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IT COMPONENT OF UKRAINE'S POST-WAR RECOVERY PLAN

The article analyzes the growth rates of Ukraine's exports during 2017–2024. It is established that the main task of the IT sector of Ukraine during the war is to increase the number of clients, after the war, services that have already been successfully integrated will become interesting for foreign investors. The implementation of the developed plan for the post-war recovery of Ukraine with a focus on the IT sector has certain key limitations, in particular, time and resources, complex bureaucratic procedures, mobilization of IT specialists and their outflow abroad, lack of guarantees for conducting IT activities under martial law, etc. A SWOT analysis of the IT sector of Ukraine was conducted and its strengths and weaknesses, opportunities and threats for further development were identified. Forecasts for 2025 were substantiated, which indicate the continuation of the positive dynamics of the development of the IT sector of Ukraine. The following spheres of influence on the IT sector are highlighted: population, infrastructure, education, urbanization, investments, banking sector, country brand, taxes, legislation, competition. The main directions of transformation of the IT sector of Ukraine are identified. The authors note that the development of the startup ecosystem is important direction that will contribute to the restoration and growth of the Ukrainian economy in the post-war period. At this stage of development of the IT sector of Ukraine, special attention is paid to military-tech, HealthTech, Digital Twins and IoT. The Ukrainian strategy for changing IT involves the following actions of Ukrainian IT companies: market diversification, supply segmentation, increasing the level of cybersecurity, active communication and lobbying, etc.

Keywords: *IT sector, post-war reconstruction of Ukraine, IT companies, post-war recovery, technologies.*

JEL classification: O110

Statement of the problem. Digital technologies create new opportunities for economic development. Effective use of technologies and transition to the digital world is becoming the key to success in a rapidly changing environment. Therefore, most countries are actively increasing the production and export of IT services. In turn, due to its mobility and ability to adapt to challenges, the IT sector has become the only one of all economic sectors of Ukraine that managed to maintain positive dynamics during the war. In addition, according to the IT Ukraine Association, in recent years, Ukraine has created competitive advantages in the IT market compared to other countries. Today, the IT sector has the potential to become the basis for the country's recovery after the war. However, there are serious transitions on the path of its development. Therefore, assessing risks and problems in war conditions, establishing prospects and factors of positive dynamics of the IT sector, establishing its role in the post-war recovery of Ukraine is a relevant area of research.

Analysis of recent research and publications. Given that military conflicts still have their place in the world, the study of the practice of post-war state reconstruction is a highly discussed issue in USAID research, publications of international organizations: the UN, the World Bank, the European Bank for Reconstruction and Development, as well as in articles and reports of international research centers.

Among domestic scientists who devote their work to the analysis of foreign experience and the definition of national priorities for strategizing and planning the post-war reconstruction of Ukraine, it is worth noting: Sabadyshyna Yu. [4], Motkin A. [6], Grytsenko V. [8], Burda V. [12], Mishchenko V. [13], Belovolchenko A. [14], Bolina S. [15], Voznyak Ya. [16].

Grytsenko V. [8], Burda V. [12], Mishchenko V. [13] in their research outline approaches and target technologies for improving the planning of socio-economic development of Ukrainian cities; Belovolchenko A. [14], Bolina S. [15], Voznyak Ya. [16] determine the need to scenario the placement of productive forces and the renewal of the country's cities in accordance with the best practices of world experience and information progress.

Despite the wide range of works devoted to the study of post-war recovery practices, the issue of adaptive transfer of experience to Ukrainian realities requires its own elaboration. Such a process will be complex, phased, filled with multi-vector thoughts of scientists, practical managers, and educators.

The article aims to analyze the IT component of Ukraine's post-war recovery plan.

Objectives of the article. Ukraine has a powerful IT industry, which includes innovative companies and a significant number of highly qualified IT specialists who implement internationally known startups. The country

attracts the interest of foreign investors and partners due to the efficiency of software development and a high level of technological expertise, which is confirmed by numerous ratings. Therefore, an important task today is the need to study the strengths and weaknesses of the Ukrainian IT sector, obstacles and opportunities for its further development. The authors also consider it appropriate to determine the role of the IT sector in the post-war reconstruction of Ukraine.

