MHPSS. Employment Centres.	Fewer dropouts from training and jobs; improved job retention.

Area			
Identified problem	Solutions	Potential resources	Expected result
Veterans with PTSD and concussions			
Veterans with PTSD and concussions сабо емоційно напружених умовах.	Focus on seated, remote, or routine jobs with a low pace. Training areas: PC operator, logistics, dispatcher, administrator, call-centre operator, data-related jobs. Combine employment with ongoing psychological support.	Employment Centres. Veteran support programmes. Online learning platforms.	Real integration of veterans into the labour market; reduced risk of re-traumatisation.
Veterans with physical injuries			
People with amputations or limited mobility have restricted access to physically accessible workplaces.	Development of home-based and remote work. Support jobs where manual skills matter more than mobility (repair, assembly, small-scale production). Workplace adaptation to individual needs.	Employers. Donor inclusion programmes. Social services.	Higher employment of persons with disabilities; practical implementation of inclusion.
Inclusive education and training			
Community education infrastructure is not adapted for persons with disabilities, and the list of available professions is limited.	Introduce barrier-free solutions and inclusive standards. Adapt workplaces, develop barrier-free infrastructure, and support social entrepreneurship. Develop distance and blended learning. Engage external education providers for courses unavailable locally. Focus on transferable skills (digital literacy, administration, basic entrepreneurship).	Online learning platforms. Donor education programmes. Employment Centres.	Expanded access to learning; inclusion of vulnerable groups in reskilling programmes.
Education affordability			
High cost of participation (fuel, materials) is a barrier.	Partial cost compensation. Local training formats closer to place of residence. Online learning.	Donors. Employment Centres. Local self-government bodies.	Increased participation in training programmes.
Employers and risks			
Employers are not willing to invest in training due to risk of losing employees afterwards.	Compensation mechanisms for employers who train staff. Contracts with a minimum service period after training. Pilot co-financing programmes for training.	State programmes. Donor projects. Local budgets.	Higher business interest in workforce development; improved staff retention.
3. Self-employment and development potential			
3.1. Resources, investment and distrust towards micro-grants and financing			
Business financing			
Distrust of loans and fear of losing investments due to the war.	Prioritise non-repayable or partially repayable support; phased financing instead of large lump sums; transparent selection criteria.	Donors; local programmes; state grants.	Increased number of viable businesses.
Competition for resources			
Local entrepreneurs feel disadvantaged compared to relocated businesses in access to donor support.	Balance programmes between IDPs/ relocated/local business; dedicated quotas for local entrepreneurs; clear communication of criteria.	Donors; local authorities; business associations.	Reduced social tensions; increased trust in support programmes.

Area			
Identified problem	Solutions	Potential resources	Expected result
3.2. Self-employment as a response to a limited labour market			
Self-employment among residents			
Limited vacancies and mismatch with health status and expectations sometimes push people into self-employment without real readiness.	Position self-employment as an alternative for specific groups (women, veterans, persons with disabilities); orientation sessions on the "reality of micro-business during wartime"; explain differences between business, self-employment and side jobs.	Employment Centres; business consultants; CSOs providing economic support.	More informed entry into self-employment; fewer failed starts.
Low confidence in the future			
People fear investing time and money in their own business due to uncertainty.	Small pilot formats (micro-projects, idea testing); micro-grants before launch; gradual growth without loan burden.	Donor programmes; micro-grant initiatives; local support programmes.	Reduced fear of starting; gradual growth of economic activity.
Preserving cultural heritage through self-employment			
Risk of losing craft traditions due to ageing masters and low youth interest.	"Master-apprentice" mentorship programmes; integrating crafts into education and tourism projects; support to creative industries.	Craftspeople; cultural institutions; donors.	Preserved cultural heritage and new self-employment opportunities.
3.3. Women's entrepreneurship and self-employment			
Women's entrepreneurship			
Women combine work with childcare and household responsibilities, limiting full employment.	Support businesses compatible with home responsibilities (services, online work, crafts); training in time-management and financial planning; peer support groups for women entrepreneurs.	Grants for women; women-led CSOs; business mentors.	Increased number of stable women-led micro-businesses.
Psychological barriers			
Women doubt their ability to run a business and fear financial risks.	Mentorship with relatable role models; risk-management training; gradual scaling without pressure.	Business incubators; successful local women entrepreneurs; donor projects.	Increased confidence; more sustainable women-led businesses.
3.4. Veterans and entrepreneurship			
Veterans with PTSD and concussions			
Entrepreneurship is seen as an option but comes with fear of responsibility and overload.	Simple, low-stress business models; family/partnership business formats; mandatory psychological support.	Veteran programmes; psychologists; business consultants.	Realistic businesses without deterioration of health.
Veterans with physical injuries			
Veterans with physical injuries	Home-based/remote self-employment; crafts, small production, online services; adaptation of business processes.	Donor inclusion programmes; social enterprises; local hubs.	Increased economic independence of veterans.
3.5. Internally displaced persons (IDPs) in the labour market			
Self-employment of IDPs			
IDPs may not plan long-term life in the community, reducing motivation to grow a business locally.	Support mobile/scalable activities; online businesses not tied to location; consultations on "two-region" business operations.	Business consultants; online platforms; donor IDP programmes.	Better use of IDP potential without conflict with locals.

