

UKRAINIAN CIVIL SOCIETY UNDER THE WAR

A report based on the
findings of the study



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Glossary

ATO - Anti-terrorist operation

SSSU - State Statistics Service of Ukraine

ARC - Autonomous Republic of Crimea

AFU - Armed Forces of Ukraine

PA - Public association

NGO - Non-governmental organizations

CO - Charitable organization

CF - Charitable Foundation

VO - Volunteer organization

IDPs - Internally displaced persons

ACAB - Association of co-owners of apartment buildings

TV - Television

MM - Mass media

TRO - Territorial defence

Methodology

The main purpose was to study the state of civil society in Ukraine during the war, in particular, the experience of adaptation and work of public associations (PAs) and charitable organizations (COs), as well as volunteer and humanitarian initiatives after a full-scale invasion of Ukraine.

This report presents the results of a survey of public associations and charitable organizations, 12 in-depth online interviews with the most active representatives of CSOs, as well as one focus group discussion to fix an expert assessment of the current state of civil society.

To achieve the goals of the research project, in addition to the survey of PAs/COs, a desk analysis (desk research) of secondary data on the activities of public associations and charitable organizations was also conducted (data from the State Committee of Statistics, data from open registers, scientific and analytical publications, results of previous studies, etc.) Media monitoring was also carried out, for which national and regional online media, news agencies, websites of organizations and authorities, TV (United Marathon), national and regional print media and social networks (Facebook, Twitter, YouTube, Telegram and Instagram) were selected. All socio-political materials of the chosen mass media, selected according to the keywords "charitable fund", "charitable organization", "public association", and "volunteer organization", were subject to analysis.

Organizations with the following NACEs were selected for the survey:

888.99 (NACE 2010) / 85.32.5 (NACE 2005) (charity)

94.99 (NACE 2010) / 91.33.0 (NACE 2005) - (activities of public associations) – only the activities of organizations not directly connected to political parties that influence public opinion through education, political influence, fundraising, etc.:

- Civil initiatives and protest movements.
- Ecological movement.
- Organizations that support the development of communities and expansion of educational opportunities, etc.
- Organization of protection and improvement of living conditions of certain population groups, for example, ethnic groups and minority groups, etc.
- Patriotic associations, including associations of war veterans.
- Grant activity by members or other organizations.

82.99 (NACE 2010) – (Provision of other auxiliary commercial services, etc.):

Only activities of organizations to collect funds for charitable needs, which are carried out for remuneration or based on a contract

The basis of the sample was the list of target organizations, which was prepared by the company Opendatabot, which provides access to state data from the main public registers. To participate in the study, organizations were selected according to the specified NACEs, which have official registration and at the time of the survey, had not officially ceased their activities. Additional screening was used during the survey, which allowed to select organizations that selective screening was carried out using the following question:

Please indicate the current activity status of your PAs/COs

- 1 Active (projects are actively implemented and reported to the public/beneficiaries).*
- 2 Temporarily inactive.*
- 3 Stopped activity completely.*
- 4 Format change and rebranding are planned.*

Those organizations that classified themselves as active were invited to participate in the survey. In general, two strata were formed:

- 1) PAs/COs created before the start of a full-scale invasion.
- 2) PAs/COs created after February 24, 2022.

A simple stepwise selection within the strata was used to select potential survey participants. At least 3 attempts were made to reach the respondent. For a sub-sample of long-term activity organizations, the contact rate - the number of effective contacts with organizations - is 7%, and the response rate is 32%. For the sub-sample of newly created PAs/COs, the level of interaction is 36%, and the response rate is 47%. It should be noted that during the data collection, the critical infrastructure of Ukraine was shelled, which led to long-term emergency power outages and communications, which could reduce the level of participation.

The survey was conducted from December 9, 2022, to January 4, 2023. The main method of data collection was a telephone interview, in some cases, at the request of the respondents, as well as for some of the newly created PAs/COs during a long blackout, the respondents were allowed to independently provide answers to the online questionnaire.

In total, 1,519 representatives of public associations and charitable organizations were interviewed, of which 1,003 represent PAs/COs created before February 24, 2022 and 516 are newly created PAs/COs. Organizations from all regions of Ukraine and the city of Kyiv took part in the survey, and 0.6% of organizations relocated abroad were included in the sample.

At the stage of data processing, the obtained results were weighted taking into account the actual ratio of PAs/COs registered before and after February 24, 2022, as newly created organizations were presented in the sample for more accurate analysis and comparison.

The research sample is representative of public associations and charitable organizations, the target group of NACEs, which are currently active. The statistical error of the sample (with a probability of 0.95 and without considering the design effect) does not exceed 2.5% for the entire sample, 3.0% - for PAs/COs registered before February 24, 2022, 4.2% - for PAs/COs, registered after a full-scale invasion.

Main findings

Prerequisites for public associations and charitable organizations activities

As of December 2021, the number of registered public associations reached 96,258, which is 19,193 more than in 2013 (a 25% increase). The number of registered charitable organizations has been steadily increasing over the past 10 years. By the end of 2021, it amounted to 20,499 COs, which is 5,598 more organizations than in 2013 (an increase of 38%). The large-scale invasion of 2022 reduced the number of new PAs being established in Ukraine but drastically increased the number of new charitable organizations. In 2022, 2,760 PAs were registered (in 2021 – 4,360, in

2020 – 3,739, in 2019 – 4,905), the number of registrations of new COs amounted to 6,367 (for comparison: 830 new COs were registered in 2021, in 2020 – 723, in 2019 – 654). The largest number of new COs and PAs in 2022 were established in Kyiv, Kyiv region, Lviv, Kharkiv, Dnipropetrovsk, and Odesa regions.

The number of mentions of charitable foundations, charitable organizations, public associations, volunteer organizations in the Ukrainian media landscape increased almost 10 times from February 2022 to November 2022: from 9,398 mentions in February to 97,940 in November.

The topics of messages about the activities of charitable organizations and public associations fell into two large groups: military and humanitarian aid. The frequency of the two types of messages was almost the same, with a slight advantage of the military component: from February to November 2022, 234,755 publications were documented on military topics, and 222,742 – publications were on humanitarian topics.

The leaders in terms of the number of mentions in the media landscape are the CF “Come Back Alive”, UNITED 24, PA “Sprava Hromad”, CF “Serhiy Prytula”, CF “Poroshenko Foundation”, CO Caritas.

Since the start of the large-scale war, Ukrainians and foreigners have donated more than UAH 33.96 billion (almost \$1 billion) to the accounts of the National Bank of Ukraine and the three largest funds (UNITED 24, Come Back Alive and CF “Serhiy Prytula”).

Influence and role of public associations and charitable organizations in Ukraine

The activities of PAs/COs in Ukraine before and after the start of the large-scale war are generally quite highly rated by representatives of the public sector. In general, 81.6% assessed the activities of the PAs/COs as satisfactory / quite satisfactory before the beginning of the invasion (February 24, 2022), and after the invasion, this indicator reaches 90.1% (there has been observed an increase in positive assessments).

PAs/COs are convinced that civil society influenced the general circumstances in Ukraine during the large-scale invasion. In particular, average ratings prevail, but 37.7% indicate a strong / very strong influence, and 20.1% – weak or absent.

When evaluating the influence of their own PAs/COs, 40.3-41.4% of respondents believe that they can fully or to some extent influence the general circumstances in the country, but 59.7-58.6% consider their influence to be insignificant or absent at all.

According to representatives of the long-standing and newly created PAs/COs, civic activism plays a significant role in the Ukrainian society during wartime: 97.1% believe that it contributes to the consolidation of society and stimulates belief in victory; 96.7% – creates a feeling of support for the Armed Forces; 96.2% – the feeling of unity, resilience and powerful spirit of the Ukrainian people; 93.8% – and feeling of care for war victims and unprivileged categories of citizens. In addition, 96.0% believe that the success of the volunteer movement embodies hope for a better future.

Adaptation level

Two-thirds of the interviewed COs/PAs adapted completely, or to a greater degree, first to operations during the pandemic, and then to the large-scale war. The breakdown of estimates regarding their adaptation to the biggest challenges of recent times is very similar, as is the average level of adaptation, which is 3.9 points.

Only half (50.4%) of PAs/COs fully or to a large extent adapted to the new working conditions,

42.2% of COs/PAs have the average level of adaptation, 7.4% were unable to adapt at all or largely to the challenges of the pandemic and wartime.

91.0% of long-standing organizations continued their operations and maintained a team during the pandemic, slightly less than 88.3% did the same thing during the war. Fully or to a large extent, 86.9% maintained communication with target audiences during the pandemic, and 81.8% did the same thing during the war. In general, 76.2% of COs/PAs managed to maintain and develop new partnerships during the pandemic, and almost the same – 73.5% during the war. 78.0% managed to successfully implement projects and activities during the pandemic and slightly less – 71.5% during the war. The most problematic area appears to be financing activities for organizations, which 63.6% of COs/PAs managed to provide during the pandemic and only 57.6% of COs/PAs – during the large-scale invasion.

Only a third of all organizations did not face difficulties in their operations. At the same time, 18.7% of organizations operating until February 24, 2022 constantly / quite often faced difficulties before the invasion, and with the beginning of the large-scale war, their percentage increased to 26.3%. Among the newly created PAs/COs, 26.7% had difficulties in their operations after the beginning of the war.

The main difficulties in the operations of PAs/COs, both on the eve of the invasion and after it, relate to **financial security**: 59.8% of PAs/COs, active before February 24, 2022, reported this type of difficulty, and 49.6% – established after the beginning of the war (which may be due to the closing up of operations and freezing of projects during the war). Among the newly created PAs/COs, 61.6% reported financial difficulties.

Among other common difficulties, the **presence of offices and communications** (electricity supply, Internet) stands out: before the invasion, 24.1% of active PAs/COs had such difficulties, and after that this percentage increased to 43.3%. 42.2% of the newly established PAs/COs have similar difficulties; **technical support** (devices, stationery, transport, and so on): a quarter of PAs/COs working for a long time (24.1% before the invasion and 25.5% after it) and 38.1% of the newly created organizations; **physical security of the team and the organization's property**: 7.7% of CSOs established before the beginning of the war and 32.5% – after. Among the newly established organizations, the indicator reaches 18.5%.

71.8% of organizations with long-term experience usually or completely managed to overcome difficulties before the beginning of the invasion and 68.3% – after the beginning. Among the newly created PAs/COs, 81.2% overcome difficulties.

Only 1/5 of the PAs/COs operating before the invasion stopped their operations (on average for 4 months) and then backed up and running, 79.5% of such organizations did not stop their operations at all.

There were challenges in adapting to working conditions during the war for PAs/COs – that started their activities before February 24, 2022: creating safe working conditions for the team (40.8%), establishing effective interaction with partners (29.8%), reducing the number of employees (29 %) and facing the loss of financial support (28.2%), workflow management within the team (22.6%), finding ways to effectively interact with target groups (20.4%), relocation of the organization (13%) and other (6.7%). 7.9% were unable to identify challenges or did not encounter them.

Activity priorities

Before the invasion, culture, sport, tourism (36.0%) and education (29.1%) were most often mentioned among the priorities of PAs/COs, but now they are mentioned less often (by 8.8% and 5.3%, respectively). On the other hand, assistance to the army and victims of Russian aggression is now a priority for 43% of PAs/COs, which signifies that there is an increase of 21.3% for assistance to the Armed Forces and 25.7% for victims of war and displaced persons.

TOP-10 fields of activity of PAs/COs before and after the beginning of the large-scale invasion:

- Supporting the army, veterans 21.9% -> 43.2% (increase)
- Assisting war victims and displaced persons 17.5% -> 43.2% (increase)
- Culture and sports, tourism 36.0% -> 27.2% (decrease)
- Education 29.1% -> 23.8% (decrease)
- Legal support 17.1% -> 14.7%*
- Protection of human rights 15.2% -> 13.3%*
- Assistance to disadvantaged groups, people with special needs 11.5% -> 12.0%*
- Ecology 14.7% -> 10.3%*
- Social entrepreneurship 10.7% -> 8.4%*
- Scientific and analytical research, consulting 9.8% -> 7.9%*

Among the newly created PAs/COs, 65.1% are focused on helping the army and 61.8% on helping victims of war. In particular, 42.1% explain the choice by the relevance of the direction, 29.7% believe that there is an urgent need for such organizations, 19.4% chose this direction because it is related to helping the state to eliminate the consequences of the war.

The vast majority (80.8%) consider the direction of their organization's activities in war conditions to be mostly or completely relevant. In general, 89.0% highly estimate the relevance of the direction of their activities after the end of the war in Ukraine.

Only a quarter (24.7%) of COs/PAs, which launched their operations before the large-scale war, continue to operate in their usual fields after the beginning of the invasion. At the same time, 18.8% of organizations reoriented their activity to meet new challenges, and the majority (56.4%) of PAs/COs combine the priorities of pre-war work with new directions.

Only 14.3% of organizations consider it necessary to change the direction of activity in war conditions, while 78.9% believe that this should not be done, at the same time, 61.6% of representatives of PAs/COs are convinced that there is a need to develop additional fields of activity in war conditions, among the current areas they mentioned most often: assistance to the army (18.0%) and work with involuntarily displaced Ukrainians (17.3%).

Support to the AFU during ATO and large-scale war

21.9% of all PAs/COs before the large-scale invasion and 43.2% after it began mentioned assistance to the army and veterans as a priority activity.

Among the long-standing PAs/COs, 54.5% participated in the assistance initiatives to support the Armed Forces before the beginning of the invasion and 76.8% after. Among the newly established PAs/COs, this indicator reaches 77.7%. In general, among all PAs/COs, 77% now participate in the

assistance to the Armed Forces. Initiatives to help the Armed Forces of Ukraine mainly focus on humanitarian aid (86%) and informational support (69.2%). The collection of funds for other needs of the Armed Forces was mentioned relatively less often (49.3%).

Engagement to cooperation

Hiring employees: before the war, about half of the COs/PAs (48.8%) occasionally conducted hiring campaigns; after the beginning of the invasion their percentage decreased to 21.9%.

Volunteer programs: newly established organizations rely more on volunteer engagement, as 47.1% report having volunteer programs and volunteer engagement policies.

Cooperation with other COs/PAs: among PAs/COs operating before February 24, 2022, before the invasion, 16.2% constantly engaged other charitable organizations / public associations in cooperation, and 16.8% – after the invasion, and the situational project partnership decreased from 49.5% to 42.4%. Among the newly established organizations, 28.9% engaged other organizations in cooperation constantly and another 40.9% – as part of individual projects.