Summary of the main research material. Ukraine is a country that considers IT as one of the priorities of its economic development and has excellent growth potential. In the global market, Ukraine is already well known as a reliable and qualified partner for IT consulting and development of complex products. Ukraine has already been called the "digital tiger" of Europe. During 2017–2022, the growth rate of Ukraine's exports was 195.7% [1]. However, during 2023–2024, the volume of annual IT exports decreased. In 2024, the volume of Ukraine's IT exports amounted to 6.45 billion USD. In 2023, this figure was $6.73 billion USD [2]. In addition to Ukraine, many other countries provide similar services, but each has its advantages and disadvantages for potential clients. In particular, a SWOT analysis of the IT sector of Ukraine was conducted and its strengths were identified as high salaries, high level of qualification of IT specialists, foreign exchange earnings, international prestige, flexibility to change, a wide range of services, increasing positions in world rankings; and weaknesses – lack of own funds for development, reduced investment volumes. It is also worth noting that the implementation of the developed plan for the post-war recovery of Ukraine with a focus on the IT sector has the following key limitations:

− time and resources;

− complex bureaucratic procedures;

− the production of electronic communication equipment, which is mainly done abroad and its cost depends on currency fluctuations. This makes it impossible to clearly determine the financing needs of the project;

− the production of cable products in Ukraine has been partially destroyed, and the logistics supply chains of raw materials and materials for manufacturing products are changing;

− a significant number of industry specialists have been mobilized or have gone abroad, replacing qualified specialists requires significant time for their training;

− due to active hostilities, the destruction of networks continues;

− martial law in Ukraine does not allow for the full involvement of foreign citizens as e-residents;

− lack of state regulation of the virtual assets market;

− lack of guarantees for conducting IT activities under martial law;

− the outflow of startups and technology professionals abroad due to military operations;

− risks of physical destruction of infrastructure [3].

There are also certain myths about Ukraine that hinder the development of the IT sector, the most common of which are: working with Ukraine is dangerous, corruption is rampant in the country, it is a predominantly agrarian and poor country, and Ukrainian specialists do not speak English [1]. Regarding the development opportunities of the Ukrainian IT sector, the following can be highlighted: increased demand for IT services, quality education, state policy aimed at developing the sector, integration into the EU, development of the internal market for these services, cooperation with foreign clients and establishing permanent relations, inflow of investments into the IT sector, etc.

Among the key threats (obstacles) to the development of Ukraine's IT sector, the following can be distinguished:

1) saturated market, low Internet penetration, strong competitors in the market, reduced domestic demand for IT, mobilization and outflow of qualified IT specialists, changes in the taxation system, war in the country.

2) Global economic slowdown in recent years and a general decline in demand for IT services.

3) Full-scale war. In 2023–2024, this factor may not have been as decisive as in 2022, as many businesses have adapted to the new conditions. Western partners and clients have also become accustomed to the fact that Ukraine's IT sector operates in wartime conditions, while its productivity remains consistently high. However, the war factor in the country itself still inhibits clients, as there is caution in the attitude of international companies to launching new and continuing the implementation of existing projects in Ukraine.

4)The new law on mobilization and the issue of reserving specialists critical for maintaining and conducting business are on the agenda of many IT companies. It is precisely the talents for the IT sphere that are the key to business continuity, client trust and the emergence of new projects. However, the number of reserved IT employees is critically low (now it is only 1% of the total number of IT professionals , which adds certain risks to cooperation with our companies). We all understand that the war is ongoing, and due to national security issues, mass mobilization is possible at any time. At the same time, economic support is also an extremely important part for the country in these difficult times. Only a strong rear will be able to properly provide for the army. The IT sector generates a large part of the country's foreign exchange earnings and creates additional jobs. However, it is currently unclear what consequences the new law on mobilization will have for the IT industry and other businesses in Ukraine.