Area			
Identified problem	Solutions	Potential resources	Expected result
IDPs as employees			
Employers perceive IDPs as a temporary workforce, complicating long-term planning.	Use IDPs primarily for flexible/project-based employment; short-term or seasonal contracts with clear conditions; psychological support to reduce tensions between IDPs and local employers.	Employment Centres; social services; psychological/MHPSS programmes.	More rational use of IDP labour potential; reduced conflict and emotional tension.
4. Social sector			
4.1. Access to social services and institutional capacity			
Social services			
Social services are overloaded due to increased requests from veterans, persons with disabilities, and IDPs.	Separate social and psychological functions; engage CSOs for part of social casework; introduce case management for complex cases.	Community social services; CSOs; donor programmes.	Reduced workload for social workers; improved quality of support.
Coordination of assistance			
No unified client referral pathway between Employment Centre, CNAP, social services, and medical institutions.	Develop local referral pathways; regular inter-agency meetings; information materials for residents.	LSGs; Employment Centre; CNAP.	Faster access to needed services.
4.2. Social support to veterans			
Veterans			
After discharge, veterans are in difficult physical and psychological condition.	Specialised social programmes; individual case support after demobilisation; close cooperation with medical and psychological services.	Social services; veteran CSOs; medical institutions.	Smoother reintegration into civilian life.
Economic vulnerability			
Sharp income drops after loss of military payments lead to despair and social tension.	Combine social assistance with employment programmes; consultations on benefits and entitlements; support to veterans' families.	Employment Centre; social funds; CSOs.	Reduced social tension and poverty among veterans.
4.3. Persons with disabilities and accessibility			
Physical accessibility			
Education and social facilities are not adapted (no ramps, lifts, accessible toilets).	Accessibility audits; phased adaptation; mobile/outreach service formats.	Local budgets; donor inclusion programmes; social CSOs.	Improved access to services for persons with disabilities.
Education opportunities			
Vocational programmes are not adapted to different types of disability.	Alternative training programmes; distance/home-based formats; individual learning pathways.	Education institutions; online platforms; donors.	Real opportunities for education and employment.
4.4. IDPs in the community's social system			
Social integration of IDPs			
IDPs are perceived as temporary residents, hindering long-term integration.	Differentiate short-term vs long-term support; community information work; engage IDPs in local initiatives.	Social services; CSOs; donors.	Reduced social tension; better IDP integration.

Area			
Identified problem	Solutions	Potential resources	Expected result
Psycho-emotional state			
IDPs have high anxiety and loss of motivation.	Psychosocial support groups; individual consultations; integrate psychological services into social programmes.	Psychologists; MHPSS projects; CSOs.	Improved psychological well-being of IDPs.
4.5. The Employment Centre as a social actor			
Employment Centre as a social hub			
The Employment Centre is seen mainly as a vacancy institution, not a comprehensive social service.	Expand the Employment Centre's role as an entry point to social support; integrate psychological, legal and business consultations; inform residents about all available services.	Employment Centres; donor programmes; social partners.	Higher effectiveness of the Employment Centre and increased public trust.
5. Community psychological well-being (MHPSS)			
5.1. General psychological condition			
Psycho-emotional exhaustion			
High anxiety, despair and fatigue among residents, especially the unemployed.	Regular group support; short psychoeducation sessions on stress and burnout; integrate psychologists into Employment Centre programmes.	Psychologists; CSO MHPSS projects; Employment Centre.	Reduced anxiety; increased motivation for activity.
Stigma of psychological support			
People avoid seeking help due to fear of judgement or distrust.	Information campaigns on the "normality" of seeing a psychologist; informal formats (coffee with a psychologist, open lectures).	CSOs; community opinion leaders.	Increased uptake of psychological support services.
5.2. Veterans and combat-related trauma			
PTSD and concussion consequences			
PTSD, headaches, sleep and concentration problems.	Individual PTSD-focused counselling; peer support groups; psychological preparation for employment.	Veteran CSOs; clinical psychologists; donors.	Reduced PTSD symptoms; improved functioning.
Return to civilian life			
Veterans are not ready for standard work rhythms.	Gradual adaptation to work; flexible schedules; home-based/remote work.	Employers; Employment Centre; business partners.	Gradual social and labour integration.
5.3. Persons with disabilities			
Psychological adaptation			
Depression and loss of identity.	Long-term adaptation programmes; peer groups; work on self-esteem and motivation.	Psychologists; rehabilitation centres.	Improved psychological stability.
Combined barriers			
Psychological difficulties combined with physical inaccessibility.	Psychological support during training and employment; support to families.	Social services; CSOs.	Reduced isolation.
5.4. IDPs and psychological tension			
Sense of temporariness			
IDPs remain emotionally connected to their home communities.	Long-term stabilisation groups; work on loss and acceptance.	MHPSS projects; psychologists.	Reduced anxiety and emotional tension.

