



Rebuilding Ukraine: Developing Partnerships and Skills

Moderator:

- BG (R) Glenn Goddard, Parsons

Speakers:

- LTC Chris Herold, Deputy Commander – Ukraine, USACE Europe District
- COL Kevin Kaufman, J9, SAG-U
- Alisa Rotova, GERZ Construction Consortium
- Karl Jensen, EVP, AECOM Govt Services

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LTC Chris Herold

USACE Europe District



Fun Facts

Grew up in:

- Germany, France, Belgium, Georgia (the state)

Currently binge-watching:

- Olympics, Survivor

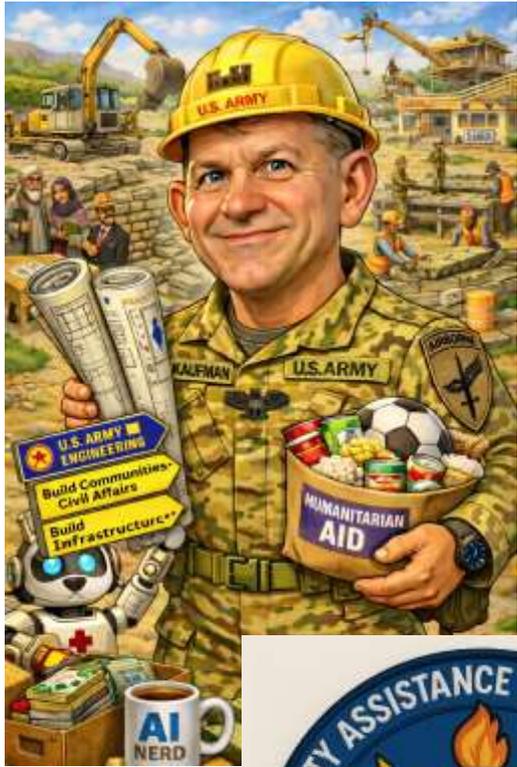
Proudest accomplishment:

- Watching teams learn and succeed

Biggest fear:

- Unprepared for the next change/challenge





COL Kevin Kaufman

SAG-U J9

Fun Facts

Grew up in:

- Ohio, Kentucky, Florida

Currently binge-watching:

- CNN, Al Jazeera

Proudest accomplishment:

- Doctorate Degree (DBA)

Biggest fear:

- WWIII



Alisa Rotova

GERZ Holding



Fun Facts

Grew up in:

- Donetsk, Ukraine & Surrey, UK

Currently binge-watching:

- Homeland

Proudest accomplishment:

- Survived my first U.S. government procurement document without Googling every third word

Biggest fear:

- Getting stuck in a loop of rewriting the same business process forever



Hadrian's Wall hike last summer



Karl Jensen

AECOM



FUN FACTS

Grew up in:

Bermuda to Philadelphia

Currently binge-watching:

The Night Manager

Proudest accomplishment:

My kids

Biggest fear:

Headshots



Ukraine Training Opportunities



- Project Controls & Performance Management
- Master Planning Course
- Design Management, Tech Review & QA
- Construction QA Course
- Construction Safety & Health Management
- Protective, Underground & Fortification Infrastructure Delivery
- Specialized Eng & Underwater Demining
- International Contracting & Acquisition Management
- Lessons Learned from USACE / NATO