Cooperation with commercial organizations: not very common among organizations operating before February 24, 2022 (8.2% before the war and 7.3% after it). The situational project cooperation decreased significantly – from 40.4% to 28.3%. Newly established PAs/COs cooperate somewhat more with business on a permanent basis (10.3%) and about the same (29.5%) have joint projects.

Cooperation with influencers and media persons: on a permanent basis does not exceed 5%. Project cooperation at the beginning of the invasion decreased from 36.7% to 21.5% among the long-standing organizations and reaches 26.9% among newly established PAs/COs.

Attempts to attract people/organizations outside of Ukraine: among those active until February 24, 2022 – 62.5% engaged people before the large-scale war and 60.3% after it began not to make attempts to engage others in cooperation. Among the newly established organizations, there are much fewer number– 40.9%.

In general, 28.8% of PAs/COs believe that in the course of the joint overcoming of the consequences of the war, they managed very well/well to establish contacts with central authorities and 45.6% – with local authorities.

Proposals for project cooperation in wartime, aimed at helping the Armed Forces, were received by 41.4% of PAs/COs established before the large-scale war, and 48.3% of those established after it began. Proposals for project cooperation aimed at helping affected population by the war were received by 47.9% of the long-standing PAs/COs and 54.5% of the newly established ones.

Financial capacity

The main sources of funding for the civil society sector in Ukraine are donations, membership and charitable contributions or donations – called out 2/3 of the surveyed organizations. International grants (21.6%) and income from one's own economic activity (15.3%) are well ahead of other sources.

When evaluating the areas of funding to be developed after the beginning of the war, COs/PAs agree that international grants have the greatest prospects (57.6% among the long-standing organizations and 73.3% among the newly established ones).

Participation in restoring Ukraine

52.4% of PAs/COs definitely plan to join public initiatives in infrastructure reconstruction after the war, and 27.6% most likely plan to join. Among the PAs/COs that plan to do so, 82.5% (those operating before the invasion) and 79.9% (newly established) noted the need for new skills or further training of workers to participate in reconstruction. Among the necessary skills, they mention those that are more relevant to general internal issues of the COs/PAs operation: management, fundraising, grant writing and grant management, reporting, legal and accounting knowledge, digital and computer literacy, teamwork, knowledge of languages, and so on.

In total, 87.7% of public associations and charitable organizations in Ukraine plan to join public initiatives in humanitarian aid after the war. 57.2% have such plans and most likely plan to join – 30.5%. 59.6% of the long-standing PAs/COs and 77.5% of the newly established ones have plans for various financial contributions to the reconstruction of the country (for example, by directing the funds generated by their activities or initiating fundraising for important issues) after the end of the war have.

I. Prerequisites for activities of public associations and charitable organizations: statistical, analytical, and media aspects

1.1 Analysis of secondary quantitative information on the work of public associations and charitable organizations after 2014

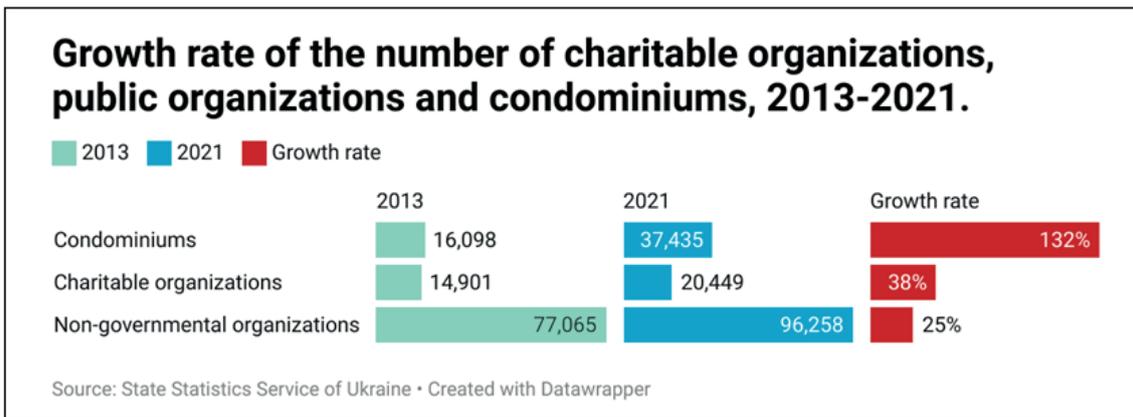
According to the State Statistic Service of Ukraine (SSSU)¹, in 2014-2015 the number of registered public associations (PAs) decreased compared to 2013. Partially, it could be explained that since 2014, the data of the temporarily occupied territory of the Autonomous Republic of Crimea and the city of Sevastopol were not taken into account. Since 2016, a steady increase in the number of PAs began: by December 2021² their number reached 96,258, which is 19,193 more than in 2013 (an increase of 25%). As for charitable organizations (COs), except for the period between 2014 and 2015, the number of registered charitable organizations has steadily increased since 2013. By the end of 2021, it amounted to 20,499 COs, which is 5,598 more organizations than in 2013 (an increase of 38%). Housing cooperatives (HOs) showed a high rate of growth: except for the period between 2014 and 2015, the number of registered HOs constantly increased after 2013 and by the end of 2021 it amounted to 37,435 HOs, which is 21,337 cooperatives more than in 2013 (by 132 % more).

Although the absolute number of registered PAs in 2021 is much bigger than the number of COs and HOs, the growth rates of the latter were higher: compared to 2013, the number of HOs increased by 132%, COs - by 38%, PAs - by only 25%.

¹ State Statistics Service of Ukraine. Register of statistical units. The number of registered legal entities by organizational and legal forms of business broken down by gender of the manager (2013-2021) <https://ukrstat.gov.ua/>

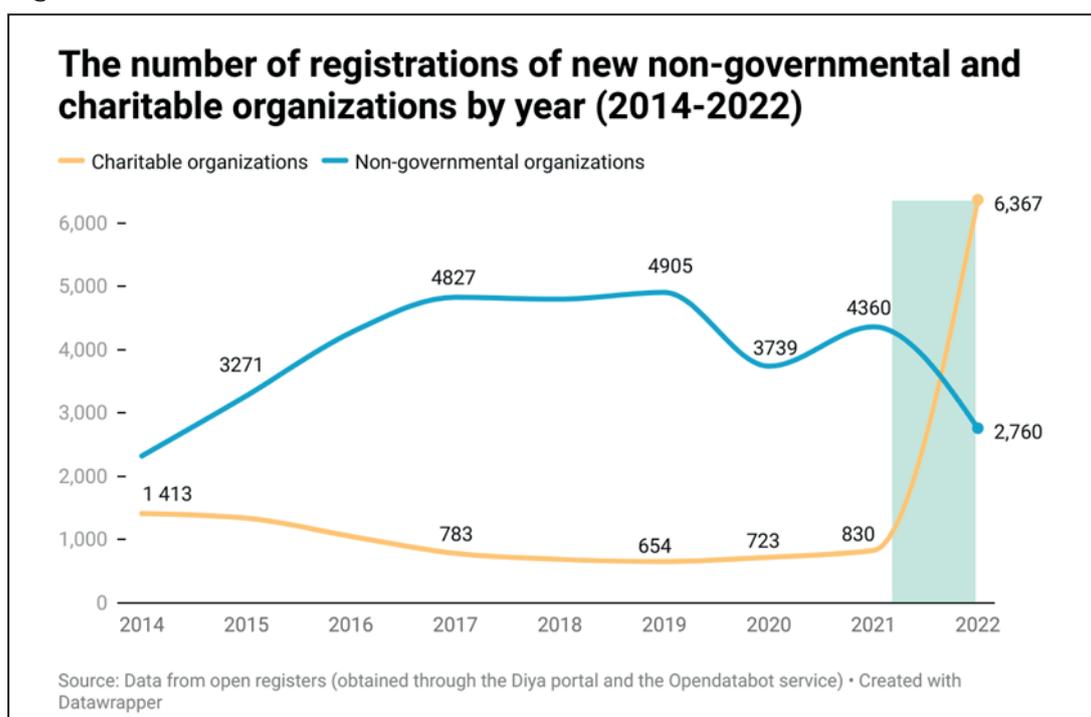
² Data for 2022 has not been yet published by the SSSU.

Figure 1.1



This analysis of the quantity dynamics of PAs and COs was based on the number of existing (at least on paper) organizations that once, perhaps quite a long time ago, perhaps recently, registered and did not formally stop their activities. Analyzing the dynamics of registration of the new organizations can make the picture more detailed and informative. With a such an approach, it can be seen that during 2014-2017 was the period when the number of new PAs was growing each year, and there is an increase in new PAs registration in more than 2 times in 2017, if compared to 2014 (4,827 vs. 2,322). The period 2018-2019 is a plateau in terms of the number of registered new PAs. In 2022³, 2,760 PAs were registered – there were fewer registrations only in 2014. At the same time, the dynamics were different for charitable organizations: from 2014 to 2019, the number of new COs became smaller every year, it increased slightly in 2020-21, and in 2022 there was a boom in the registration of new COs - 6,367 new organizations (830 new COs were registered the previous year, almost 8 times less, although the data for 2022, of course, are not yet complete). This means that the large-scale invasion of 2022 reduced the number of establishments of new PAs in Ukraine, but dramatically increased the number of new charitable organizations.

Figure 1.2



The registration scope of public associations in 2022, after the large-scale invasion, corresponds to the daily dynamics of 2021 (although with fewer registrations per day on average), while charity registrations showed a very distinct, and different from 2021, time pattern: the majority of COs were registered in the first months after February 24, then their number decreased.

The biggest number of new COs and PAs in 2022 were registered in Kyiv, Kyiv oblast, Lviv, Kharkiv, Dnipropetrovsk, and Odesa oblasts.

Figure 1.3

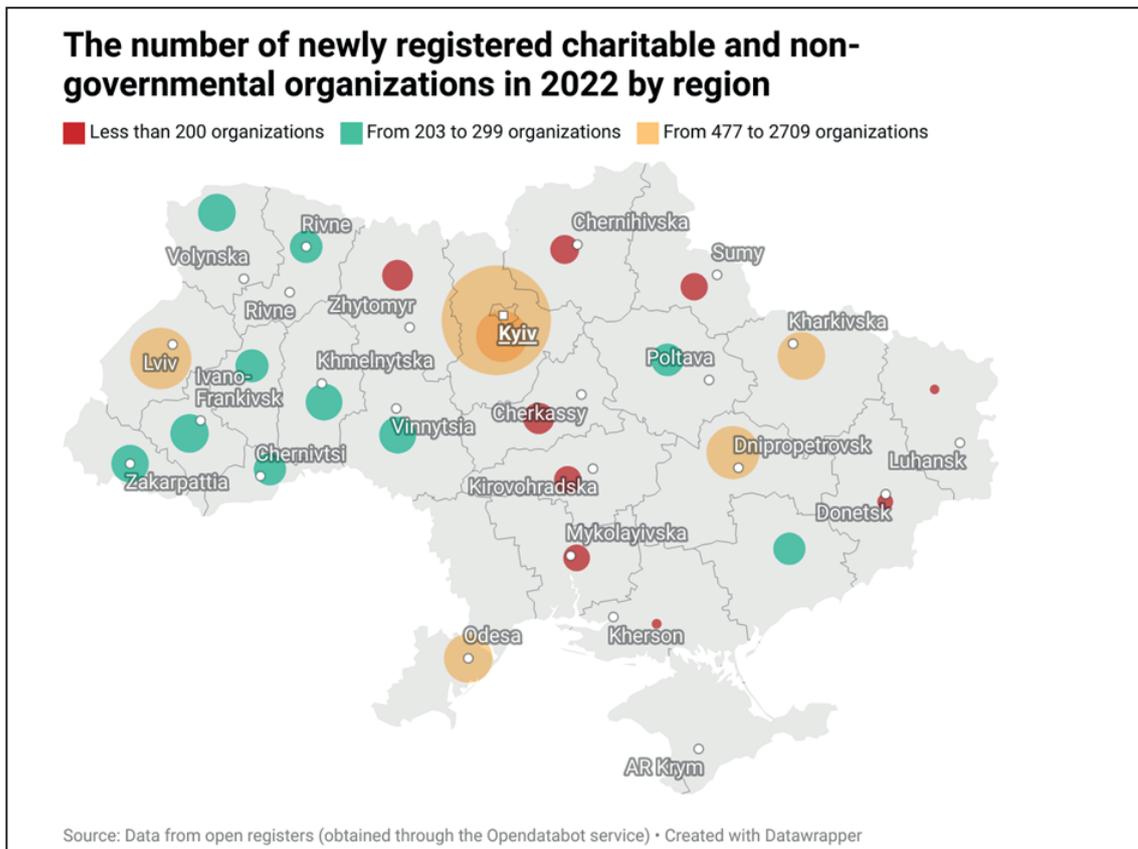
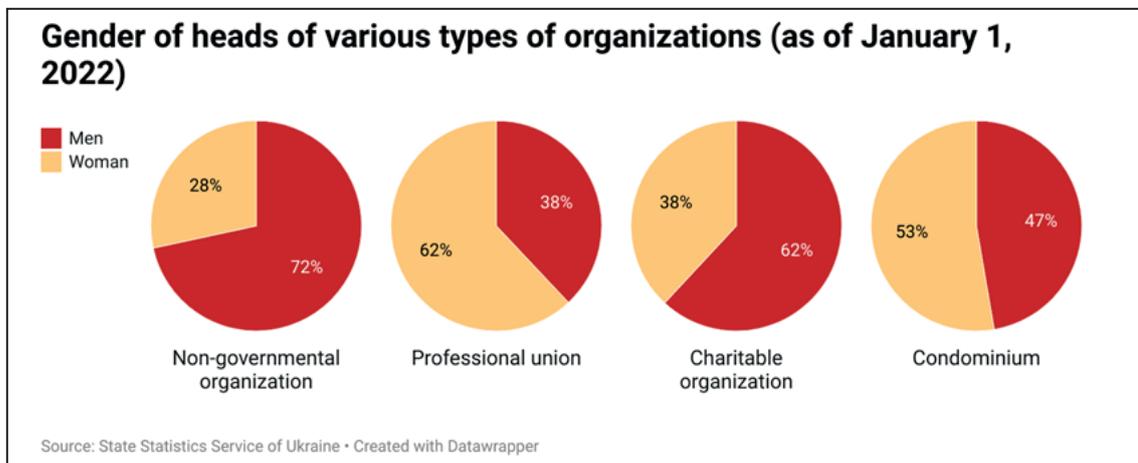


Figure 1.4



³ It makes more sense to talk about 11 months in 2022 – we do not have the complete data for a year yet.