Area			
Identified problem	Solutions	Potential resources	Expected result
Tension with locals			
Mutual grievances between IDPs and local residents.	Dialogue meetings; joint group activities; conflict mediation.	CSOs; facilitators.	Improved social cohesion.
5.5. Psychological support linked to employment			
Fear of change			
Fear of learning, reskilling and entrepreneurship.	Trainings to overcome fear of change; work on insecurity and burnout.	Psychologists; business trainers.	Greater readiness for learning and change.
Business fears			
Fear of losing money or failing.	Support groups for future entrepreneurs; psychological work with risk.	CSOs; business incubators.	More grant applications.
5.6. Institutional MHPSS capacity			
Limited human resources			
Shortage of psychologists locally.	Train social workers in basic PFA; engage mobile teams.	Donors; MHPSS projects.	Expanded coverage of support.
Fragmentation			
Lack of coordination between services.	MHPSS coordination groups; unified referral system.	LSGs; CSOs.	Improved efficiency of MHPSS services.
6. Civil society activity and women's leadership			
Low level of civic engagement / low institutional capacity of CSOs			
Low institutional capacity of community-based CSOs.	Training in management, fundraising, reporting; mentorship for CSOs; micro-grants for institutional development.	Donors; CSO development platforms.	Stronger CSOs as sustainable community development partners.
Fragmentation of initiatives			
Activities exist but are not connected and do not scale.	Create local platforms for cooperation among CSOs and initiative groups; regular coordination meetings.	LSGs; active CSOs.	Stronger synergy between initiatives.
Limited sustainability			
Some initiatives rely on the enthusiasm of a few individuals.	Organisational sustainability training; CSO institutional development; outreach measures to identify and engage active people.	Donor programmes; trainers.	Greater long-term capacity of CSOs.
6.2. Women's role in civic engagement			
Invisible leadership			
Women do most "on-the-ground" work but rarely position themselves as leaders.	Public recognition of women-led initiatives; communication campaigns on women's leadership.	Local media; CSOs.	Greater visibility of women leaders.
High workload without influence			
Women do significant work but are not involved in decision-making.	Engage women in advisory bodies; introduce participation quotas in working groups.	LSGs; women's initiatives.	More balanced representation.

Area			
Identified problem	Solutions	Potential resources	Expected result
6.3. Women's leadership and local governance			
Limited access			
Women are rarely engaged in policy-making.	Training in advocacy and decision-making participation; mentorship programmes.	CSOs; donors.	Increased women's participation in local politics and governance.
Low confidence			
Some women do not feel ready to take leadership roles.	Confidence-building coaching; leadership trainings.	Psychologists; coaches.	Stronger women's leadership potential.
6.4. Women's entrepreneurship as a form of leadership			
Limited start			
Women have ideas but lack resources.	Mini-grants for women entrepreneurs; business incubators; grant programmes; business associations.	Grant programmes; business networks/associations.	Increased number of women-led businesses.
Fear of failure			
High psychological barrier.	Support groups; mentorship from successful women entrepreneurs; women's business networks.	Women's business networks; mentors.	Higher readiness for entrepreneurship.
6.5. Women veterans, IDPs and women's leadership			
Double vulnerability			
Women veterans, family members of servicemen (including families of those killed/missing/captured), and IDPs face combined psychological, social and economic barriers limiting civic engagement, entrepreneurship and participation in decision-making.	Specialised leadership programmes; psychological and mentoring support; mini-grants for women-led initiatives; safe networking spaces.	Veteran CSOs; MHPSS projects.	Social and economic integration.
Low engagement			
The potential of this group is underutilised.	Leadership schools for women IDPs and women veterans.	Donors; CSOs.	Activation of new women leaders.
6.6. Partnership: CSOs - community - donors			
Limited trust			
Distrust between local and external actors.	Joint projects with local CSOs; transparent selection mechanisms.	Donors; LSGs.	Increased trust and effectiveness.
Unequal access			
Local initiatives feel "in the shadow."	Targeted calls for local CSOs; support to small initiatives.	International organisations.	Fairer distribution of resources.

Practical conclusions for achieving Project Indicators

3.1. For OC-1.1 and OC-1.2 - Income and Employment

Employment and income levels among community residents can be increased by strengthening cooperation with employers – especially the largest enterprises – and by stimulating the development of SMEs and self-employment.

Employment Centres remain key partners in identifying vacancies, providing reskilling opportunities, and delivering career guidance services.

To increase incomes, it is advisable to use grant programmes for starting or expanding businesses, combining financial support with entrepreneurship training.

It is also necessary to create or expand local platforms for communication between employers, communities, and potential employees.

3.2. For OC-1.3 and OP-2.1 / OP-2.2 - CSOs and women leaders

Communities have active civil society organisations (CSOs) and initiative groups that can become partners in developing women's leadership and expanding women's participation in local self-government.

It is important to support CSOs in building organisational capacity (management, fundraising, advocacy) so that they can implement initiatives effectively.

For women leaders, an enabling space of opportunities should be created: mentoring programmes, training, participation in decision-making, and mini-grants for initiatives.

The development of women's entrepreneurship (through grants, networking, and business incubators) strengthens the achievement of indicators OC-1.3 and OP-2.1/2.2.

3.3. For OP-2.3 - Legal Support

Communities have legal aid resources (Free Legal Aid system, CSO lawyers, consultants within donor projects), yet their visibility to the population is often insufficient.

It is advisable to improve access to legal consultations through: outreach visits to remote villages; online formats; and cooperation with local libraries or hubs as access points.

The main requests from residents concern social benefits, labour relations, issues related to IDPs and veterans, and land/property matters.

Partnerships with human-rights CSOs can significantly expand the range and quality of available services.

3.4. For OC-1.4 and OP-3.1 - MHPSS (psychosocial support)

The core need is accessible psychological counselling, including for veterans, children, IDPs, women, and military families.