5) It is difficult for company managers to obtain permits for short-term business trips due to border. At the same time, due to security risks, clients are currently refraining from visiting Ukraine. Therefore, businesses should have opportunities for temporary business trips to negotiate and sign new contracts. This will help plan further development, attract new clients and projects in the coming years [4].

6) The global situation is affecting the IT service business in Ukraine. Most clients are companies from the USA, UK, Germany and the Middle East. Today, the world's major economies are still in a state of economic slowdown, which began in the fourth quarter of 2022, which reduces the demand for new cooperation. In addition, during the coronavirus pandemic, employment reductions in global IT companies began. The wave of layoffs gained momentum in 2023 – 139 thousand employees of the sector were laid off in the first three months. Even such market giants as Google, Microsoft, Meta, Amazon, Twitter, Apple are laying off their employees. Thus, there is an oversaturation of the market with IT specialists, increased requirements for them and intensified competition [5].

7) The outflow of specialists abroad is a major challenge for the IT industry. According to recent data, 43% of IT specialists are considering the possibility of moving abroad due to the war. At the same time, 20% of specialists have already left, approximately 3% of employees were mobilized into the ranks of the Armed Forces of Ukraine or Territorial Defense [6].

8) The startup ecosystem is suffering: 55.7% of IT startups continue to operate exclusively from Ukraine, while approximately 12.7% of employees have left the companies. 91% of startups claim that they need financial support to continue their activities and/or expand their business. In addition, Ukraine is losing ground in the ranking of the global startup ecosystem – the country lost 16 places compared to 2021, taking 50th place in 2023 , but in 2024 there was a positive trend – Ukraine took 46th place [6, 7]. The lack of mentorship and support programs hinders the development of IT startups. IT companies also suffer from termination of contracts by clients and face increased cybersecurity risks [6].

9) Lack of necessary access to the foreign capital market and insufficient protection of intellectual property [6].

One of the most popular areas of M&A is currently IT services. Despite economic uncertainty and geopolitical turbulence, investors are interested in investing in companies in the IT sector [8]. However, there are a number of "pitfalls" in Ukrainian companies that prevent them from attracting foreign investment, namely:

1) Opaque or complex legal structure. There is a trend that IT companies must completely reorganize their legal structure to attract investment. However, making mistakes in business reorganization can lead to significant tax consequences for the shareholder in the event of a full or partial sale of the company.

2) Lack of reliable financial data. To attract investment, it is necessary to conduct an audit of financial statements and prepare high-quality management reporting, otherwise the final value of the company may unpleasantly surprise the owners.

3) Lack of a detailed budget or forecast. Investors, when evaluating the prospects of a deal to invest in a company, expect to see its financial forecast and development strategy.

4) Tax risks associated with employee registration. For many IT companies, the issue of labor relations is a stumbling block. Investors may have conservative views on this issue and are not interested in taking on high tax risks.

5) Companies that have no prior experience with M&A transactions do not understand the key steps in the process.

6) The number of personnel and their level of expertise in M&A issues . An important component of the successful completion of the M&A process is the level of expertise of the personnel. The higher it is, the less time is needed to prepare documents, the more investors trust the data and the faster the M&A process itself [7].

The IT services market revenue is expected to show a compound annual growth rate (CAGR 2024–2029) of 5.76. %, leading to a market size of $1,879.00 billion USD by 2029 [9]. The global IT services market is expected to reach $2,554.76 billion USD by 2030 [10]. For Ukraine, 2024 was a test for the Ukrainian IT market, as the war significantly affected the work of companies and their capabilities. However, despite the difficulties, the industry's results were not as bad as expected. Positive dynamics are forecast for 2025: increasing demand for IT services, improving the investment climate, and economic recovery. This indicates that the Ukrainian IT market is ready for new challenges and opportunities [11]. It is worth noting that the indicators for 2022–2024 indicate that the IT sector has entered a "flat" (a market condition when the price remains within a range with clearly defined boundaries for a long time), that is, growth has stopped, and a significant decline has not yet begun. Such trends are due to the fact that in previous years the IT sector grew at an extremely high rate, which was caused by the favorable situation in the global market, which has now changed.