1.2 Analysis of published surveys devoted to the work of public associations and charitable organizations after 2014

In the published surveys about the functioning of PAs and COs in Ukraine after 2014, various authors agree that the main source of funding for their activities is international donor aid. According to some surveys, the share of PAs for which international donor aid is the main source of funding is "more than half"⁴, while for other organizations this share is close to 2/3⁵. After 2014, the beneficiary activities structure inside PAs and COs changed significantly. There is observed a significant increase in the number of organizations that help the Ukrainian army, IDPs, and civilians living on the territories of the anti-terrorist operation⁶. A large number of organizations work in the field of assistance to ATO veterans. Their areas of activity are the protection of veterans' rights, medical and psychological rehabilitation, integration into communities, and solving social and household problems. PAs and COs give considerable attention to IDPs (legal, psychological, and consulting assistance). The trend of recent years, which was caused by the decentralization reform, was an increase in the number of PAs and COs that cooperate with local communities and associations. It can be considered a negative fact that a small part of PAs and COs direct their activities to help the elderly, people with disabilities, seriously ill people, migrants, ex-prisoners, and homeless people.

The survey, conducted against a small sample of PAs and COs after February 24, 2022⁷, shows that approximately 60% of CSOs continues their work in full, and approximately 30% continue their activities partially. This means that approximately 10% of CSOs completely stopped their operations. The most popular activity was to gather humanitarian aid for people who suffered from military aggression. The vast majority of CSOs during wartime help beneficiaries through their statutory activities; about two-thirds help IDPs. The least amount of help is given to animals that were left without a shelter or were injured - only 5 organizations out of 98 surveyed deal with these beneficiaries.

The survey "Charity during the War"⁸ (a small qualitative survey with 8 key informants), conducted in May 2022 by the Zagoriy Foundation, shows an outflow from the sector of public funds for social service programs:

All organizations that were founded before the beginning of the Russian invasion are trying to preserve their traditional sources of funding. Nevertheless, the outflow of donor funds still takes place. First of all, this applies to state funding of programs for the provision of social services, as well as those projects that are aimed at needs that seem less urgent during the War. In other cases, donors agreed or even offered to change the orientation of the already existed projects to be able to quickly respond to the urgent needs of IDPs or engage in the reconstruction of liberated areas.

⁴ Tendencies of public association development in the modern-day Ukraine.

<https://periodicals.karazin.ua/ssms/article/view/12527>

⁵ "Public society of Ukraine: contemporary practices and development challenges". Analytical report.

<https://niss.gov.ua/publikacii/analitichni-dopovidi/gromadyanske-suspilstvo-ukraini-suchasni-praktiki-ta-vikliki-0>

At the same time, respondents-organizations talk about the expansion in the area of potential donors and unprecedented speed and flexibility in providing funds for activities:

One of the most noticeable trends was the emergence of a large number of new donor organizations in Ukraine and a significant increase in the project portfolio of already existing donor organizations and funds. Moreover, donors demonstrated unprecedented speed and flexibility in issuing grant funds, significantly reducing the reporting requirements of grantees and simplifying project applications as much as possible. Respondents mentioned situations when the donor simply transferred funds "for activities" without clearly defining goals and even in cash.

The author of the analytical note "**Development of Charity in Ukraine**"⁹, which was published in 2019, indicated that despite the increase in the number of registered COs, a rather insignificant number of organizations is engaged in real activities:

As of April 2019, 18,557 COs were registered (April 2018 – 17,897, April 2017 – 17,062). However, according to the experts of the Ukrainian Forum of Philanthropists, the majority of COs exists only "on paper", and the entire charitable budget of Ukraine consists of 500-1000 organizations.

In the "**Activities of charitable organizations and charitable practices of Ukrainians**"¹⁰ survey conducted by the Zagoriy Foundation in 2018, it was indicated that at that time, approximately 2/3 of charitable expenses belonged to the TOP-100 charitable foundations. About 1/3 of official charitable expenses in Ukraine in 2015 were the expenses of the top five: the international charity fund "Public Health Alliance", the Rinat Akhmetov Foundation, the "100% Life" Charity Organization, the "Kvituchy Kray" Charity Fund, the International Fund "Revival". Of course, these estimates refer to a rather distant period.

Efforts and expenses for charity in Ukraine can likely be described using the Pareto rule: 20% (roughly) of organizations provide 80% of aid and expenses, while 80% of registered charities either exist on paper or are not very active. The 2019 survey by the Zagoriy Foundation, "**Charity in Ukraine: a view from the inside**"¹¹, indicated that during 2019, only 3,638 organizations were mentioned on the Internet (this is approximately 19% of the registered ones). The same survey provides an assessment of the problems and successes of Ukrainian charities at that time. Let's quote some conclusions:

⁶ Tendencies of public association development in the modern-day Ukraine.
<https://periodicals.karazin.ua/ssms/article/view/12527>

⁷ Operations and needs of NGOs during war.
https://zagoriy.foundation/wp-content/uploads/2022/04/potreby-tp-roboty-nuo-pid-chas-vijny_.pdf

⁸ Charity in times of war.
<https://zagoriy.foundation/wp-content/uploads/2022/06/zvit-doslidzhennya-3.pdf>

⁹ Development of charity in Ukraine by N.I. Pelivanov. Department of ethnic national researches, re-integration and development of civil society. National Institute of Strategic Researches, May 2019.
<https://niss.gov.ua/en/node/191>

¹⁰ Activities of charitable organizations and charitable practices of Ukrainians.
<https://zagoriy.foundation/wp-content/uploads/2019/12/zf-brochure.-participation-digital.pdf>

Experts assess the level of institutionalization of charity in Ukraine as weak:

- insufficient number of really operational charitable organizations
- short life cycle of many public associations and charitable foundations
- lack of a culture of systematic charitable practices for the population and business- lack of established coordination between charitable organizations, no industry associations
- weak coordination between donors and beneficiaries
- absence of cooperation strategy between charitable organizations and state

Main characteristics:

- A significant number of organizations and foundations, created for profit and only masked as "philanthropists" (this position is especially often expressed by the media and business)

These are the progress indicators:

- constant growth in the number of active charitable organizations, increase in their capacity
- establishment of professional associations/unions at the local level
- foundation of Ukrainian Charity Exchange
- efforts from funds to develop successful aid algorithms and

1.3. Introducing public associations and charitable organizations in the Ukrainian media landscape in 2022

The purpose of the analysis of the media landscape was to determine the quantitative indicators and meaningful components of the content of national and regional media dedicated to covering the activities of charitable foundations, public associations and volunteer initiatives from February 24 to November 30, 2022. The survey authors select the following resources for monitoring: national and regional online media, news agencies, websites of organizations and authorities, TV ("Single Marathon"), all-Ukrainian and regional print media and social networks (Facebook, Twitter, YouTube, Telegram, and Instagram). Sources that mentioned the specified keywords were included in the sample. A total of 117,750 sources were analyzed, including 2,689 online media (including news agencies, websites of organizations and authorities), 20 television channels, 18 printed sources, 3 radio channels, 5 forums, 78,923 Facebook pages, 31 166 Twitter accounts, 2,296 YouTube channels, 1,372 Telegram channels, 1,258 Instagram pages. All social and political materials of the chosen mass media selected according to the keywords "charitable fund", "charitable organization", "public association", "volunteer organization" in two languages,¹² as well as the names of the largest charitable organizations ("Come Back Alive", United24, Caritas, "Sprava Road") ,were subject to analysis since anyone can write about them without using the wording "fund", PA, and so on. The topics of military or humanitarian aid were given special focus in the analyzed publications. Providing military aid related to supporting the army and Territorial Defense Forces (TDF) units. Providing humanitarian aid means aid to people affected by the war.

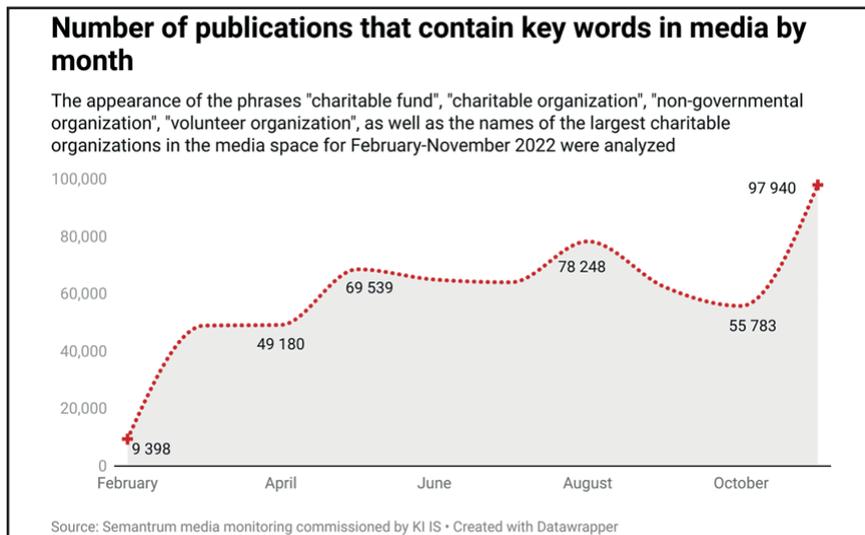
¹¹ Charity in Ukraine: a view from the inside.

¹² <https://zagoriy.foundation/wp-content/uploads/2020/02/zf-charity-inside-view-digital.pdf>

In Ukrainian and Russian

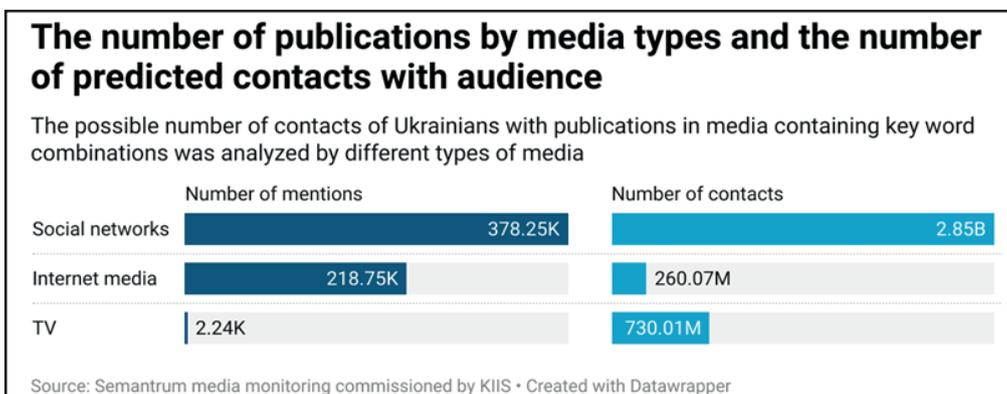
The number of mentions of charitable foundations, charitable organizations, public associations, and volunteer organizations in the Ukrainian media landscape increased almost 10 times from February 2022 to November: from 9,398 mentions in February to 97,940 in November.

Figure 1.5



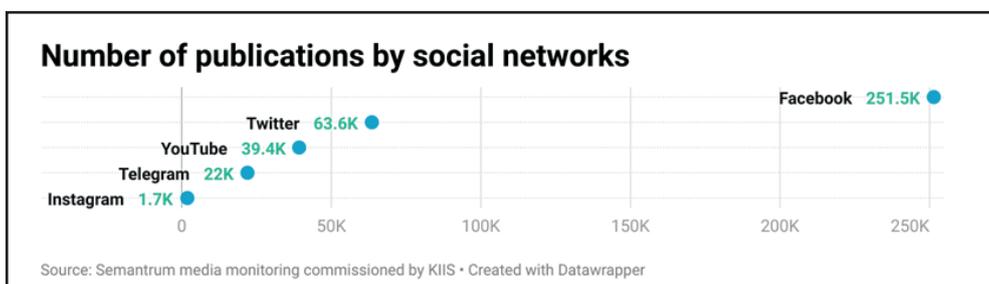
Since February 24, there have been almost 600,000 publications in the mass media and social networks mentioning PAs, COs and volunteer initiatives. Most often, CFs (Charity Funds), COs, PAs, and volunteer organizations were mentioned in social networks by online media, however, due to the greater coverage of stories appearing on TV, it was social networks and TV that generated the largest number of contacts with media messages

Figure 1.6



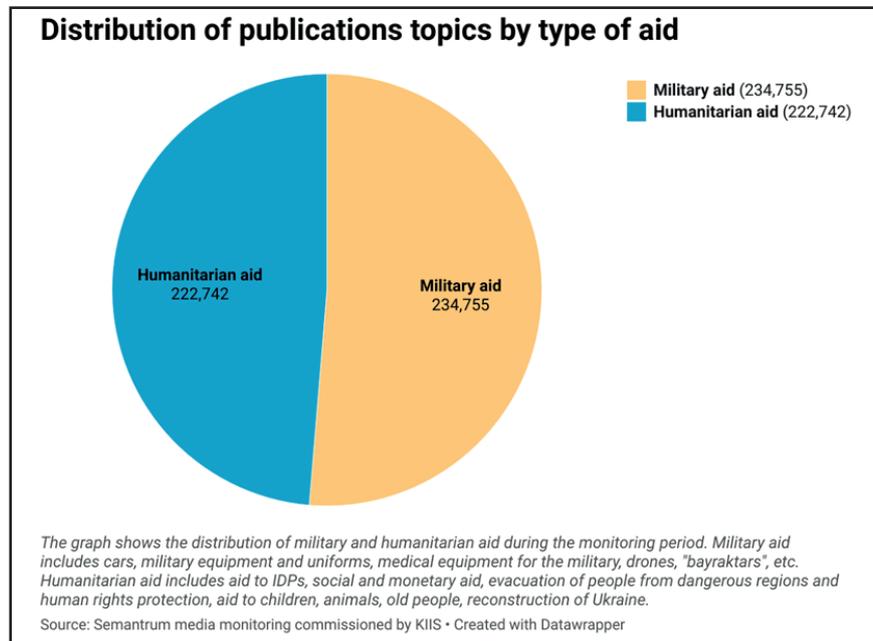
Facebook (almost 252,000), Twitter (about 64,000), and Telegram (22,000) have the largest number of mentions of CFs, COs, PAs, and volunteer organizations in social networks.

Figure 1.7



The topics of messages about the activities of charitable organizations and public associations were categorized into two large groups: military and humanitarian aid. The frequency of the two types of messages was almost the same, with a slight advantage of the military component.

Figure 1.8



Notifications about military assistance provided by COs and PAs most often related to such topics as the purchase of vehicles, equipment, military uniforms, drones, medical equipment and "Bairaktars"¹³ for the army. Aid to IDPs and social assistance dominate among the topics of publications on the humanitarian activities of charitable organizations and public associations.