The most effective formats include mobile teams, outreach consultations, support groups, and online sessions.

Strengthening the MHPSS system requires coordination among healthcare facilities, schools, Administrative Service Centres (CNAPs), social services, and CSOs.

Capacity-building for local specialists should be reinforced (Psychological First Aid/PFA, trauma-informed support, crisis counselling).

Coverage of MHPSS services can be increased through regular information campaigns and engagement of community leaders.

3.5. For OP-3.3 - Cultural/educational events

Cultural and educational activities contribute to social cohesion and engagement of youth, veteran families, and the wider community.

Existing local assets should be used: culture houses, libraries, youth hubs, museums, and creative workshops.

Priority should be given to events that combine learning, creativity, and interaction (masterclasses, workshops, public lectures, local festivals).

The involvement of CSOs and activists helps diversify content and attract wider audiences.

Educational events should strengthen residents' competencies: digital literacy, entrepreneurship, leadership, and STEAM education for youth

Challenges and risks

- Lack of infrastructure for business development (premises, limited internet access in some villages).
- Full-scale invasion-related challenges: infrastructure damage, reduced investment activity, and the need to restore social and economic facilities.
- Risk of shelling, energy shortages, and costs associated with alternative energy sources.
- Apathy and low engagement in public life; fear of change.
- Lack of support from authorities or specific structures/institutions.
- Underdeveloped local processing capacity, which forces producers to export raw materials without added value.

Advocacy issues

- Discussion of the potential establishment of an industrial park as a platform for creating new jobs and attracting investment, which could become a driver of local economic development.
- Advocacy for improving transport accessibility within communities to increase labour mobility and enable residents of remote settlements to participate in employment.

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Annex 1. Starostas of Settlements of the Ivankiv Settlement Territorial Community

N^o	Full name	Name of settlement / Starosta district (settlements covered)	Mobile phone number
1	Nataliia Oleksandrivna Papian	Starosta of Blidchanskyi Starosta District (villages: Blidcha, Kolentsi, Leonivka, Kolentsivske)	04591-31245
2	Oleksandr Dmytrovych Zakharov	Starosta of Hornostaipilskyi Starosta District (villages: Hornostaipil, Hubyn, Laputky, Strakhollisia, Medvyn)	04591-26242
3	Olha Viktorivna Popovska	Starosta of Dymarskyi Starosta District (villages: Dymarka, Rudnia-Levkivska, Staryi Mist, Shevchenkove, Stari Sokoly, Novi Sokoly, Krasylivka, Potoka)	04591-25242
4	Svitlana Ivanivna Onis	Starosta of Dytiatkovskyi Starosta District (villages: Dytiatky, Fruzynivka, Zoryn)	04591-45233
5	Halyna Ivanivna Kovalchuk	Starosta of Zhmiivskyi Starosta District (villages: Zhmiivka, Verkhollisia, Olizarivka)	0961802948 / 04591-21242
6	Nataliia Mykolaivna Otroshenko	Starosta of Kropyvnianskyi Starosta District (villages: Kropyvnia, Mokra Korma, Rudnia-Sydorovytska, Variivsk, Liudvynivka, Rakhvalivka)	04591-30287
7	Halyna Ivanivna Herasymenko	Starosta of Kukharskyi Starosta District (villages: Kukhari, Pidhayne, Yakhnivka)	0673851568
8	Liudmyla Stepanivna Onoprienko	Starosta of Sukachivskyi Starosta District (village: Sukachi)	04591-20210
9	Nadiia Ivanivna Chekhovska	Starosta of Makarivskyi Starosta District (villages: Makarivka, Mala Makarivka, Novi Makalevychi)	-
10	Valentyna Andriivna Rezanova	Starosta of Musiikivskyi Starosta District (villages: Musiiky, Potalivka)	04591-25244
11	Oksana Mykhailivna Lozenko	Starosta of Obukhovtskyi Starosta District (villages: Obukhovychi, Stanishivka)	04591-33242
12	Volodymyr Mykolaiovych Hurzhenko	Starosta of Olyvskyi Starosta District (villages: Olyva, Starovychi, Zakharivka, Zaruddia, Kalynove, Osoverts, Sloboda-Kukharska)	0979887852
13	Kateryna Mykhailivna Kostiuhenko	Starosta of Oranskyi Starosta District (villages: Orane, Khocheva, Stepanivka)	-
14	Vasyl Dmytrovych Davydenko	Starosta of Prybirskyi Starosta District (villages: Prybirk, Pyrohovychi)	04591-35242
15	Tetiana Mykolaivna Sydorenko	Starosta of Piskivskyi Starosta District (villages: Pisky, Kovalivka, Domanivka, Karpylivka, Rusaky)	04591-22242
16	Valentyna Vasylivna Starzhynska	Starosta of Rozvazhivskyi Starosta District (villages: Rozvazhiv, Zherevillia, Zhereva, Stavrivka, Shevchenkove, Teterivske)	04591-37476
17	Mykola Mykolaiovych Oleksiienko	Starosta of Termakhivskyi Starosta District (villages: Termakhivka, Chkalivka, Sydorovychi, Polidarivka, Buda-Polidarivska)	04591-38242
18	Halyna Ivanivna Kozachenko	Starosta of Fenevtskyi Starosta District (villages: Fenevychi, Sosnivka, Rudnia-Talska, Rudnia-Shpylivska)	04591-34245
19	Nataliia Mykolaivna Hryshchenko	Starosta of Shpylivskyi Starosta District (villages: Shpyli, Rokytna Sloboda, Bilyi Bereh, Voropaivka, Zymovyshche)	04591-39245
20	Iryna Anatoliivna Koval	Starosta of Zaprudskyi Starosta District (villages: Zaprudka, Fedorivka, Bolotnia)	-