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Training to Rebuild Ukraine

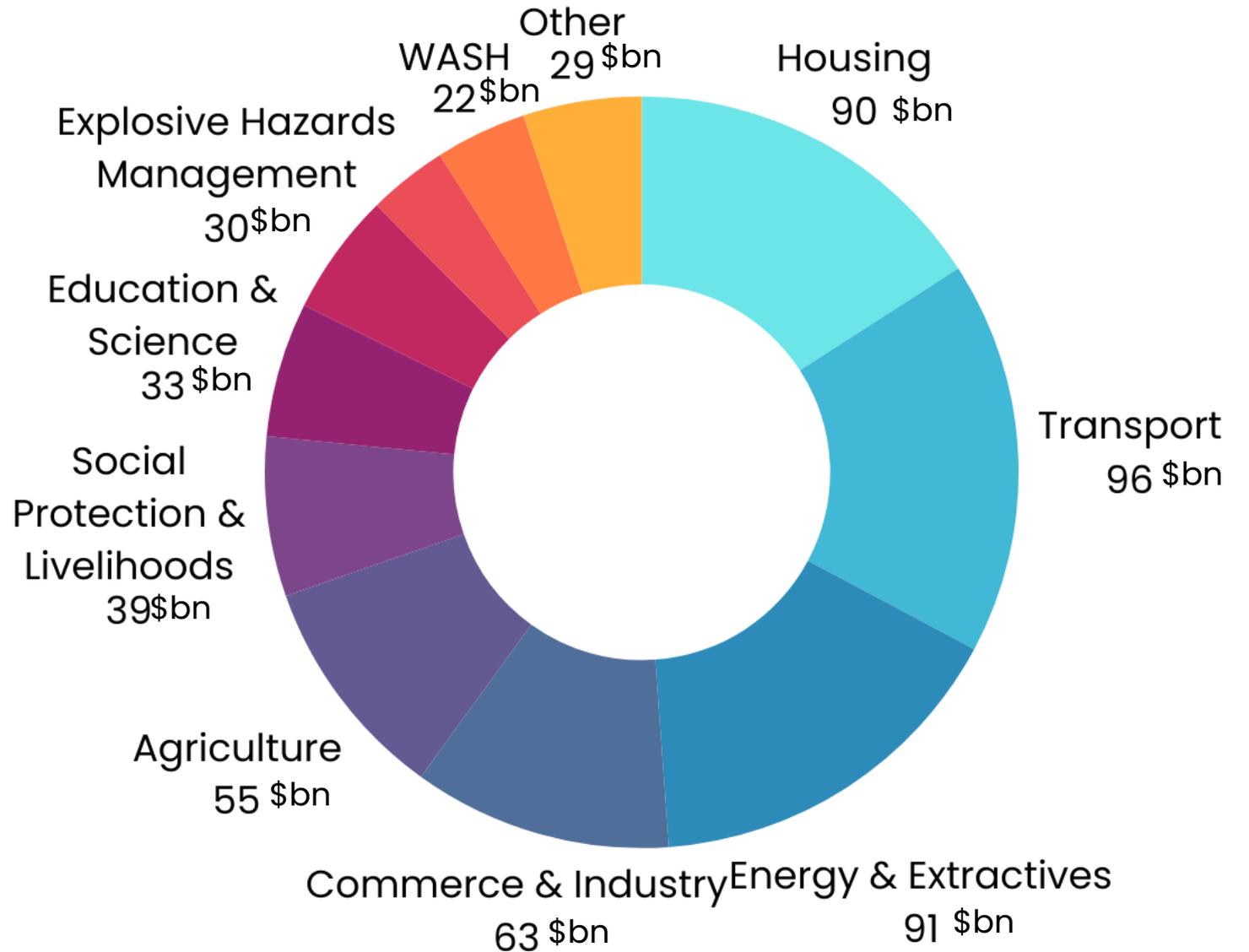
Alisa Rotova
International Development Director
GERZ Holding





Reconstruction Scale

Recovery and reconstruction needs of about **\$588 billion over the next decade** according to the rapid damage needs assessment.



Labour Shortage & Market Constraints

- 58% of employers cite workforce shortage as the biggest challenge
- 30% labour shortage in the construction market
 - Global skilled labor shortage + displacement + mobilisation create a massive market gap
- The market is operating at ~60% of pre-war capacity
- 2.4 job openings per available candidate
- Needs >2× workforce by 2032 to meet recovery goals



2024

Cement output ~8 Mt; grid hardening reduces stoppages; housing ~9.8m m² commissioned. Contractors remobilize in safer oblasts; first waves of QA/QC and safety upskilling restart.

2025

Labour gap 30–40% persists. War-risk insurance and donor pipelines improve bankability; prequalification + FIDIC/open-book spread.

2026

Throughput lift from double-shift operations in safe regions, prefab/modular on social facilities, and targeted training. With better insurance + financing cadence, civil works recover and materials plants run closer to nameplate.

Training needs

While energy workers are a priority, Ukraine needs every kind of trades worker to enable its recovery. Technology is a priority as well.