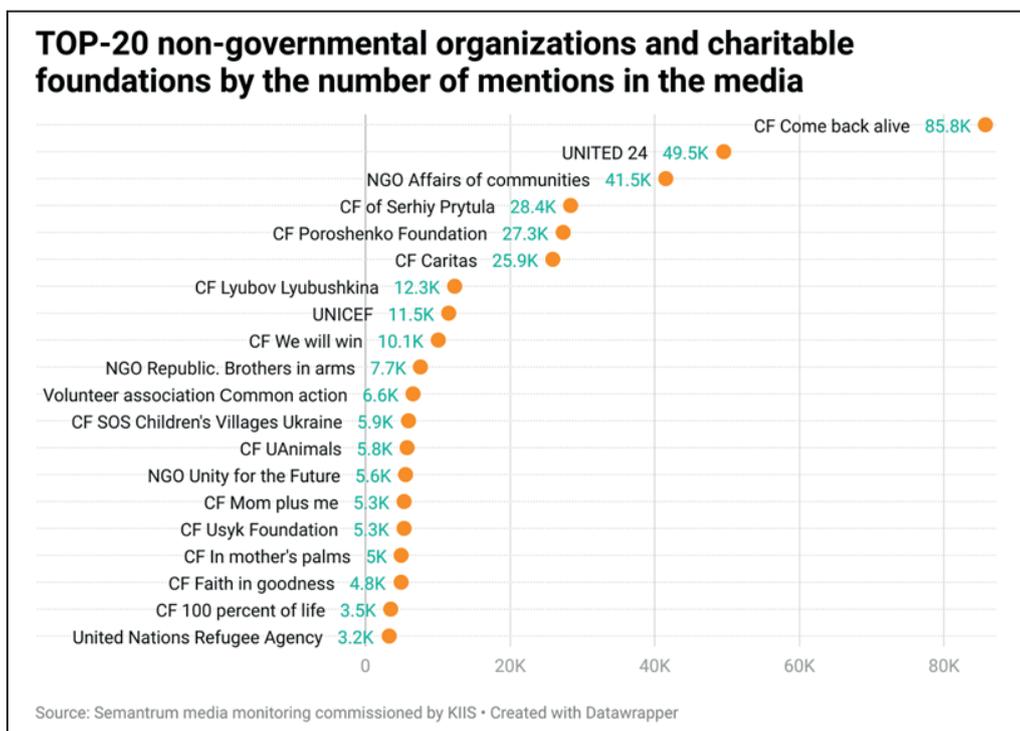
The TOP-20 organizations in terms of the number of mentions in the media landscape are headed by CF "Come Back Alive", second place - United24, third place - PO "Sprava Hromad". However, it should be taken into account that in terms of the number of reports on the topics that were the focus of this study, the all-Ukrainian mass media dominate (they account for 131,246 messages, and the rest are distributed among the regional media of all regions and the capital. For comparison, the mass media of the Lviv region accounted for 9,572 publications, and the mass media of the Vinnytsia region – 4,514).

In all regions, among the organizations that were highlighted during monitoring, the leaders were:

- CF Come Back Alive, CO Caritas and CF Wings of Hope in February;
- CF Come Back Alive, CF Serhiy Prytula and CO Caritas in March;
- CF Come Back Alive, CF Serhiy Prytula and CO Caritas in April;
- CF Come Back Alive, CF We Will Win and UNITED 24 in May;
- CF Come Back Alive, CF We Will Win and UNITED 24 in June;
- CF Come Back Alive, UNITED 24 and COs Caritas in July;
- CF Come Back Alive, UNITED 24 and CF Serhiy Prytula in August;
- CF Come Back Alive, UNITED 24 and COs Caritas in September;
- CF Come Back Alive and UNITED 24 in October;
- UNITED 24, CF Come Back Alive and CF Serhiy Prytula in November.

The regions with the largest number of mentions on the analyzed topic are Kyiv city (19,537 publications), Dnipropetrovsk (10,147 publications) and Lviv (9,579 publications) oblasts. In the mass media of the Lviv oblast and Kyiv city, the same organizations that are included in the general TOP were in the lead. In the Dnipropetrovsk oblast, the regional PAs TAPS Ukraine is in the TOP-3, it occupies the first place in the local mass media coverage, followed by UNITED 24 and BF Country Defence Foundation.

Figure 1.9



Most of the publications at the beginning of the large-scale invasion were focused on **money that was accumulated on the newly created special accounts** and large charitable funds. In spring, the subject of donations and the accumulation of money to assist the Armed Forces was very topical. However, **publications about the transfer of necessary equipment to the soldiers, procurements using the donated funds, delivery of goods to the forefront.** The level of the volunteers' capacity also increased. The assistance became "more serious", and publications about the purchase of vehicles, large batches of equipment, and the delivery of necessary items to the occupied territories began to appear more often. In summer, **the trend regarding the continued relevance of assisting the Armed Forces with monetary contributions for specific needs and the transfer of necessary equipment to the front remained of high importance.** The level of volunteer capacity continued to grow – from the purchase of thermal viewer and body armor at the beginning of the war, large batches of equipment and vehicles in spring, to "Bairaktars",¹³ an army of drones and satellites in summer.

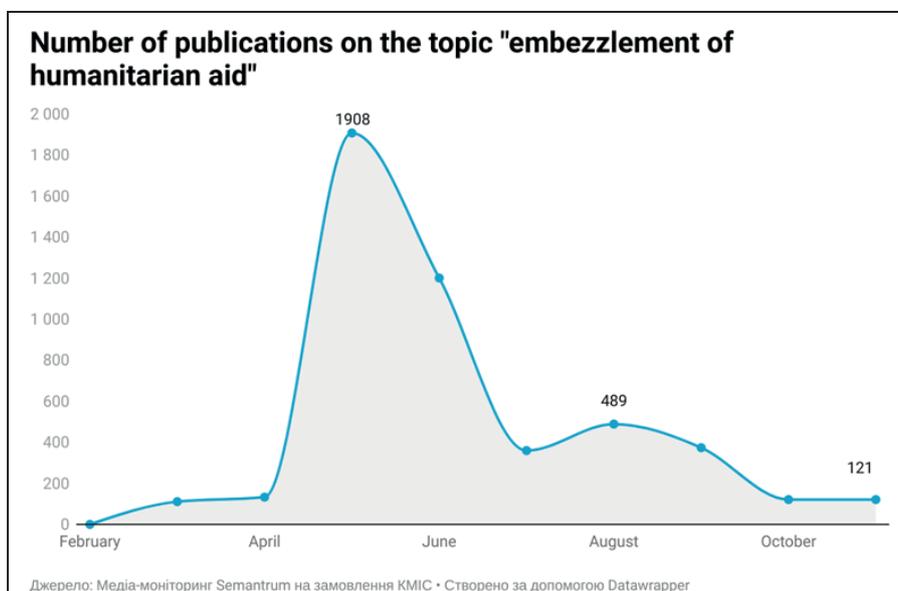
The major part of the information space was captured by large foundations – "Come Back Alive", "Serhiy Prytula" Fund, United24 Platform, PA "Sprava Hromad", "Poroshenko" Fund, Favbet Foundation, and so on. In autumn, **the trend regarding the relevance of the topic of assistance**

¹³ Combat drones made in Turkey.

to the Armed Forces with monetary contributions for specific needs and the transfer of necessary equipment to the front intensified even more. In addition to information about collecting donations and the need to purchase equipment, more publications began to appear about military assistance projects – vehicle repairing, psychological assistance to soldiers, prosthetics projects, assistance to families of soldiers, and so on. The major part of the information space continued to be captured by large funds.

At the end of March – beginning of April, reports began to appear massively about the **facts of stealing humanitarian aid that was intended for military purposes**, as well as efforts of law enforcement agencies to prevent illegal activities of groups that pretended to act as charitable and volunteer organizations. Most often bulletproof vests and vehicles were mentioned in the reports tied to illegal activities with humanitarian aid. Gradually, the topic started to lose much of its media coverage, however, news about the misuse of humanitarian aid continued to appear throughout the monitoring period.

Figure 1.0



The publications noted that at the beginning of the large-scale invasion, **there was a burst of activity from citizens regarding donations to the Armed Forces and TDF units**, compared to the time frame before the invasion. In spring, the number of news about citizen activity regarding donations to the Armed Forces remained at a high level. The mass media paid a lot of attention to the coverage of the news about how much money was collected for the army. Such reporting showed that Ukrainian support for the army remains at a high level and is growing. In the summer, media coverage of the activity of Ukrainians in terms of helping the Armed Forces remained at a high level, but it was noted that the **number and amounts of donations are gradually decreasing**. In the fall, the tendency to highlight the activity of Ukrainians to donate to military needs was maintained, it was noted that massive shelling of critical infrastructure encouraged Ukrainians to donate more. In addition to reporting on large sums of money raised, more stories of small personal contributions appeared in the information space.

Almost \$1 billion was donated to the country's largest funds

Since the beginning of the large-scale war, more than UAH 33.96 billion have been donated to the accounts of the NBU (National Bank of Ukraine) and the country's three largest funds only (i.e. such organizations as United24, "Come Back Alive", and "Serhiy Prytula" Fund). Both Ukrainians and foreigners contributed to these accounts.

The largest contribution — UAH 15.8 billion — was transferred to the accounts of the NBU in three months: from February 24 to May 5.

This is how the Ukrainians donated:

- *United24 collected UAH 8.6 billion in 8 months of operation from May to December. 81% of the amount (UAH 7 billion) was allocated by the fund to the Armed Forces. More than UAH 1.1 billion or 13% were directed to medical aid and 6% or UAH 0.5 billion – to the reconstruction of the country.*

The donations to the Armed Forces reached their peak in July: Ukrainians donated UAH 2.2 billion to the fund.

- *The "Come Back Alive" Fund has collected UAH 5.6 billion since February 24. The largest amount — UAH 1.6 billion — was donated in March. Since then, on average, the fund collected about UAH 350 million per month.*
- *"Serhiy Prytula" Fund has collected almost UAH 4 billion since the beginning of the large-scale invasion by the Russian Federation. In October the number of donations increased more than three times in a month and reached UAH 658 million.*

Massive shelling by the Russians caused a burst of donations to the accounts of all three organizations.¹⁴

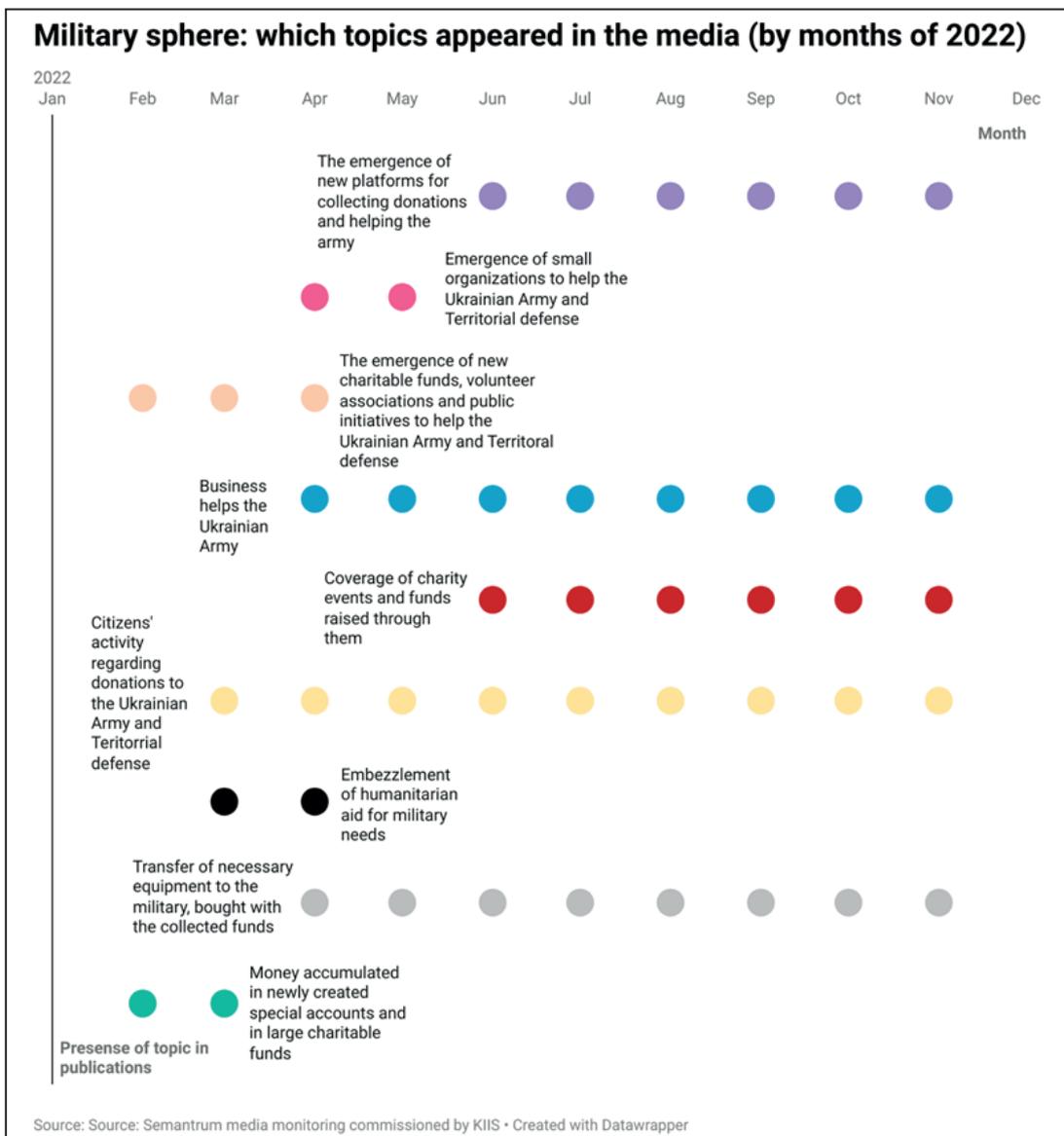
Since the beginning of the large-scale invasion, a large part of the messages related to **businesses either initiated the establishment of associations to help the Armed Forces or transferred money for the needs of the army.** In spring and summer, the trend towards business that helped the army continued and strengthened. **The IT sector and large business players** continued to play an important role in helping businesses. In autumn, the mass of publications in the media about how business helped the army continued to be significant, **for many companies the help became regular, and its coverage was part of building the brand's reputation.** Gambling companies played a prominent role, some of them created separate structures for assistance (for example, Favbet Foundation), and they developed assistance programs (e.g. Slots City).