Annex 2. Starostas of Settlements of the Dymer Settlement Territorial Community

No.	Full name	Name of settlement / Starosta district (settlements covered)	Mobile phone number
1	Serhii Borysovych Shudryk	Starosta of Rovivskyi Starosta District (villages: Rovy, Roztisne, Kruhy, Fedorivka, Liubymivka, Andriivka, Sychivka)	097-349-33-85
2	Mykola Anatoliiovych Lavrenok	Starosta of Sukholutskyi Starosta District (villages: Bohdany, Ovdiiieva Nyva, Pyliava, Rytni, Rykhta, Sukholuchchia, Tolokun, Dmytrivka)	098-247-59-47
3	Nataliia Anatoliivna Kozachenko	Starosta of Rudnia-Dymerskyi Starosta District (villages: Rudnia-Dymerska, Volodymyrivka, Vakhivka, Liubydiva)	095-862-57-51 / 050-073-04-42
4	Oleksandr Mykolaiovych Melnychenko	Starosta of Demydivskyi Starosta District (village: Demydiv)	098-807-82-82
5	Anna Anatoliivna Osadcha	Starosta of Katiuzhanskyi Starosta District (villages: Katiuzhanka, Abramivka, Savenky, Dudky, Huta-Katiuzhanska)	098-467-48-18
6	Anatolii Anatoliiovych Andriienko	Starosta of Lytvynivskyi Starosta District (villages: Lytvynivka, Lisovychi, Mykolaivka, Rykun)	067-740-93-51
7	Olha Volodymyrivna Dovhopola	Starosta of Hlibivskyi Starosta District (villages: Hlibivka, Yasnohorodka)	068-025-46-78
8	Acting (Interim): Hryhorii Pavlovych Trush	Starosta of Kozarovytskyi Starosta District (village: Kozarovychi)	067-760-27-13

Annex 3. NGOs and Activists in the Ivankiv Community (or those implementing projects in the area)

No.	Organisation name	Address and contact details
1	CF "Strength of the Community"	Borodianka settlement, 1a Parkova St; tel. 096 604 3022; centerborodyanka@ukr.net
2	NGO "Dobro Space of Ivankiv Region"	Ivankiv settlement, 13 I. Proskury St; Facebook group; tel. 096 665 0420
3	NGO "Youth of Ivankiv Region"	07201, Vyshhorod District, Kyiv Oblast, Ivankiv settlement, 71 Tolochyna St; Facebook group; Head: Andrii Viktorovych Diatel, tel. 063 316 2615
4	NGO "Volunteers United by One Goal"	Oleksandr Serhiiiovych Yakymenko, tel. 099 925 6994
5	Ivankiv Territorial Organisation of the Trade Union of Education and Science Workers of Ukraine	Svitlana Ivanivna Klymenok, tel. 097 576 8179
6	Ivankiv District NGO "Our Ivankiv Region"	Serhii Leonidovych Kostiuhenko, tel. 067 703 4187
7	NGO "My City" (community development and support to socially important initiatives)	Telegram bot; mycity.one/about; info@mycity.one; Founder: Artem Borodatiuk (Facebook)
8	International Organization for Migration (IOM)	Kyiv, 8 Mykhailivska St; 0 800 215 015; SMUKRcfm@iom.int; ukraine.iom.int/uk
9	NGO "Divchata"	Kyiv office: 10, 89B Maiakovskoho Ave; go@divchata.org; tel. +38 068 043 55 76; for partners/donors: di@divchata.org
10	NGO Institute of Social Transformation	Facebook page
11	NGO "People in Need"	01034, Kyiv, 4 Prorizna St, apt. 21; Anna Bohuslava Duda
12	CF "Sylni"	04210, Kyiv, 25A Heroiv Polku "Azov" St, apt. 5; hello@sylni.org; website
13	Social Innovation Foundation "From the Country to Ukraine"	-

NGOs registered in Ivankiv Community (based on Opendatabot monitoring)

No.	Organisation name	Contact person / phone
14	NGO "Palms Touch"	Nataliia Yakivna Chekmarova, tel. 050 278 7893
15	NGO "Centre for Social Support of Children and Families 'New Hope'"	Oleksandr Yuriiiovych Petrov, tel. 093 980 7070
16	Ivankiv District Association "We Are Chernobyl Residents"	Maryna Mykhailivna Leshchenko, tel. 067 404 0200
17	Veterans Organisation of Ivankiv District	Arkadii Volodymyrovych Radchenko, tel. 38045915145
18	NGO "Families of Heroes of Ivankiv Region"	Svitlana Volodymyrivna Huber, tel. 380962016300
19	CO "CF 'SONIASHNYK. S'"	Serhii Viacheslavovych Serhiienko, tel. 067 477 5567
20	NGO "Heritage of the Jewish People of Ivankiv UTC, Kyiv Oblast"	Anastasiia Ruslanivna Bondar, tel. 068 512 2883
21	NGO "Horizontal"	Inna Serhiivna Krasiun, tel. 096 388 9257
22	NGO "SVVRPK"	Mykola Mykhailovych Vasylenko, tel. 067 411 3332
23	NGO "Dobro Space of Ivankiv Region"	Anna Mykolaivna Feshchenko, tel. 067 458 2108 / 097 922 4314
24	CO "CF 'BY YOUR HANDS'"	Nadiia Volodymyrivna Dudarenko, tel. 067 423 0448
25	NGO "VOOM"	Oleksandr Serhiiiovych Yakymenko, tel. 099 925 6994