First, the Covid boom in digitalization has ended. Second, the economic situation in the US and other countries is deteriorating, which has caused layoffs in the IT sector. Third, the military operations in Ukraine, which raise doubts among international customers due to the risks of providing services by Ukrainian specialists [12]. The tasks of Ukraine's IT sector can be divided into two categories – during and after the end of the war. During the war, its main task is to increase the number of clients. Ukrainian IT companies provide services to leading companies in the world (banks, airlines, retail, energy companies, etc.). One of the main tasks in modern conditions is to enable Ukrainian startups to receive investments without leaving the country. Regarding the post-war development of the IT sector of Ukraine, foreign investors are largely interested in services that have already been successfully integrated on a country-wide scale. In particular, the creation of platforms that allow for full control over the spending of funds allocated for the post-war reconstruction of Ukraine, which accelerated this process [6].

The following areas of influence on the IT sector can be distinguished:

− population. The number of future and current IT professionals depends on the demographic situation;

− infrastructure. Development and availability of the Internet, technical equipment, electricity. A country can become an IT leader only with a developed basic infrastructure. Therefore, providing the population with electricity and access to high-quality Internet should be a priority. Among the countries studied, Ukraine has the best price/speed ratio for Internet. This is partly due to its own cable production and good government policy;

− Education. Education level, number of students and IT programs. Ukraine ranks 15th in the world in terms of technical skills. This helps it develop its economy, because more educated people can create more added value, which contributes to the economic development of the country and the value of specialists. In addition, the basis of the digital literacy of the population is its education, especially in the IT sector. In Ukraine, there is an opportunity to study at universities and IT schools, as well as IT companies that are engaged in training, play a significant role in the development of the IT industry;

− Urbanization. This trend is a positive change for the IT sector due to the concentration of IT talent in one center, in particular, investments (concentration of a significant number of investors and startups, access to financing, partnerships and development), the formation of IT clusters and innovation ecosystems, provision of infrastructure, highly qualified specialists are concentrated in cities,

which contribute to the development of an environment for the exchange of ideas, the creation of innovations, etc.;

− Investments. Development with investment attraction;

− Legislation. Regulation of the IT sector, the role of the state in the development of IT;

− Competition. General business climate [1].