In addition to the increase in the number of charitable contributions from citizens, **new charitable funds, volunteer associations, and public initiatives** aimed at helping the Armed Forces and TDF units started to emerge after the beginning of the large-scale invasion. In spring, this trend continued, which aimed to help the Ukrainian army in the fight against the enemy. For

¹⁴ Almost 1 billion USD was collected by the largest country's funds. We're talking about the NBU accounts and United24 funds, "Prytula" fund, January 23, 2023. <https://opendatabot.ua/analytics/donats-2022>

For the most part, during this period, small associations were established that did not have significant media influence but captured their niche. In summer and autumn, the situation with new organizations changed – apart from new small volunteer initiatives, **new platforms – for collecting donations and helping the army** – started to establish.

Figure 1.11



As for the humanitarian area, if at the beginning of the war aid from businesses and friendly countries was at the same level, then in spring **humanitarian initiatives from partner countries started to dominate**. Another peculiarity is that the aid became material, which means that in addition to money, they began to transfer more necessary things: products, hygiene items, fire trucks and ambulances, medicines and medical equipment, and so on. After the peak in spring and summer, the number of publications with an emphasis on humanitarian aid from partner countries decreased. Instead, **the aid was more segmented according to specific needs**: apart from humanitarian aid itself, donors started to send money to support war victims, plus significant attention was paid to publications about aid to children. It is also important to speak about the formation of reporting trends – publications with information on how much aid Ukraine has received since the beginning of the war and the types of needs (in monetary and material

equivalent). Medical support also gained much attention. In fall, the trend of decreasing media coverage of humanitarian aid from partner countries continued. Instead, the **tendency to highlight specific opportunities for receiving monetary and humanitarian aid has intensified**. Assistance to children continues to be the focus of attention, and the topic of assistance on the de-occupied territories (in particular, in the Kharkiv and Kherson regions) became important. Another important topic was assistance in the energy sector after massive attacks on critical infrastructure. The restoration topic gained more media coverage.

As for business, in spring they started to actively invest in humanitarian aid. To some extent, for large Ukrainian business players, participation in humanitarian support of war victims became a means not only to help but also to strengthen their reputation. In summer, **the trend towards active participation in business humanitarian efforts gained more strength**. Media coverage of business participation in humanitarian efforts depended on the scale of the companies: if large business players reported on the amount of taxes paid and participation in social projects, small businesses were mentioned in the context of covering particular needs within local charitable organizations. In the media and social networks, the situation when part of the profit of businesses was transferred to humanitarian needs was highlighted as a norm. Considerable attention was paid to helping children affected by the war. In autumn, mass media continued to actively talk about participation of business in humanitarian efforts. The most relevant trends were the topics of **aid to liberated territories, monetary support and emphasis on recovery efforts**. Aid to the liberated areas and its coverage in the mass media and social networks were used by big business players as part of the marketing strategy. They also continued to help in the medical field.

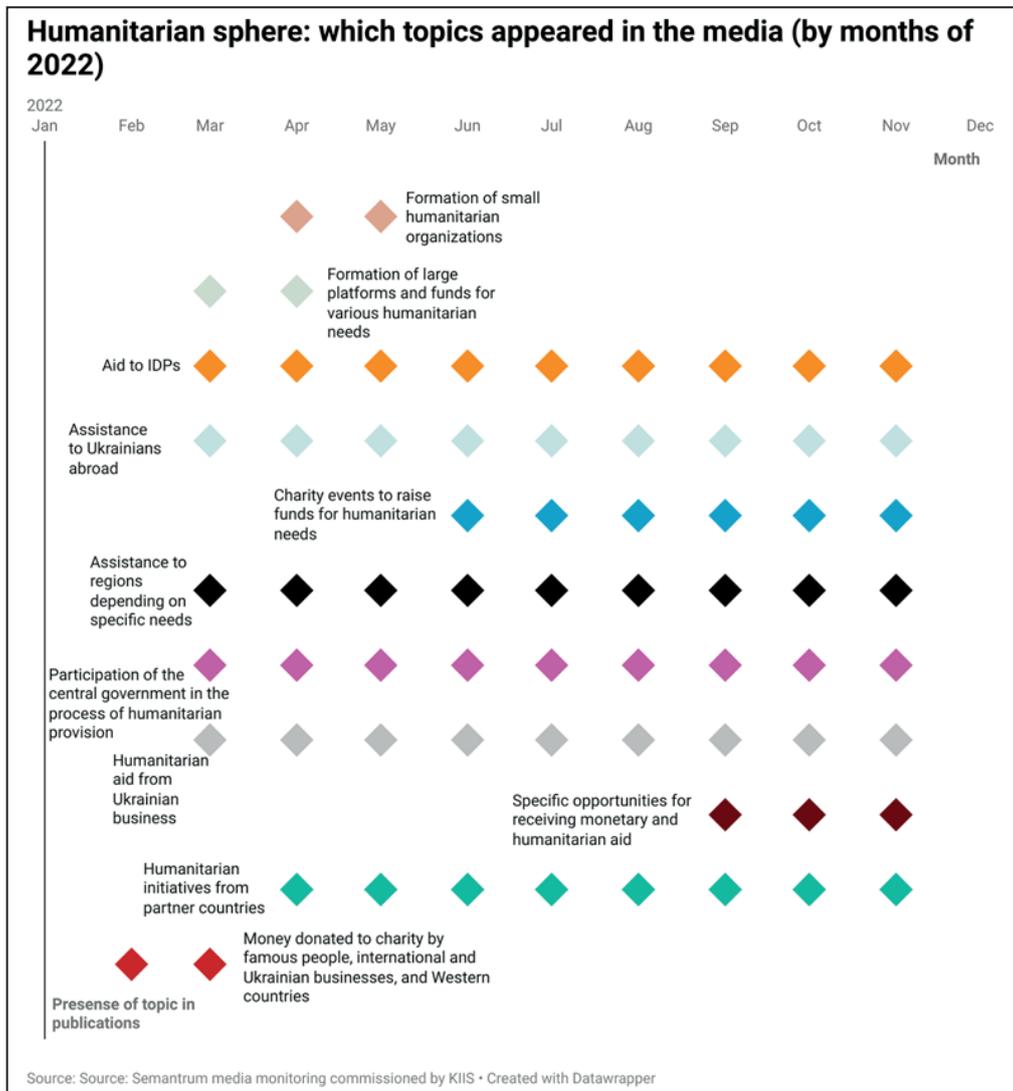
In summer and autumn, the publications **covering charity events to raise funds** for humanitarian needs not only in Ukraine but also abroad formed one single topic. In this case, concerts of Ukrainian artists mostly come into play. Moreover, western artists also decided to actively participate. In summer and autumn, publications with stories from volunteers began to form a separate topic. Small foundations and private initiatives started to get more coverage.

When it comes to the field of humanitarian needs and COs/PAs activities in this area, the main emphasis was on Ukrainians who went abroad at the beginning of the large-scale invasion. **Providing information on conditions in various countries** became an integral part of the publications as well as tips for Ukrainians and organizations that provide help abroad. In spring, the trend to cover opportunities for **Ukrainians travelling abroad** continued, and a mass of publications appeared on how Ukrainians settled abroad. In summer, among the mass of publications about Ukrainians abroad, **the topic of monetary aid came to the fore**. The "bonuses" for Ukrainians got some coverage (free travel, meeting needs, and so on) as well as contacts of organizations that can provide specific help.

In spring, a large number of publications about **internally displaced persons** were added to the information about Ukrainians who went abroad in search of shelter. Publications highlighted what help IDPs can get, which organizations to get in touch with and how Ukrainians from safer regions help IDPs. In summer, among the mass of publications about internally displaced persons, as in the case of Ukrainians abroad, **the topic of financial assistance to IDPs came to the forefront**. Publications with a list of programs and organizations that provide financial assistance and instructions on how and who can receive it was quite popular. The mass media actively covered assistance to IDPs in the rear regions and highlighted the issue of resettlement. In autumn, among the mass of publications, **assistance to IDPs in the rear regions came to the fore**.

The topic of assistance to internally displaced persons in safe regions was actively covered – opening of new shelters, provision of essentials, free services, assistance with accommodation. Helping the children of immigrants continued to be an important topic.

Figure 1.12



II. Characteristics of organizations – survey participants

This report considers and compares the survey findings of representatives of charitable organizations and public associations that were established before the large-scale invasion and those that appeared after it.

Among those organizations – we came into contact with – **the survey was conducted only with those that are currently engaged in active efforts** – implementing projects, reporting to their members, beneficiaries, and so on. There were 65.7% of organizations established before February 24, 2022. Among the main reasons for inactivity, the following were mentioned most often: temporary suspension of operations (27.7%), and future format change (3.6%). 3.1% of organizations reported the complete suspension of operations. Among the newly established organizations, 91.8% are active, and the rest (8.2%) have already passed registration processes, but have not yet started active operations.

Table 2.1: Current activity status of PAs/COs with whom it was possible to establish contact and obtain consent to participate in the survey

(% among PAs/COs, created before February 24, 2022, n=1527 and newly created PAs/COs, n = 563)

	Created before February 24, 2022	Created after February 24, 2022
Active (projects are actively implemented and reported to the public / beneficiaries)	65.7	91.8
Temporarily inactive / activity not started	27.7	8.2
Stopped activity completely	3.1	0
Format change and rebranding are planned	3.6	0

A third (34.6%) of the surveyed organizations are operational in less than a year. Such a high percentage is due to the design of our sampling since one of the tasks of the survey was the study of PAs/COs that appeared after the war. When using weighted coefficients that correct the re-representation of newly established COs/PAs, their percentage is half as much (18.3%). Among other organizations, 43.5% have operational experience from 1 to 5 years, 15.6% of organizations – from 6 to 10 years, and 6.3% have over 10 years of operational experience.

The geographical diversity of the main branch of the organization before and after the beginning of the large-scale invasion is presented in Figure 2.2. A significant decrease in the number of organizations was recorded in Donbas: during the war, the number of COs/PAs decreased from 5.4% to 2.0% in the Donetsk oblast, and from 1.1 to 0.1% in the Luhansk oblast.

Figure 2.2a: The geography of the location of the main centers of PAs/COs before the start of a full-scale invasion (all organizations)

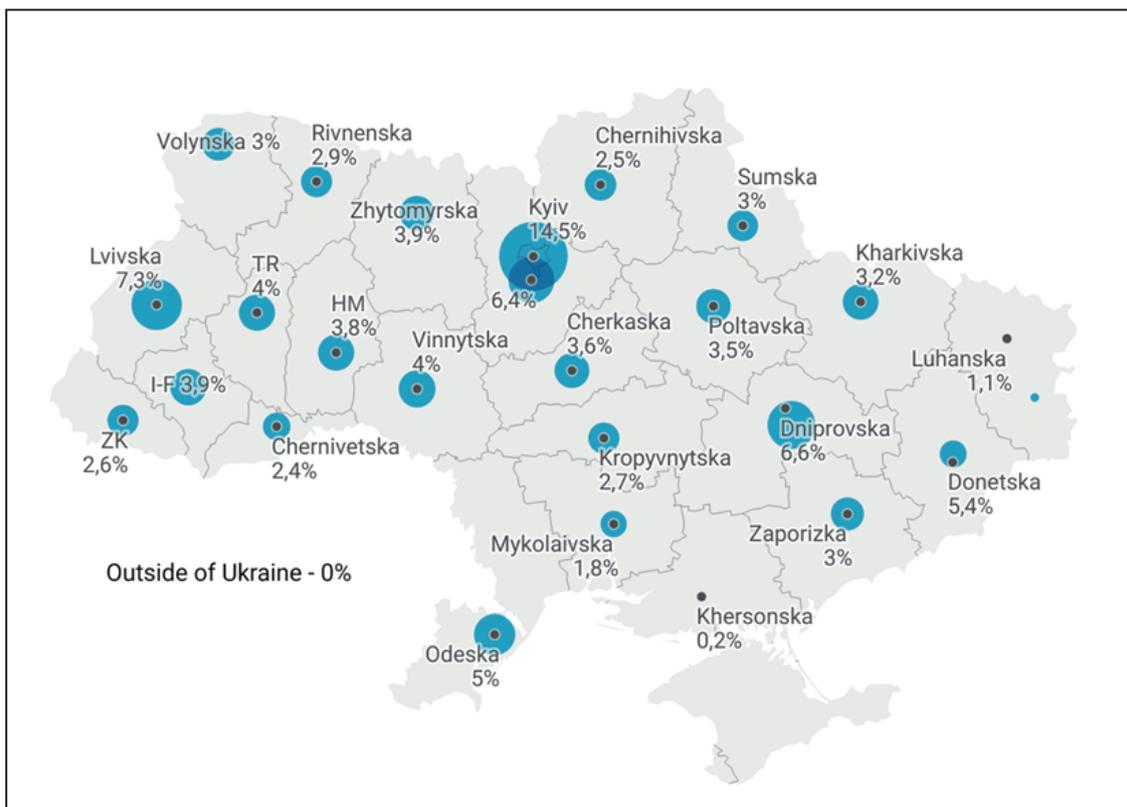
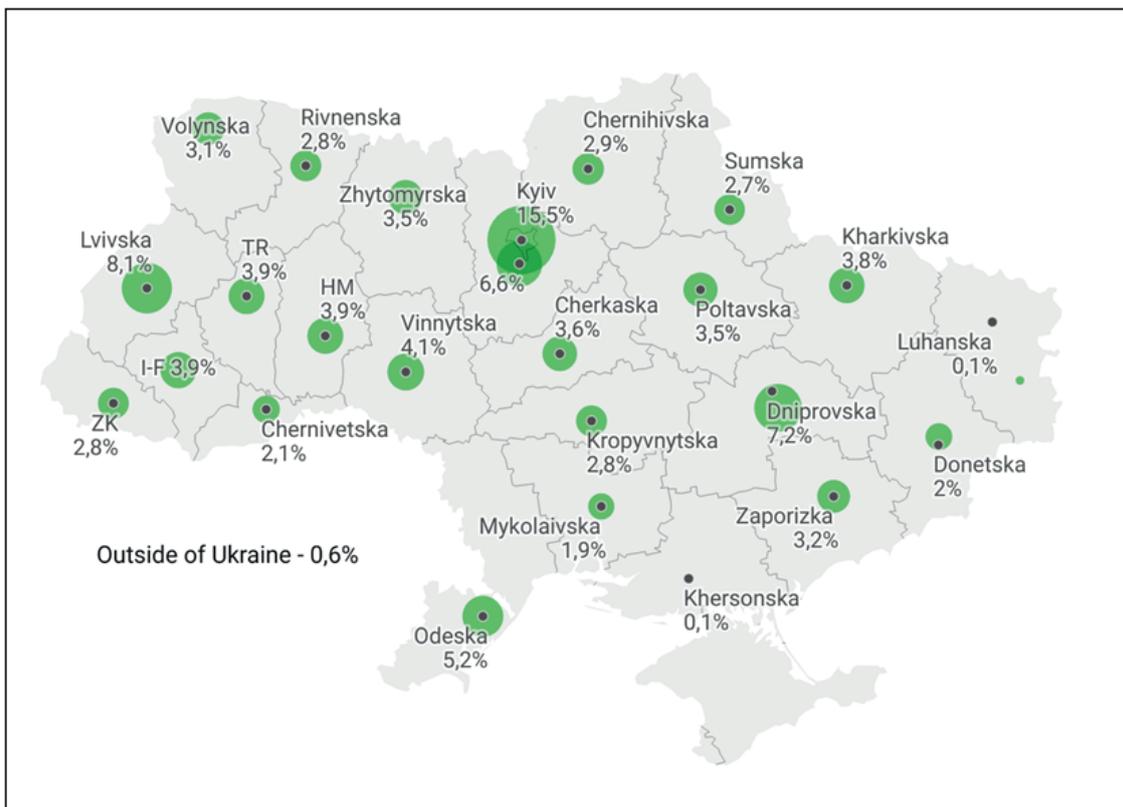


Figure 2.2b: Geography of the location of the main centers of PAs/COs **after the invasion**



A comparison at the macro-regional level is very indicative because it shows slight differences across all regions, except for the frontline ones, where there is a reduction in the number of branches of public and charitable organizations. It should be noted here that we surveyed only active organizations, so the real reduction of COs/PAs in the frontline regions is much greater.