No.	Organisation name	Contact person/ phone
26	NGO "Local Storyteller"	Polina Andriivna Malets, tel. 067 410 4365 / 050 620 8171
27	NGO "Pearl of Vyr Lake(s)"	Dmytro Yuriiovych Ivanchenko, tel. 097 889 3274
28	NGO "Palms Touch"	Nataliia Yakivna Chekmarova, tel. 050 278 7893
29	CO "Shchastynka - Fund for Talented Children"	Anna Anatoliivna Radionova, tel. 380969289943
30	NGO "Federation of Working Riding of Ukraine"	Anna Pavlivna Davydenko, tel. 380973979297
31	NGO "SPIR"	Iryna Stanislavivna Laskarzhevaska, tel. 098 117 5571
32	NGO "Polissia - for Life"	Yuliia Ivanivna Chala, tel. 068 892 9125
33	NGO "Our Home - Ivankiv"	Volodymyr Volodymyrovych Komlyk, tel. 097 866 4434 / 098 678 5775
34	NGO "League of Heavy Athletics Masters"	Ihor Mykhailovych Tomchenko, tel. 096 738 4622
35	NGO "Health-83"	Nataliia Volodymyrivna Shmatko, tel. 050 945 3723 / 066 128 8894
36	NGO "Poplavok M M"	Volodymyr Leonidovych Dyvak, tel. 097 623 8449
37	NGO "Chornobyl Renaissance"	Olena Dmytrivna Bakun, tel. 098 999 3697 / 380 675 911 861
38	NGO "Unite, Country"	Olha Volodymyrivna Lazebna, tel. 050 384 6601
39	CHARITY ORGANISATION "International Charitable Foundation 'MISIYA D'"	Yaroslav Mykolaiovych Melnychuk, tel. 097 755 7315
40	NGO "Nature Protection and Green Tourism Development Centre"	Valentyn Volodymyrovych Moroz, tel. 050 440 0476
41	NGO "Architectural Slobidka"	Heorhii Samuilovych Dukhovychnyi, tel. 067 409 8771
42	NGO "We Are Chornobyl Residents"	Maryna Mykhailivna Leshchenko, tel. 067 404 0200
43	NGO "Murava"	Mykola Mykhailovych Kravchenko, tel. 097 527 3688
44	NGO "Varivski Sady" Gardening Society	Viacheslav Anatoliiovych Bohdanenko, tel. 067 407 2675
45	NGO "Rusinvest-Gaz"	Anatolii Fedorovych Serhienko, tel. 80675050514
46	NGO "MDCh"	Liudmyla Mykhailivna Syvachuk, tel. 096 463 9296

Annex 4. NGOs and Activists in the Dymer Community (or those implementing projects in the area)

No.	Organisation name	Address and contact details
1	NGO "Typical Dymer"	07330, Vyshhorod District, Kyiv Oblast, Dymer settlement, 79 Soborna St, apt. 35; Head: Vadym Viktorovych Hryshchenko
2	Katiuzhanka Youth Hub	kvpu.com.ua/hub/; tel. 096 984 7989
3	"Magic of Kindness"	markovec28@gmail.com / 095 829 4263 (Olha Markovets); Facebook group

NGOs registered in Dymer Community (based on Opendatabot monitoring)