The main directions of transformation of the IT sector should be: support and stimulation of development of the IT sector, development of national digital infrastructure, expansion of the scale of digitalization of business, public administration, social sphere and livelihoods of the population, as well as development of digital skills and digital culture of a wide range of citizens in order to overcome the "digital divide". Therefore, to ensure sustainable development of IT infrastructure, the state should create incentives and provide effective regulation, supervision and control over its functioning, and the infrastructure itself should be considered as an integral element of the state's digital sovereignty [13]. In the near future, the main directions of development of the national IT infrastructure are as follows: the introduction of broadband Internet and 5G communication technology, the creation of a nationwide cloud system and a distributed registry system, the development of Internet of Things technologies, machine learning and artificial intelligence, and the transition to the widespread use of Industry 4.0 technology [13]. On July 4, 2022, Ukraine presented a post-war recovery plan, which is designed for ten years, includes 850 projects necessary for the reconstruction of the country, and requires more than $ 750 billion USD for its implementation. 24 working groups with more than 3 thousand experts worked on this project. One of the key goals of the government's plan is to increase added value with an emphasis on priority sectors of the economy, in particular the IT sector. The first wave of implementation of the post-war recovery plan of Ukraine has already begun and will last until 2025. This project provides for the growth of the Ukrainian economy by 7% each year. At the same time, $ 250 billion USD of the required $ 750 billion USD is planned to be attracted, in particular, through private investment in sectors with added value [14]. Regarding the post-war reconstruction of Ukraine, it is necessary to take into account the experience of world cases, in particular, the Marshall Plan, the unification of Germany, the reconstruction of Iraq, Afghanistan, the Japanese miracle. As well as recovery after crises and natural disasters, which concerns such issues as the speed of project implementation, the planning horizon, the prevention of corruption and the active involvement of the public and local authorities. The international community is ready to help rebuild Ukraine, but partner countries focus on the importance of clear coordination of international assistance from Ukraine, as well as the implementation of a reconstruction plan based on mutual trust, transparency and accountability. Thus, IT sector tools act as a guarantee of transparency and maximum efficiency in the use of financial resources for both Ukrainian and foreign taxpayers, investors and donors. This is precisely what is embedded in the Electronic Reconstruction Management System, the concept of which was presented by the RISE Ukraine Coalition. The system combines existing electronic platforms (e.g. Prozorro, e-road, the newly created Register of Destroyed and Damaged Property, eRecovery, etc.) and new ones, the development of which is carried out in cooperation with government authorities [15]. It is worth noting that an important condition for the implementation of modern IT and digital tools is the development and support of human capital, as one of the most important components of the country's innovative potential, as well as business in particular. Therefore, an important issue is ensuring high-quality education, improving the skills of employees, creating a system of incentives for the effective use of new information technologies and returning specialists to Ukraine [15]. In addition, the war became a stimulus for the development of the military-tech industry in Ukraine. The Post-War Recovery Plan of the country provides for the rearmament of the defense forces and the development of the defense-industrial complex. In particular, Ukraine plans to create a Defense Technology Agency and a Defense Accelerator Diia Tech and Defense for the development and production of modern weapons [15]. Another area that will contribute to the recovery and growth of Ukraine's economy in the post-war period may be the development of a startup ecosystem. New developments in the IT sector may make it possible to attract investments to the country, create jobs, and form direct technological solutions for the post-war reconstruction of Ukraine [16]. The following programs to support the development of startups can be distinguished:

− The Ukrainian Startup Fund is a one-of-a-kind state institution that helps innovative projects and technology startups raise funds at early stages and launch their projects;

− The EIT is an independent EU body established to support and promote innovation and technology. In 2023, the EIT launched a regional hub in Ukraine with an office in Kyiv [1].

At this stage of development of Ukraine's IT sector, military-tech is paying special attention. According to the Minister of Digital Transformation Mykhailo Fedorov, Ukraine can become the first in the world in terms of development indicators in this area. Another important area of development in the IT sector is HealthTech developments, in particular digital therapy and B2B platforms for supporting mental health, which became relevant during the pandemic and today investor interest in them continues to grow. Developments that help restore the physical health of military and civilians who have suffered as a result of Russian aggression are extremely important. Modern solutions for construction and industry (Digital Twins and IoT) will also have an impact on the country's recovery. According to GlobalLogic experts, the use of IT for reconstruction can reduce resource costs and speed up reconstruction by at least 20% [16]. It is worth noting that the IT sector has the potential to stimulate the post-war recovery of the Ukrainian economy. The Ukrainian tech market has highly qualified specialists and a unique experience of adaptability, but it needs support from the state [16]. Therefore, the government is faced with the task of creating favorable conditions for the progressive development and strengthening the competitiveness of the IT sector of Ukraine, which can be ensured through:

− application of financial, economic and organizational mechanisms to stimulate the active functioning of the IT sector, use of regulatory measures in the field of labor relations, etc.;

− a balanced personnel policy aimed at resolving issues related to the creation of mechanisms for identifying and solving personnel problems in the IT sector, namely: determining the compliance of the qualification level of graduates with the modern needs of the industry, increasing the interest of young people in IT specialties and improving the process of training specialists in the IT field [5].