Table 2.3: Changes in the regional location of the main centers of PAs/COs **before and after the start of a full-scale invasion** (all organizations), %.

	Share of the adult population as of 01.01. 2022	Share of all PAs/COs before the invasion	Share of all PAs/COs after the invasion	Changes during the war
Capital • Kyiv	7.8	14.5	15.5	+1.0
Liberated / had been invaded • Kyivska, Zhytomyrska, Sumska, Chernihivska	13.5	15.8	15.7	-0.1
Supporting • Vinnitska, Dnipropetrovska, Kirovohradska, Poltavska, Cherkaska	22.0	20.4	21.2	+0.8
Rear • Volynska, Zakarpatska, Ivano-Frankivska, Lvivska, Rivnenska, Ternopilska, Khmelnytska, Chernivetska	27.4	29.9	30.6	+0.7
Frontline • Donetska, Zaporizka, Luhanska, Mykolaivska, Odeska, Kharkivska, Khersonska	29.3	19.7	16.3	-3.4
Outside of Ukraine	-	0.0	0.6	+0.6

If we compare the current geographical localization of the long-standing and newly established PAs/COs, one can notice the growth of PAs/COs that were established after the beginning of the war in Kyiv and Kharkiv and the Kharkiv oblast. At the same time, a significant reduction of the newly established PAs/COs is noticeable in Donetsk, Luhansk and, quite surprisingly, in Zhytomyr oblasts.

However, the region of registration does not mean that all the activities of the organization are locally oriented. Survey data show that 12% of organizations (both long-standing and newly established) have branches in other regions of Ukraine.

In general, less than half (45.6%) of PAs/COs defined the geography of their activity as local, which means operations in specific settlements, communities or within the same region. While 21.3% consider themselves to be national organizations, 18.7% define themselves as regional organizations operating in several regions, and 14.3% of organizations define themselves as international. Among the newly established organizations, there are significantly fewer local ones and more nationwide and international ones.

Table 2.4: How would you define the geography of activity of your PAs/COs?
(% among organizations of each type)

	Created before February 24, 2022	Created after a full-scale invasion	All
Local (individual settlements, communities or regions)	48.5	32.4	45.6
Regional (several regions)	18.2	20.9	18.7
Nationwide	20.0	27.3	21.3
International	13.3	19.4	14.3

With the beginning of the large-scale war, the average number of actively involved workers of the PAs/COs decreased by 1.7 times. Due to the significant variability of indicators for different groups of employees, the differences are not statistically significant, but it can be assumed that this occurs because of those who worked under a civil law contract or on a volunteer basis. Differences between long-standing and newly established PAs are within the sampling error.

Table 2.5: Number of actively involved employees before and after the start of a full-scale invasion
(% among organizations of each type)

	Before war	The average number of employees now		
	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after February 24, 2022, n=1003	All PAs/COs n=1519
The total number of actively engaged employees	43.7	25.0	22.4	24.5
all who concluded an employment contract and received wages	2.2	1.8	0.4	1.6
Worked under a civil law contract (CLC)	7.6	1.0	0.4	0.9

	Before war	The average number of employees now		
	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after February 24, 2022, n=1003	All PAs/COs n=1519
Were involved as a private entrepreneur	1.6	1.4	0.6	1.3
They worked for free, on a volunteer basis	32.6	20.9	21.1	20.9

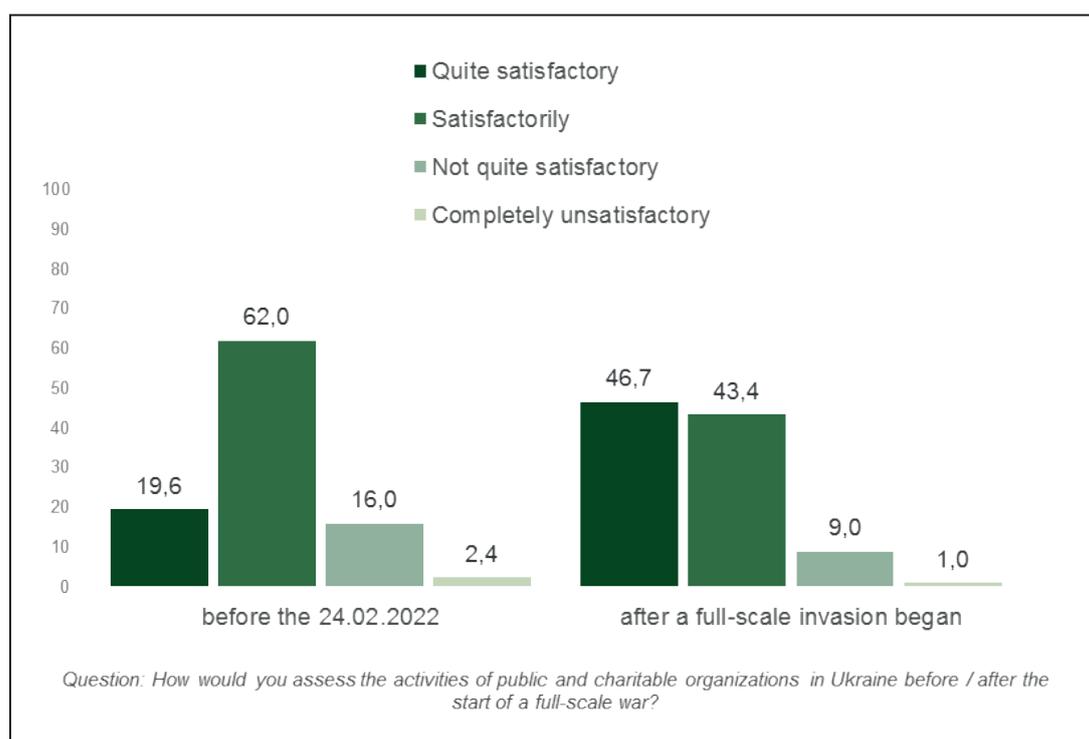
The key priorities of PAs/COs operations before and after the beginning of the war are described in Section IV.

III. Influence and role of public associations and charitable organizations in Ukraine

3.1 General estimation of PAs/COs activities

The activities of public associations and charitable organizations in Ukraine before and after the beginning of the large-scale war are mostly given high estimates by representatives of those PAs/COs that operated during both of these period of times. Before the beginning of the invasion on February 24, 2022, 81.6% of respondents estimated the activity as satisfactory / quite satisfactory, and after the invasion, the percentage of those who provided satisfactory / quite satisfactory estimates reached 90.1%. This indicates of an increase in positive estimates of the operations of these organizations.

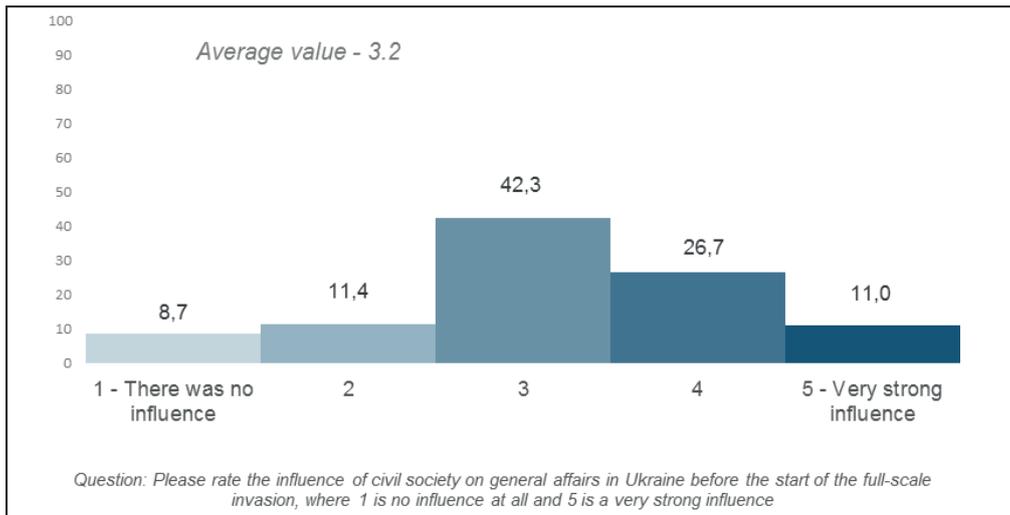
Figure 3.1: General assessment of the activities of the PAs/COs in Ukraine before and after the start of the full-scale invasion (PAs/COs, created before February 24, 2022, n=1003)



3.2 Influence of PAs/COs on situation in Ukraine

Active PAs/COs (those that were established before the war and continue their operations today) are convinced that at the time of the Russian invasion, our country's civil society had an impact on the overall situation in our country. Among the estimates of this influence, average estimates prevail. Nevertheless, the percentage of those who consider the influence to be strong / very strong (37.7%) is 1.9 times greater than the percentage of those who consider the influence to be weak or completely absent (20.1%).

Figure 3.2: Assessment of the impact of civil society on the affairs of Ukraine before the start of a full-scale invasion
(PAs/COs, created before February 24, 2022, n=1003)



When evaluating the influence of their own PAs/COs on the overall situation in Ukraine, the survey participants are quite self-critical and generate very similar estimates both before the large-scale war and after it began. In general, 40.3-41.4% of respondents believe that they can fully or rather influence the overall situation of the country, while 59.7-58.6% consider their influence to be insignificant or absent at all.

Table 3.3: The influence of PAs/COs on general affairs in Ukraine before/after the start of a full-scale invasion
(% among GO/BO created by February 24, 2022, n=1003)

	Before February 24, 2022	After a full-scale invasion
Yes, completely	13.7	13.2
Rather yes, than not	26.6	28.2
Rather no, than yes	24.7	23.0
No, there was no significant impact	35.0	35.6

Question: Do you think that your PAs/COs had a significant impact on general affairs in Ukraine before/after the start of the full-scale invasion?

3.3 Role of civil society activity in Ukraine

Despite the low estimates of their influence, the representatives of PAs/COs, in general, agree that civil society activity plays a significant role in Ukrainian society during wartime. According to 97.1% of respondents, there is a significant consensus regarding the promotion of civil society activity in

the consolidation of Ukrainian society and the stimulation of trust in victory. Similarly, the vast majority of PAs/COs believe that civil society activity creates a feeling of support for the Armed Forces (96.7%), feeling of unity, resilience and a powerful spirit of the Ukrainian people (96.2%), and a feeling of care for war victims and unprivileged categories of citizens (93.8%). In addition, 96.0% of the interviewed representatives of PAs/COs believe that the success of the volunteer movement embodies hope for a better future.

Figure 3.4: Share of representatives of PAs/COs who agree with the statements regarding the role of civic activism in Ukraine during the war.
(all PAs/COs, n=1519)



IV. Adaptation level

Since the beginning of the large-scale invasion, most of the surveyed organizations had to urgently repurpose and expand their activities to some degree. Most of the organizations, despite the shock and confusion of the first weeks of the war, continued to work and very quickly adapted their work to the new circumstances. Some organizations had to urgently relocate, and some found themselves under occupation or were surrounded for a certain period of time.

At the end of February, we opened a centre center for people, who were displaced to our area and we organized an "overnight stay" here, because people came and needed to spend one or two nights. We also organized some food there, provided necessary sleeping bags. P2, Chernivtsi oblast

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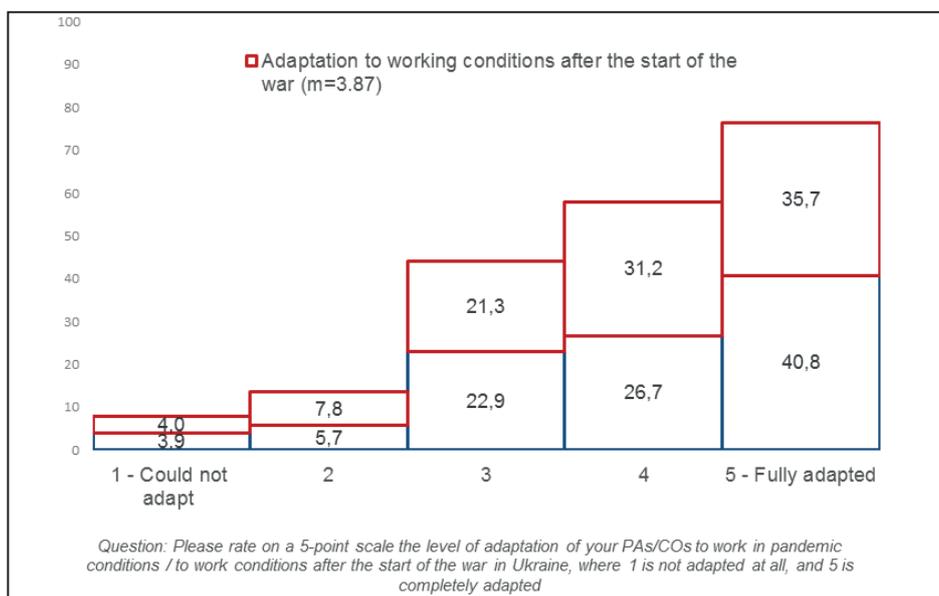
From the beginning of the large-scale invasion till the present, the activity of the civil society has been focused on providing support, covering basic needs as requested by target audiences (TA). That is why many organizations **participated** in population evacuation, distribution of food and hygienic humanitarian aid, and provision of psychological support. Some of the survey participants talked about expanding the target audience – geographically or by adding new unprivileged categories. Assistance to IDPs has become a significant area of work. Moreover, many PAs are engaged in helping the Armed Forces of Ukraine, the State Emergency Service, medical institutions, and so on, or helping citizens on the occupied territory. In addition, organizations tried to continue providing services to their usual TA, taking into account the new circumstances.