No.	Organisation name	Contact person / phone
4	NGO "Brave Hearts"	Hennadii Anatoliiovych Yehorov, tel. 067 964 3412
5	NGO "Union of Veterans and Participants of the Russian-Ukrainian War"	Oleh Pavlovych Yermokhin, tel. 097 003 1212
6	CO "CF 'Our Dearest'"	Valentyna Oleksiivna Yamnenko, tel. 068 116 1323
7	NGO "Mokrets"	Dmytro Vasylovych Yakovenko, tel. 097 941 3582
8	NGO "SSC 'Khors'"	Andrii Andriiovych Karelin, tel. 066 020 1016
9	CO "CF 'Lisova'"	Olena Volodymyrivna Lisova, tel. 096 124 8485
10	CO "CF 'Health and Protection of Ukraine'"	Kostiantyn Viktorovych Klypalskyi, tel. 067 236 0626
11	CO "Charitable Foundation 'Boiler'"	Oleksii Oleksiiovych Kiz, tel. 067 744 6364
12	CO "CF 'ECHO' Unit"	Roman Romanovych Vilkov, tel. 063 507 6166
13	NGO "ReArt 2.0"	Anatolii Mykolaiovych Martyniuk, tel. 093 024 9300
14	NGO "UBDD"	Serhii Mykolaiovych Kharytonchuk, tel. 063 606 3317
15	CO "Animal Rescue Charity Fund of the 'XII Months' Park"	Mykhailo Oleksandrovych Pinchuk, tel. 067 401 6930
16	NGO "Troitskyi Residential Area"	Volodymyr Oleksandrovych Rohozin, tel. 050 756 5178
17	NGO "RC 'Revival: Youth Above All!'"	Valentyn Mykolaiovych Kolba, tel. 068 494 4932
18	NGO "TMR 'Veles'"	Halyna Ivanivna Lapynska, tel. 067 548 1578
19	NGO "Rod"	Yevheniia Ivanivna Pryimak, tel. 093 404 4710
20	NGO "Groza 1"	Oleksandr Viktorovych Moroz, tel. 098 550 5477
21	NGO "Far Border 'Revival'"	Viktor Vasylovych Palchenko, tel. 096 922 8622
22	NGO "Public Control and Order"	Kateryna Vasylivna Demchenko, tel. 067 443 2943
23	NGO "Tracer-ID Ukraine"	Leonid Mykolaiovych Kovalenko, tel. 044 239 2277
24	Charitable Foundation "A Look into the Future"	Tetiana Zinoviivna Sobko, tel. 099 254 2586 / 098 590 0340
25	CF "Path to Change"	Artem Vasylovych Moiseienkov, tel. 093 976 8357
26	CF "O'Chag"	Oleksandr Hryhorovych Chupryna, tel. 097 261 6967
27	NGO "MRK"	Volodymyr Mykhailovych Syrovatka, tel. 067 659 3921
28	NGO "Gala"	Yevhen Olehrovych Mykhailov, tel. 050 426 8701
29	Vyshhorod Charitable Foundation "Pokrova"	Oksana Heorhiivna Horvat, tel. 063 659 5994

Annex 5. Potential Employers in the Ivankiv Community

No.	Name	Address	Additional details
1	SE "Ivankiv Forestry"	Provision of auxiliary services in forestry	067-169-97-74
2	SE SLP "Kyivoblagroliis"	Forestry and other forestry activities	067-412-59-67
3	PJSC "Promin"	Manufacturing of instruments and equipment for measuring, testing and navigation	098-98-93-743
4	Ivankiv Bread Plant of the Ivankiv District Consumer Society	Production of bread and bakery products; production of flour confectionery, cakes and pastries (short shelf-life)	097-177-11-85
5	LLC "Verdani"	Manufacture of plastic plates, sheets, pipes and profiles	067-384-42-52
6	LLC "Krokhmaloprodukty Orane"	Manufacture of starches and starch products	097-756-80-62
7	LLC "Anstroy Plus"	Production of sawn timber (boards, beams, paneling)	068 505-99-51
8	LLC "Khutir na Okolytsi"	Fish farming; processing and canning of fish, crustaceans and molluscs; wholesale trade incl. fish and seafood	067-307-32-37
9	ALC "Makarivske"	Mixed farming	0672910815
10	LLC "SCVK Mriia"	Mixed farming	0989523592

Annex 6. Potential Employers in the Dymer Community

No.	Name	Additional details	Address
1	Municipal Institution "Territorial Centre for Social Services"	dymertcentr@gmail.com; 320 Revoliutsii Hidnosti St	Provision of social services
2	LLC "ULIS Dudky Cabins"	Head: Larysa Ivanivna Marchuk; tel. 0667777345	Hotel business
3	Dymer Settlement Council	Dymer settlement, 19 Soborna St; General Dept. tel. (04596) 3-15-90; dymer@dymerrada.gov.ua; Reception tel. (04596) 31590; (099) 2008329	Local self-government
4	SE "Dymer Forestry"	Vasyl Ivanovych Hlushchenko; tel. 0459632346 / 0674033124	Forestry and other forestry activities
5	LLC "Robikon-N"	tel. +380443323632; Head: Oleksandr Volodymyrovych Kika	Wholesale trade in construction/wood materials
6	Katiuzhanka Vocational College	Kyiv Oblast, Vyshhorod District, 1 Shevchenka St, Katiuzhanka; website; +380 (67) 441 75 83; vpty@ukr.net; +38 (045) 963 22 62; +38 068 155 05 02	Vocational education and training
7	Municipal Enterprise "Dymer Utilities Plant"	Dymer urban-type settlement, 18 Yaroslava Mudroho St; Director: Vladyslav Volodymyrovych Bilous	Waste collection & disposal; water supply & wastewater; maintenance of engineering systems, etc.
8	LLC "Ulis Dudky"	Kyiv Oblast, Vyshhorod District, Dudky village; +380667777345	Restaurants; temporary accommodation; camping and parking facilities
9	LLC "Restaurant 12 Misiatsiv"	tel. +380952468870; Demydiv village, Verbova St	Restaurants; mobile catering; production of ready meals and dishes
10	LLC "Viknaland"	Dymer settlement, Vyshhorod District, Kyiv Oblast, 22-Ye Vyshneva St; tel. +380 44 594 6745; 0 800 503 308	Manufacture of plastic building products, etc.