Energy workforce is a critical path

- Employment fell 300,800 (2021) → 286,000 (2023)
- Shortages in electricians, engineers, dispatchers, digital systems
- 1.3 job openings per registered unemployed in energy
- Skills + training geography don't match job growth

1. Immediate Deployment Skills (0–3 months)

- Electricians, Concrete & structural repair crews, Equipment operators, Grid repair technicians

2. Site Leadership & Productivity

- Foremen / supervisors
- Safety & QA culture
- Western standards compliance – digital PM controls for western fund management

3. Modern Reconstruction Skills

Distributed energy systems; Modular & prefabrication; BIM-enabled field coordination; CPM & efficiency improving technologies

Programs are starting—scale is the issue

- Mercy Corps initiatives + Swisscontact BLOOM
- GERZ + Education Alliance for Ukraine: 120-hour program, 3 frontline cities, 114 graduates (Phase I)

Timing risk: demobilization + returns require pipelines ready before the surge

Industry Overview

Clients

- Central government bodies (notably the State Agency for Restoration and Infrastructure Development and line ministries);
- Municipalities;
- State-owned enterprises (e.g., Ukrzaliznytsia);
- Private developers and industrial investors;
- Donor/IFI-financed projects.

Public Procurement

- **Prozorro** – centralised public procurement platform (other than for certain MOD procurements);
- **DREAM** platform serves as the state's single pipeline and portfolio management system for public investment projects.

Geography

- Safer central and western oblasts (Kyiv City/Oblast, Lviv, etc.) concentrate private construction.
- Frontline-adjacent areas focus on emergency works and critical repairs subject to security and demining constraints.

Delivery

- Design-Bid-Build
- Growing adoption of FIDIC-aligned contracts
- Independent supervision for donor-financed work

Thank You

For Your Attention

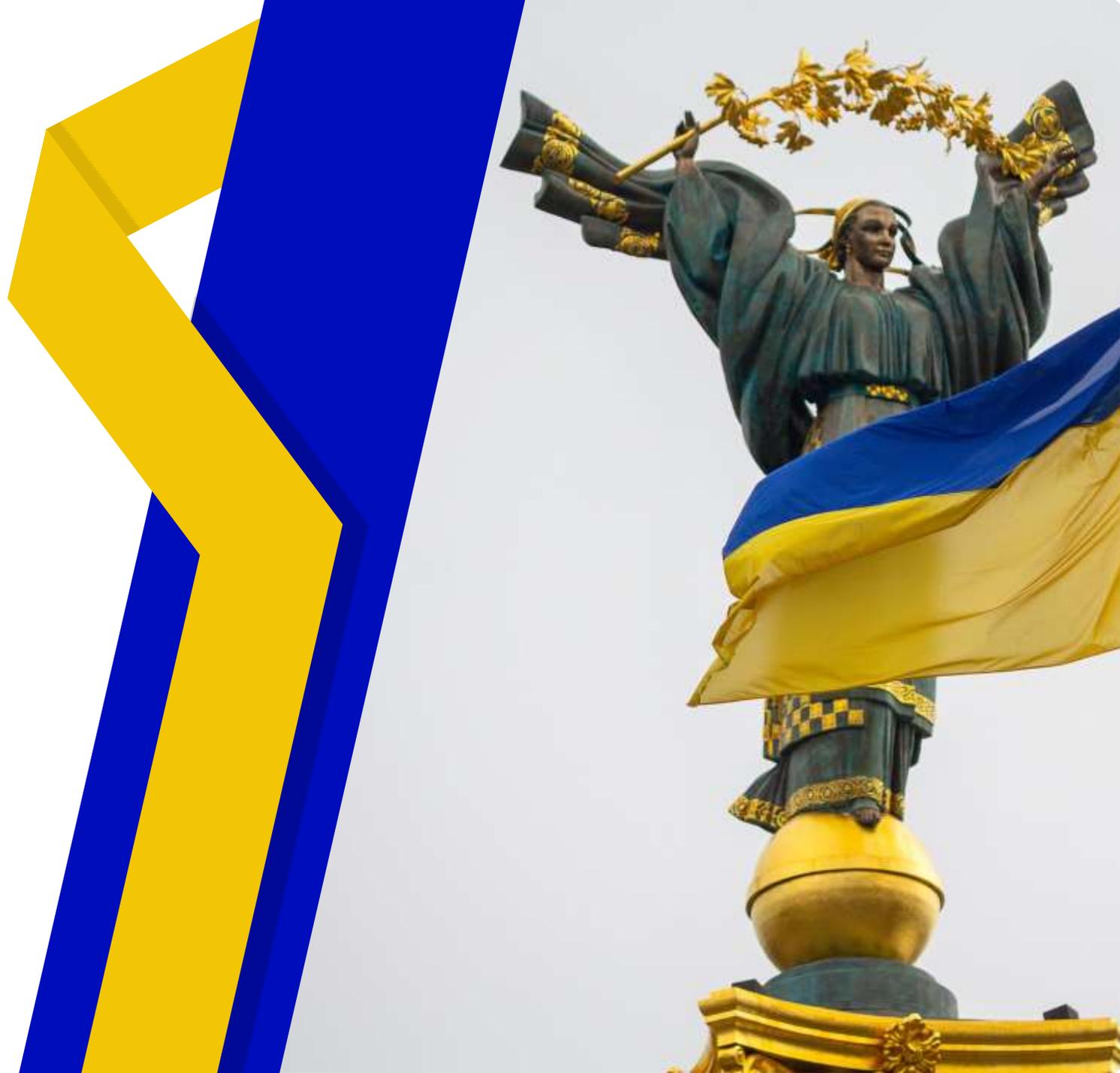
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 **GERZ HOLDING**