We had to respond simply to the needs of people and organizations that remained in occupied Kherson. Donors came to meet us and the programs that we supported at that time allowed us to spend money on humanitarian needs, but it was short-lived. We worked like this almost until May, and then we left the occupied territory because it became more dangerous to stay. We knew that they could come to us, so we took care not to leave traces, and destroyed everything that could be destroyed as for office documents. P9, Kherson region

Broadly speaking, the civil society in Ukraine had to experience two dramatic events one after the other: a pandemic and a large-scale war. Two-thirds of the interviewed COs/PAs fully or to a greater extent adapted to work in such conditions. At the same time, 10% of COs/PAs reported that they could not or almost not adapt to work during a pandemic, and 12% could not adapt to work in war conditions. The breakdown of estimations as for their adaptation to the biggest challenges is very similar, just like the average level of adaptation, which is 3.9 points according to the scale from 0 to 5.

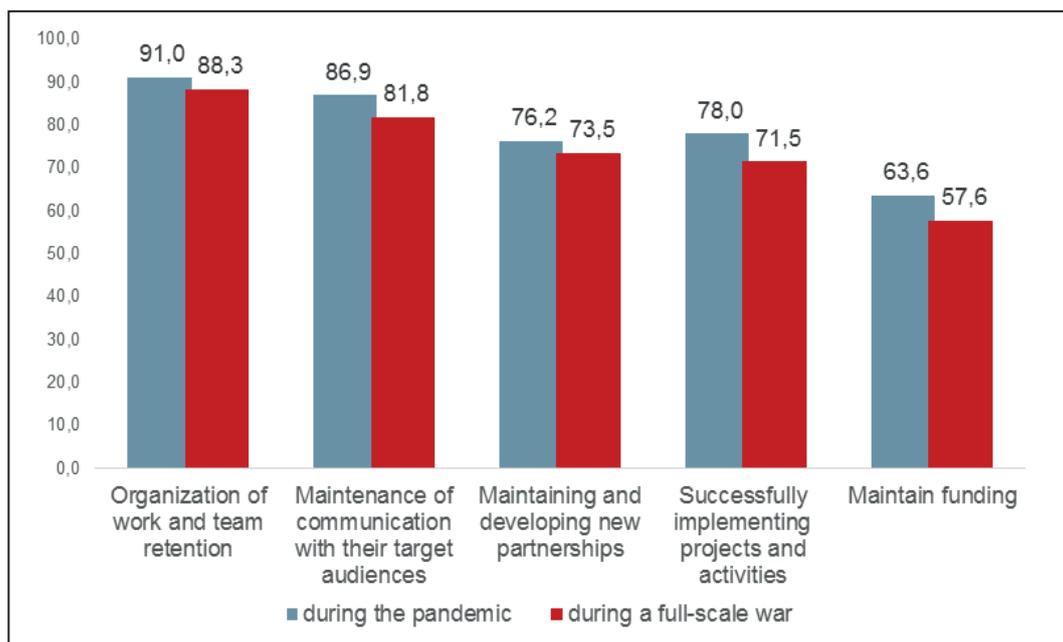
A cross-sectional estimation of the adaptation level to the pandemic and war challenges shows that only half (50.4%) of COs/PAs have fully or largely adapted to these new working conditions, while 42.2% of COs/PAs demonstrate an average level of adaptation, and 7.4% – not at all or were mostly unable to adapt to the pandemic and war challenges.

Figure 4.1: Estimates of the level of adaptation to work in a pandemic and during a full-scale invasion.
(PAs/COs, created before February 24, 2022, n=1003)



A comparison of the core indicators of ensuring sustainability, such as the ability to withstand negative impacts in the pandemic and war conditions, shows that more than half of COs/PAs were able to ensure their existence to one degree or another. The best situation was with a continuation of operations and team retention (91.0% of organizations reported success during the pandemic and somewhat less 88.3% during the war). 86.9% of organizations report complete or significant maintenance of communication with their target audiences during the pandemic, while slightly less than 81.8% – during the large-scale war. Overall, 76.2% of COs/PAs managed to maintain and develop new partnerships during the pandemic, and almost the same – 73.5% during the war. 78.0% managed to successfully implement projects and activities during the pandemic and slightly less – 71.5% during the war. The most problematic area appears to be the financing of organizations, which 63.6% of COs/PAs managed to provide during the pandemic and only 57.6% of COs/PAs during a full-scale invasion. In general, the war has become a greater test for ensuring the activities of PAs/COs, as the percentage of those that have managed to ensure sustainability in the conditions of war, by all parameters, except for the establishment of new partnerships, is lower now than during the Covid-19 pandemic.

Figure 4.2 The share of PAs/COs that managed (rather or completely) to ensure stability in the conditions of adaptation to work during pandemics / war according to the main parameters.
(PAs/COs, created before February 24, 2022, n=1003)



In-depth interviews show that most organizations have one thing in common: after February 24, they asked donors to rewrite projects, adapt, suspend, and reformat them into more relevant activities.

The problem is that we are changing a lot now. What was a month ago is not always acceptable today? Plus, there are factors that we cannot influence, such as the consequences of aggression and missile attacks. We're talking about work and project implementation without the Internet and electricity. That's a big question. We also have an issue with how quickly the donors can adapt and transform to the realities that we have. In most cases, yes, they are ready. The main thing is that the process is not fast.

Some of the pre-war projects were successfully repurposed and implemented in new conditions. And some of the pre-war projects were suspended, postponed to future dates, or their deadlines were extended sometimes upon an initiative from donors. However, it is worth noting that in cases where the project was cancelled by donors, they mostly tried to offer alternative, more relevant projects to PAs, sometimes even out of competition.

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We only had one grant program and it stopped. We've already had the agreement signed. But the security system of this donor forbade implementation of any efforts and external communication. And let's just say that our contract burned down. But the contract behaves like a phoenix, it can be reborn in a completely different place. P6, Volyn region

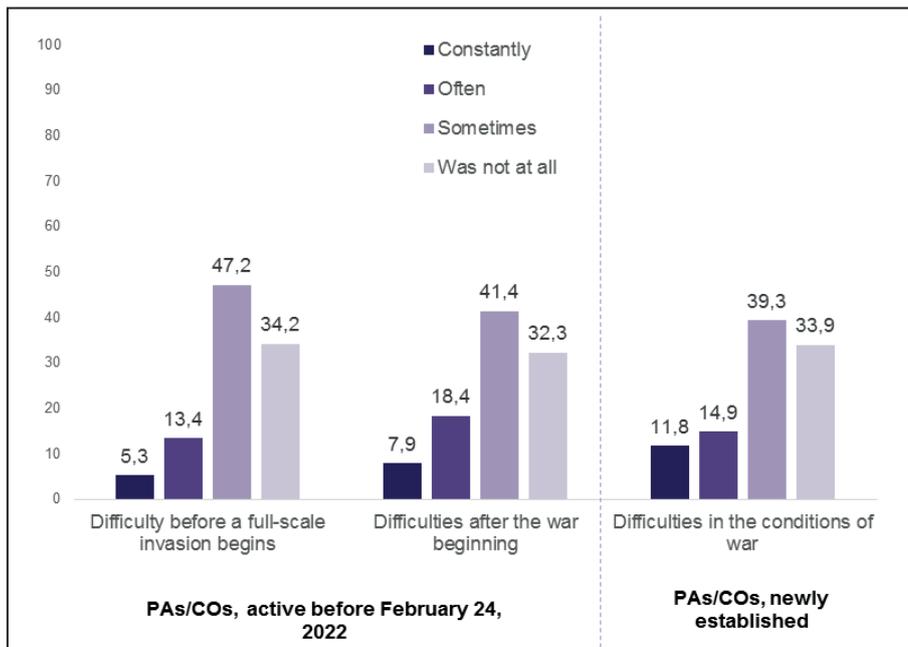
According to participants of the in-depth interviews, in most cases, the donors showed understanding and flexibility, so the PAs/COs had the opportunity to spend the remaining funds from unfinished projects on new challenges, such as the procurement of aid for IDPs.

I want to tell you that donors' tolerance and flexibility were very important here. P1, Lviv region

Only a third of organizations did not face difficulties in implementing their activities. At the same time, if we consider organizations that were active before February 24, 2022, then 18.7% of them constantly / quite often faced difficulties before the invasion. With the beginning of the large-scale war, their percentage increased to 26.3%. Among the newly established organizations, approximately the same percentage – 26.7% noted difficulties in implementing their activities after the beginning of the war. Moreover, representatives of new organizations often emphasized the permanent nature of these problems.

Figure 4.3: Difficulties in implementing one's activities before and after the start of the war.

(PAs/COs, created before February 24, 2022, n=1003 and newly created GO/BO, n=516)



The main difficulties in the activities of PAs/COs – both on the eve of the invasion and after it – relate to **financial security**, namely payments to employees, procurement of materials, payment of services, and so on). Among the PAs/COs operating until February 24, 2022, 59.8% reported financial difficulties, and 49.6% – after the beginning of the war. This decrease may be due to the overall cut down of activity and freeze of projects during the war. Among the newly established PAs/COs, financial security is also the most common obstacle to the implementation of their activities in the public sector, as reported by 61.6% of the representatives of these organizations.

Among other common difficulties for PAs/COs operating until February 24, 2022, and newly established ones, the **presence of offices and communications** (electricity supply, Internet) stands out. 24.1% of active COs/PAs reported the presence of such a problem before the beginning of the invasion, while after the invasion this percentage increased to 43.3%. Almost as many (42.2%) representatives of newly established organizations note the existence of such problems.

Another very common problem is **technical support** (devices, stationery, transport, and so on), which was reported by a quarter of long-term PAs/COs (24.1% before the invasion and 25.5% after it) and 38.1% of the newly established organizations.

And, finally, organizations – that were active even before the large-scale war – noted a significant (more than 4 times) backsliding with the **team's physical security and organization's property**, which was caused by shelling, oppression of team members, attacks, and so on). Newly established organizations do not pay attention to situations with physical security, because they do not have experience of working in more acceptable conditions, which does not mean that this problem does not exist for them.

The new organizations, from the very beginning, understood complex working conditions. This allowed them to plan and direct their activities accordingly. Whereas for PAs/COs, which were implementing their activities until February 24, 2022, it was necessary to reconfigure work under wartime conditions. At the same time, only 1/5 of such PAs/COs suspended their activity (on average for 4 months) and then recommenced it, while 79.5% of such organizations did not suspend their operations at all.

PAs/COs that started their activities before February 24, 2022 mentioned the following main challenges of adapting to work conditions during the war: creating safe work conditions for the team (40.8%), establishing effective interaction with partners (29.8%), reducing the number of employees (29%) and loss of financial support (28.2%).

Table 4.6: What was the main challenge of adapting to working conditions during the war?

(% among PAs/COs created before February 24, 2022, n=1003)

	% to answers, multiple choice
Team's physical security	40.8
Finding ways to effectively interact with partners	29.8
Reduction in the number of employees (for example, due to mobilization, departure abroad, etc.)	29.0
Loss of financial support from donors	28.2
Organization of work within the team	22.6
Finding ways to effectively interact with target groups	20.4
Relocation of PAs/Cos	13.0
Other (for example, lack of electricity and communication with members of the organization and target groups, increased closure of state institutions due to martial law, psychological state of people, etc.)	6.7
Hard to answer / Nothing	7.9

Among the main challenges, participants of the in-depth interviews most often mentioned the difficult psycho-emotional state of the team against the background of work overload, which leads to professional burnout. The financial and strategic uncertainty of the organization's existence prevents it from carrying out the current activity and planning for the future, which additionally worsens the emotional state of the employees of the PAs/COs.

Staffing problems are also a challenge for the majority of respondents, namely:

- loss of some part of the team due to relocation, service in the army, death
- team diversity
- lack of personnel due to the increase in the volume of work, expansion of projects
- personnel turnover due to low salaries and excessive workload
- lack of employees who could work "on-site" and not remotely

New donors emerged and they asked us about the needs and were ready to provide financing. And that's where I felt the shortage of personnel. ... Some people went abroad. ... We needed and still need that personnel offline, here. P1, Lviv region

Last week, unfortunately, a member of our organization, an entrepreneur who was in Toretsk, died. A rocket was shot directly into his house and so we have such a tragedy. Unfortunately, there are personnel losses. P4, Donetsk region

Perhaps the biggest challenge is emotional burnout, especially for those who didn't leave. P7, Chernihiv region

As for raising funds, it seems to me that there are some funds, but we don't have enough people who can carry out projects qualitatively. Again, due to serious losses of the organization's resources, we lost employees and connections. We lost a lot. Besides, we are an association like a public union. We often worked on the principle of consortium. We re-used other organizations' expertise when we lacked it. This approach is not working very well these days because all organizations are busy and it's hard to get their time. Projects had to be implemented, no time to rest and share expertise. So, we faced the problem of properly building a consortium system.

Problems with electricity, heat and mobile connection have become tangible challenges in recent months, but some of the participants of the in-depth interviews note that, at the moment, they are more or less used to living with these issues and take them into account when planning their work (they bought the necessary equipment, plan offline meetings, if necessary, employees temporarily go abroad to perform urgent work, and so on). At the same time, for other organizations, these challenges remain serious and significantly slow down or destroy the workflow.

Challenges with electricity and mobile connection are very topical. We had a lot of problems with one of the projects, another project faced the problem of reporting precisely because there was heavy shelling in Kyiv and our lawyers and financial specialists were there and simply did not go online for three days. P5, Donetsk region

The loss of premises, equipment and documents and the need to relocate became challenges for those organizations that worked on the recently occupied or frontline territories. In addition to serious financial consequences, these challenges also had a significant negative psychological impact, especially in those cases when this relocation was not the first one for the organization since the beginning of the war in 2014.