Annex 7. Social Infrastructure of the Ivankiv Community

No.	Name	Address	Additional details
1	Municipal Institution "Territorial Centre for Social Services"	Ivankiv urban-type settlement, 13 Ivana Proskury St	Nataliia Nesterenko, tel. 80449153244
2	Resilience Centre	Ivankiv urban-type settlement, 13 Ivana Proskury St	tel. 0966650420
3	Children and Youth Office "DiiMO"	Online request form (link)	tel. 0752329285; legal.support@diymo.org.ua
4	Administrative Service Centre (CNAP)	Ivankiv urban-type settlement, 7 I. Proskury St	tel. 093 763 7035; icnap@ukr.net
5	Children's Service	07201, Kyiv Oblast, Vyshhorod District, Ivankiv urban-type settlement, 7 Proskury St	tel. (04591) 54211; ssd_1011@ukr.net; Head: Vitaliia Ivanivna Havrylenko
6	Inclusive Resource Centre of the Ivankiv Settlement Council	07201, Kyiv Oblast, Vyshhorod District, Ivankiv TC, Ivankiv settlement, 6 Yarova St	tel. 0967138681; 11_ivankiv@ukr.net; Director: Nataliia Vasylivna Babenko

Annex 8. Social Infrastructure of the Dymer Community

No.	Name	Address	Additional details
1	Municipal Institution "Territorial Centre for Social Services"	320 Revoliutsii Hidnosti St	dymertercentr@gmail.com; tel. 0668671860
2	Resilience Centre	Dymer urban-type settlement, 320-A Revoliutsii Hidnosti St	Facebook page; dymertercentr@gmail.com
3	CF "Sylni"	04210, Kyiv, 25A Heroiv Polku "Azov" St, apt. 5	Help line: 0 800 202 334; Telegram bot; Cooperation: hello@sylni.org
4	Katiuzhanka Youth Hub "Tvii Shliakh" (KVC)	-	Facebook page
5	Vyshhorod District Branch of the Kyiv Oblast Employment Centre	Kyiv Oblast, Vyshhorod, 6a Sholudenska St	Director: Liudmyla Anatoliivna Leliak; 044 244 9466; 068 564 4565; vishgorod@koblcz.gov.ua
6	Inclusive Resource Centre of the Dymer Settlement Council	Kyiv Oblast, Vyshhorod District, Dymer settlement, Revoliutsii Hidnosti St	Director: Nataliia Volodymyrivna Ustenko; irc.dymer@gmail.com; Facebook group
7	Katiuzhanka Vocational College	Kyiv Oblast, Vyshhorod District, 1 Shevchenka St, Katiuzhanka	website; +380 (67) 441 75 83; vpty@ukr.net; +38 (045) 963 22 62; +38 068 155 05 02
8	Administrative Service Centre (CNAP)	Dymer settlement, 1-b Yaroslava Mudroho St	tel. (04596) 3-15-90; dymer@dymerrada.gov.ua
9	Children's Service	Dymer settlement, 19 Soborna St	tel. (04596) 33242; ssd.dymer.rada@ukr.net; Acting Head: Olha Oleksandrivna Pronikh

Annex 9. Local Platforms and Information Resources for Dissemination in Ivankiv and Dymer Communities

No.	Name	Link	Additional details
1	Ivankiv Settlement Council website	ivankiv.online/index.php	-
2	Dymer Settlement Council website	-	-
3	Official Facebook page of Ivankiv Community	ivankiv-gromada.gov.ua	3-4 posts/day; 3.7k members
4	Official Facebook page of Dymer Community	facebook.com/rada.Dymer/	-
5	Public Facebook group of Dymer Community (news/announcements)	facebook.com/groups/dymer.live/	5+ posts/day; 7.2k members
6	Public Facebook group "Typical Dymer" (news/announcements)	facebook.com/groups/typicaldymergroup/	4-5 posts/day; 23k members
7	Community discussion group (well-being/initiatives/announcements)	facebook.com/groups/981502738937699/	10+ posts/day; 9.3k members
8	Public Facebook group of Ivankiv Community (news/announcements)	facebook.com/groups/403140457738298/	3-4 posts/day; 5.6k members

Annex 10. Formal/Informal Opinion Leaders in the Ivankiv Community

No.	Name, position	Contact details
1	Karolina Zabolotna – Youth of Ivankiv Region; school principal in Ivankiv	0988475092
2	Oksana Mykolaivna Kadun – First Deputy Head of the Settlement Council	0989672790
3	Svitlana Volodymyrivna Huber – NGO “Families of Heroes of Ivankiv Region”, Head	0962016300

Annex 11. Formal/Informal Opinion Leaders in the Dymer Community

No.	Name, position	Contact details
1	Olha Markovets – Founder of the “Tvii Shliakh” Hub in Katiuzhanka	markovec28@gmail.com / 0958294263
2	Volodymyr Volodymyrovych Pidkurhannyi – Head of Dymer Settlement Council	0991857785; (04596) 3-13-66
3	Ruslan Mykhailovych Nedashkivskyi – Director, Katiuzhanka Vocational College	0674417583
4	Alona Smilianets – Head of the Executive Committee Office, Dymer Council	0684803252
5	Valentyna Arestova – Deputy, Dymer Settlement Council	0961490132
6	Svitlana Mykolaivna Stankevych – Deputy, Dymer Settlement Council; Head of the Standing Commission (finance, budget, socio-economic development planning, investment and international cooperation)	0675033354
7	Viacheslav Mykolaiovych Murha – Head of the Accessibility Council (Dymer STC)	0975632880

MAPPING STUDY

CAREER DEVELOPMENT AND SELF-EMPLOYMENT OPPORTUNITIES