 **REBUILDING
UKRAINE**
ASSOCIATION





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AECOM

OUR PURPOSE

**Delivering
a better
world**

OUR VISION

A world where infrastructure creates opportunity for everyone.

OUR MISSION

By bringing together the best people, ideas, and technical expertise, we partner with clients to turn their ambitions into action.

A culture of continuous learning and innovation leads to a deeper bench of resources + higher quality deliverables



Train up the best and brightest on the job

AECOM's mentorship program helps new professionals contribute meaningfully



Provide internal training platforms for growth

AECOM University offers thousands of training opportunities for all staff levels



Integrate learning into projects and workflows

AECOM's TechEx program, led by our subject matter experts, keeps skills sharp and fosters innovation



Leverage industry organizations to expand horizons

AECOM employees participate in professional associations to gain additional technical skills

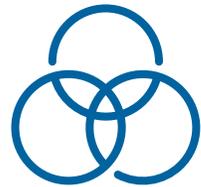


Key attributes of a programmatic approach in Ukraine



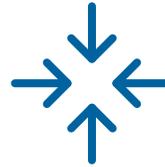
Provide Structured Tools and Best Practices

A structured organization of professionals equipped with sophisticated planning and management **tools, methodologies, guidelines, and best practices** to efficiently deliver the reconstruction program.



Integrate Donors, Stakeholders, and Projects

The program management team coordinates between international sponsors and funders across all the program elements to **provide consistency and manage complex interfaces**.



Establish the Single Source of Truth

Oversee cost, schedule, risk, and change management, as well as funding management associated with diverse funding sources. **Accurate, consolidated reporting** increases efficiency and transparency.



Maintain Flexibility and Adaptability

Adjust resourcing as needed to meet the changing needs of the program, depending on the maturity and readiness of Ukraine to enact its various short-, medium- and long-term objectives.



Support Cross-cutting Values

Broaden functional support based on sectoral and spatial reconstruction **needs for both economic and social infrastructure**; e.g., procurement, transparency, social value and inclusion, sustainable development, and capacity building.



Promoting workforce development in Ukraine

1

Support **institutional capacity building** for Ukraine around program management and urban regeneration.

2

Collaborate with Government of Ukraine (including local entities) and military to **align skilled in-country people** to meet the needs for professional, skilled vocational jobs and other needs to support reconstruction efforts. This could focus on veterans, the unemployed, and/or underemployed.

3

Education alignments of future job needs in professional and skilled jobs (engineering, construction, green energy, etc.) **with universities, vocational schools, and other training institutions.**

4

Merge sponsored **scholarships** from the government, industry, and others with educational institutions for workforce development.

5

Support Ukraine's goals to **increase the training of young** in STEM and project management fields.

6

Integrate **internships, job-shadowing, and apprenticeships** for businesses aligned with the reconstruction.

7

Work with government agencies, industry, and public NGO entities, without recreating existing services.





Thanks For Listening!

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QUESTIONS?

ANSWERS!