According to the post-war recovery plan proposed by the Ukrainian government, the vision of the IT sector is formulated as follows: "Ukraine is a state with the most convenient public services for citizens and businesses, high penetration of high-speed Internet and a developed digital economy. The cybersecurity system in the state is the most modern in the world" [3] . The strategic goals are as follows:

− developed digital economy/IT industry;

− restoration and development of digital infrastructure;

− citizens and businesses have access to high-quality, affordable and convenient public services, digital solutions and electronic identification;

− strengthening cybersecurity and resilience of digital infrastructure [3].

In addition, the Ukrainian IT transformation strategy provides for the following actions by Ukrainian IT companies to effectively manage and minimize risks:

1)Market diversification. Companies reduce the risk of economic and political changes in Ukraine by expanding their customer base to foreign markets, independent of a specific geographical region;

2)Segmentation of the offer. Companies wisely choose priorities and concentrate their efforts on the most promising segments of the IT industry, where they have the best experience;

3)resources for crisis management. Creating a crisis management team and developing BCP plans ensure companies' constant readiness for any crisis, the ability to effectively respond to adverse events and minimize the consequences;

4)Increasing cybersecurity. Investing in cybersecurity tools and conducting regular audits provides protection against potential cyberattacks and data leaks;

5)active communication and lobbying. Participation in professional associations and public communication with the authorities helps companies stay abreast of the latest changes in legislation and influence regulatory processes in the industry;

6) Infrastructure redundancy. Providing backups and storing backups on secure servers outside the country reduces the risk of data loss in unforeseen circumstances [1].

Thus, the regulatory policy for the development of the IT sector should ensure: the creation of a favorable investment climate; the formation of a regulatory and legal environment adequate to the requirements of the time and strengthening the competitiveness of the sector; the adaptation of the field of personnel training to the latest demand [5].

Conclusions. It can be argued that all global trends (including the recession) affect the Ukrainian IT market. Companies are forced to adapt their strategies and optimize funds. Ukrainian IT business faces additional risks associated with a full-scale war. And the challenges of war affect Ukrainian companies worse than the situation on the world market. The situation can be improved by resolving the issues mentioned above. The security situation in Ukraine and the world, uncertainty in changes in regulatory policy, can worsen it.

On the international stage, Ukraine has established itself as a reliable and qualified partner in the fields of IT consulting and development of complex products, which has led to the country being called the "digital tiger" of Europe. The IT industry is one of the fastest growing industries in Ukraine and has shown high adaptability during a full-scale war. However, data on the volume of IT exports show that the industry's margin of safety is not inexhaustible. The industry requires a balanced policy from the state that would take into account its specifics and meet the interests of companies. The IT sector has every chance of becoming a driver of the Ukrainian economy after victory.

Conclusions. The article analyzes the growth rates of Ukraine's exports during 2017–2024. In 2024, the volume of Ukraine's IT exports amounted to $6.45 billion USD. It was established that the main task of the Ukrainian IT sector during the war is to increase the number of clients, after the war, services that have already been successfully integrated will become interesting for foreign investors. A SWOT analysis of the IT sector of Ukraine was conducted and its strengths (high salaries, high level of qualification of IT specialists, foreign exchange inflows, international prestige, flexibility to change, wide range of services, increasing positions in world rankings) and weaknesses (lack of own funds for development, decrease in investment volumes, etc.), opportunities (increasing demand for IT services, high-quality education, state policy aimed at developing the sector, integration into the EU, etc.) and threats (saturated market, low level of Internet penetration, global economic slowdown in recent years, full-scale war, new law on mobilization, lack of necessary access to the foreign capital market, etc.) for further development were identified. It was also established that Ukrainian companies have a number of obstacles to attracting foreign investment, namely: opaque or complex legal structure, lack of reliable financial data, tax risks associated with employee registration , lack of understanding of the process of concluding M&A agreements. Forecasts for 2025 are substantiated, which indicate the continuation of the positive dynamics of the development of the IT sector of Ukraine. Although, it is worth noting that the IT sector has entered a "flat", that is, growth has stopped, and a significant decline has not yet begun. The following areas of influence on the IT sector are highlighted: population, infrastructure, education, urbanization, investments, banking sector, country brand, taxes, legislation, competition. The main directions of transformation of Ukraine's IT sector are identified. In 2022, Ukraine presented a post-war recovery plan, which is designed for ten years, includes 850 projects necessary for the reconstruction of the country, and requires more than $ 750 billion USD for implementation. One of the key goals of the government's plan is to increase added value with an emphasis on priority sectors of the economy, in particular the IT sector. The implementation of the developed post-war recovery plan for Ukraine with a focus on the IT sector has certain key limitations, in particular, time and resources, complex bureaucratic procedures, mobilization of IT specialists and their outflow abroad, lack of guarantees for conducting IT activities under martial law,

etc. In modern conditions, the government is faced with the task of creating favorable conditions for the progressive development and strengthening of the competitiveness of the IT sector of Ukraine, which can be ensured through: the use of financial, economic and organizational mechanisms to stimulate the active functioning of the IT sector, the use of regulatory measures in the field of labor relations, etc.; a balanced personnel policy aimed at resolving issues related to the creation of mechanisms for identifying and solving personnel problems in the IT sector. The authors noted that the development of the startup ecosystem is important direction that will contribute to the restoration and growth of the Ukrainian economy in the post-war period, including in the IT sector. At this stage of development of the Ukrainian IT sector, special attention is paid to military-tech, HealthTech, Digital Twins and IoT. The Ukrainian strategy for changing IT involves the following actions of Ukrainian IT companies: market diversification, supply segmentation, increasing the level of cybersecurity, active communication and lobbying, etc.

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IT СКЛАДОВА ПЛАНУ ПІСЛЯВОЄННОГО ВІДНОВЛЕННЯ УКРАЇНИ

У статті проаналізовано темпи зростання експорту України протягом 2017–2024 років. Встановлено, що головним завданням IT-сектору України під час війни є збільшення кількості клієнтів. Реалізація розробленого плану післявоєнного відновлення України з акцентом на IT-сектор має певні ключові обмеження, зокрема, час та ресурси, складні бюрократичні процедури, мобілізація IT-спеціалістів та їх відтік за кордон, відсутність гарантій ведення IT-діяльності в умовах воєнного стану тощо. Проведено SWOT-аналіз IT-сектору України та визначено його сильні та слабкі сторони, можливості та загрози для подальшого розвитку. Було обґрунтовано прогнози на 2025 рік, які свідчать про продовження позитивної динаміки розвитку IT-сектору України. Виділено такі сфери впливу на IT-сектор: населення, інфраструктура, освіта, урбанізація, інвестиції, банківський сектор, бренд країни, податки, законодавство, конкуренція. Визначено основні напрями трансформації IT-сектору України. Автори зазначають, що розвиток екосистеми стар-

тапів є важливим напрямком, який сприятиме відновленню та зростанню української економіки у післявоєнний період. На даному етапі розвитку IT-сектору України особлива увага приділяється мілітарі-теку, HealthTech, Digital Twins та IoT. Українська стратегія зміни IT передбачає такі дії українських IT-компаній: диверсифікація ринку, сегментація поставок, підвищення рівня кібербезпеки, активна комунікація та лобіювання тощо. Доведено, що післявоєнне відновлення – це складний процес, що формує комплекс викликів, серед яких: пошук та залучення необхідних ресурсів, забезпечення фінансування кожного етапу плану відновлення; усунення корупційних ризиків, які є деструктивним явищем для розвитку економіки держави; усунення соціальної напруги та конфліктних станів, шляхом узгодження та балансування інтересів. Проведено вивчення досвіду післявоєнної відбудови, що дозволяє сценарувати власну траєкторію відновлення з наступними ключовими завданнями: забезпечення комплексного підходу у процесах прогнозування; дотримання принципів сталого розвитку; інноваційно-орієнтований розвиток; залучення міжнародної допомоги та обмін досвідом з іншими країнами; системна боротьба з корупцією.

Ключові слова: *IT-сектор, післявоєнна відбудова України, IT-компанії, післявоєнне відновлення, технології.*