The participants of the in-depth interviews also voiced proposals and initiatives that could help counter the existing challenges:

- Institutional support from the authorities or donors would enable organizations to work more systematically and focus less on the search for funding. PA representatives suggest that in the period of post-war reconstruction of the country, the role of such support will become even more important.
- Support and organizational development of newly created initiatives.
- Increasing the duration of grant projects and greater flexibility to be able to adapt and adjust projects along the way depending on changing needs and the situation.
- Expanding the scope of donor support, returning to supporting initiatives that were relevant before the start of the large-scale invasion. Financial support of longer-term projects and sustainable development.
- Development of initiatives aimed at cooperation between authorities, civil society and business, as well as a more active exchange of experience between regions and with other countries.
- Retreats, psycho-emotional support, efforts to deal with burnout and to restore teamwork in PAs/COs.

- Training for PA/CO employees — project management, specifics of public sector work (legal, financial, procurement, and so on), mediation and crisis communication, conducting information campaigns, SMM, English courses for employees, acquiring analytical work skills, and HR.
- Financing of longer training for employees, the opportunity to obtain a specialty (for example, in urban planning) to increase expertise.
- Learning digital, informational, and personal security training for civic leaders and local activists.
- Mentorship, coaching in developing and implementing new projects, and support to PAs/COs.
- Ability to attract external expert employees for the duration of the project (experts in communication, accounting, and so on), and get them interested by competitive fees.
- Ability to increase costs for administrative services as part of projects.

There is now a great need for organizational support of the public associations themselves. Because everyone focused all these months on solving the problems of key, target audiences. But now there is a clear understanding that the teams need additional training and development. And if we provide psychological and emotional support, it does not mean that the team does not need something similar. Because there is burnout and complete reformatting of teams is taking place.

The government delegates some authority to public associations, partially, and the public association performs work through a tender, through which contracts are usually signed. This gives stability to the organization and gives an opportunity to survive, live, and develop professionally. And not to live from grant to grant. P10, Ivano-Frankivsk region

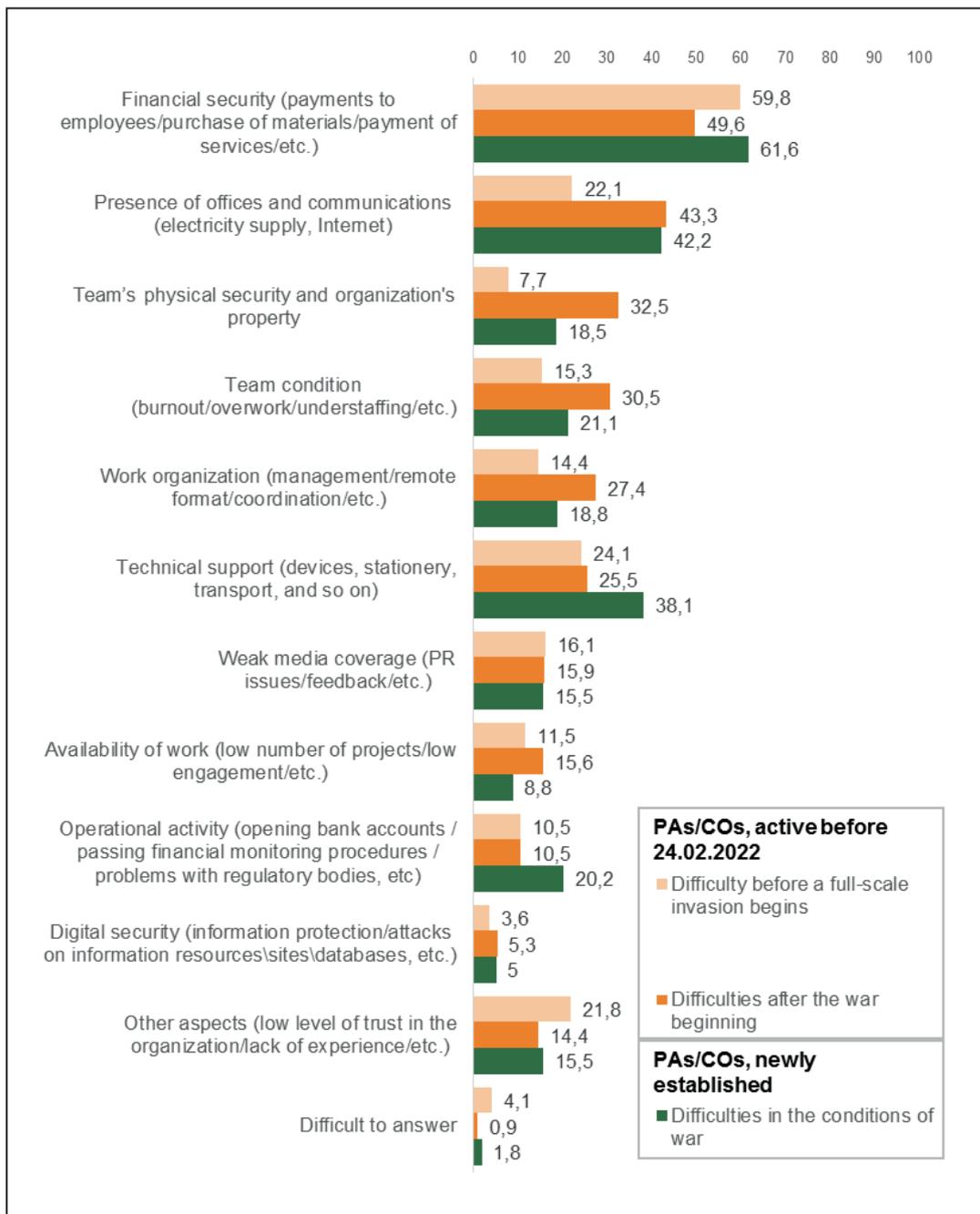
Training of all employees is very important to us. Increasing capacity is important to everyone. ... And we simply cannot find someone who would teach the third sector how to make these purchases correctly. P3, Zaporizhzhia region

Some PA representatives also especially emphasized that their organizations need the most support right now, while the war continues.

If we survived and continued to work here as a team during the war, I think that after the war our work will not be worse, but on the contrary, better. Today we work in extreme conditions. Now we need more support [it is needed]. And then, believe me, we will support ourselves further. We need to get out of this battle victorious and get through this struggle together. I think everything will be fine from now on. P2, Chernivtsi region

Figure 4.4 Detailing the difficulties in implementing one's activities before and after the start of the war.

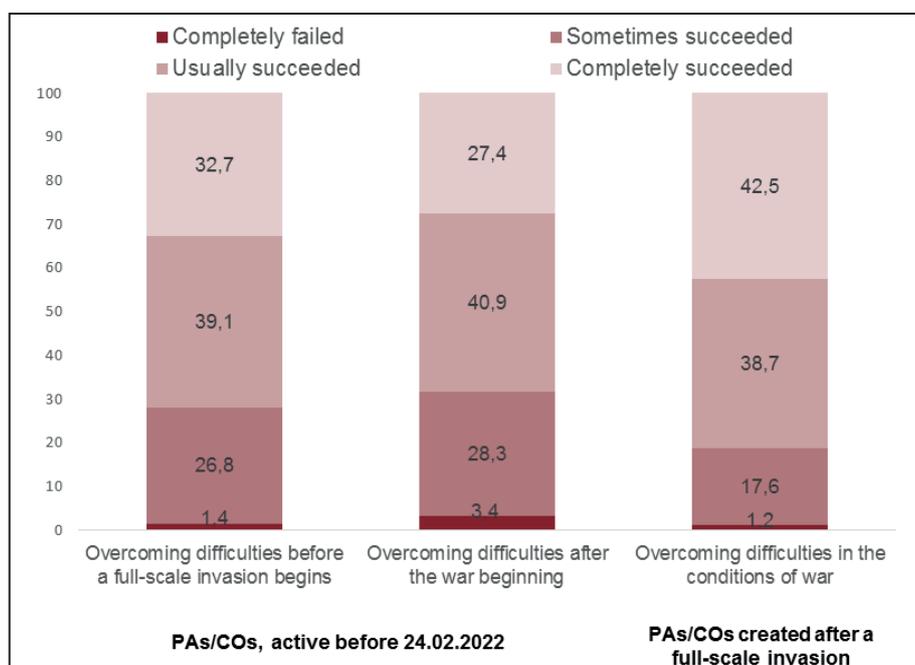
(PAs/COs, created before February 24, 2022, n=660/679 and newly established PAs/COs, n=341, which faced difficulties)



Most organizations manage to overcome the difficulties they face in the course of their work. Thus, 71.8% of organizations with a huge operational experience report that they often or almost managed to overcome difficulties before the invasion. After the beginning of the large-scale war, this percentage has hardly changed and stands for 68.3%. At the same time, among the newly established COs/PAs, 81.2% report that they manage to overcome difficulties in their work in war conditions. The reason for this may be the small duration of the activity and the greater enthusiasm at the beginning of the activity among them.

Figure 4.5 Overcoming difficulties in the implementation of one's activities before and after the start of the war.

(PAs/COs, created before February 24, 2022, n=660/679 and newly established CO/BO, n=341, which faced difficulties)



V. Activity priorities

The breakdown of the main areas of activity of the survey participants are shown in Table 6.1 and Figure 6.2, which shows the top 10 areas of activity of public and charitable organizations before and after the large-scale invasion.

Table 5.1: Main spheres of activity of PAs/COs before and after a full-scale invasion.

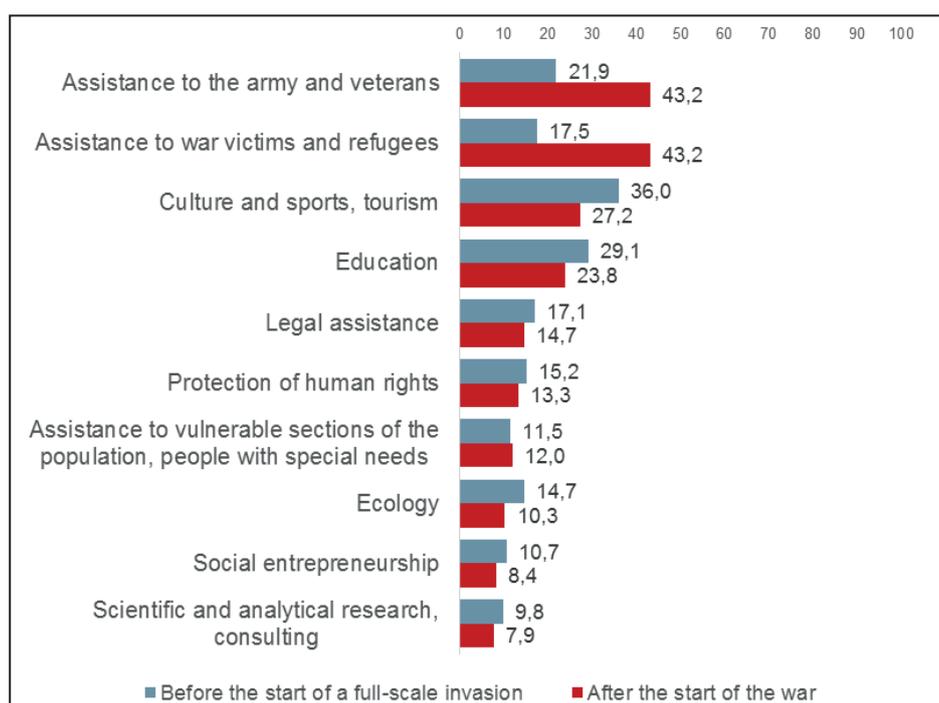
(% among all PAs/COs, multiple choice)

	Before war	The spheres of activity now		
	PAs/COs, active before February 24, 2022, n=1003			
Assistance to the army and veterans	21.9	39.3	61.8	43.2
Assistance to war victims and refugees	17.5	38.5	65.1	43.2
Culture and sports, tourism	36.0	29.7	15.7	27.2
Education	29.1	25.7	14.5	23.8
Legal assistance	17.1	15.4	11.4	14.7
Protection of human rights	15.2	13.2	13.8	13.3
Assistance to vulnerable sections of the population, people with special needs	11.5	13.6	4.8	12.0
Ecology	14.7	11.3	6	10.3
Social entrepreneurship	10.7	8.2	9.5	8.4
Scientific and analytical research, consulting	9.8	8.4	5.4	7.9
International relations / Euro-Atlantic integration	6.5	6.7	8.7	7.0

	Before war	The spheres of activity now		
	PAs/COs, active before February 24, 2022, n=1003			
Media literacy	6.8	6.3	6.4	6.3
Gender equality	7.9	6.6	4.7	6.2
Fight against corruption	8.3	6.3	4.1	5.9
Building Democracy	7.4	5.7	5.4	5.6
Decentralization	7.7	4.9	3.5	4.6
Digital transformation and cyber security	3.8	3.7	3.5	3.7
Health care, medical services	3.6	3.7	1.4	3.3
Protection of animals	1.3	1.4	2.3	1.6
Work with youth and teenagers	1.9	1.3	0.6	1.2
Restoration / development of infrastructure, socio-economic facilities, housing	0	1.0	1.4	1.1
Other	8.0	7.8	3.7	7.1

Overall, the areas where the most PAs/COs were involved remained the same before and after the beginning of the large-scale war (see Figure 6.2), but their priority has changed significantly. If before the invasion, culture, sports, tourism (36.0%), and education (29.1%) were mentioned most often among the priorities of the PAs/COs, now they are mentioned less often (by 8.8% and 5.3%, respectively). At the same time, assistance to the army and victims of the Russian aggression has now become the main activity for 43% of PAs/COs, which means that there is an increase of 21.3% for assistance to the Armed Forces and 25.7% for war victims and displaced persons.

Figure 5.2 TOP-10 areas of activity of PAs/COs before and after a full-scale invasion.
(All PAs/COs, multiple choice)



This can be seen as evidence that the Ukrainian society has responded very quickly to the current demand. Thus, 65.1% of the organizations established after the beginning of the large-scale war are focused on helping the army and 61.8% on helping the victims of war, while the remaining areas of activity were named 4 times less often. Nevertheless, such a situation contains potential risks of closing up important fields of work, which will be difficult to recover from later.

Among PAs/COs established during the war, 42.1% named relevance as a key aspect in choosing a field of work, 29.7% believe that there is an urgent need for such organizations, 19.4% chose this field because it is related to helping the state in overcoming consequences of the war. Only 5% mentioned the need to support the field of work that has lost its relevance since the beginning of the war. 3.9% called out some other reasons. In total, 89.0% of organizations estimate the relevance of their activity after the end of the war in Ukraine as rather or quite relevant, 7.4% give mediocre estimates, and 3.7% believe that the field of their work will rather or completely lose its relevance after the war.

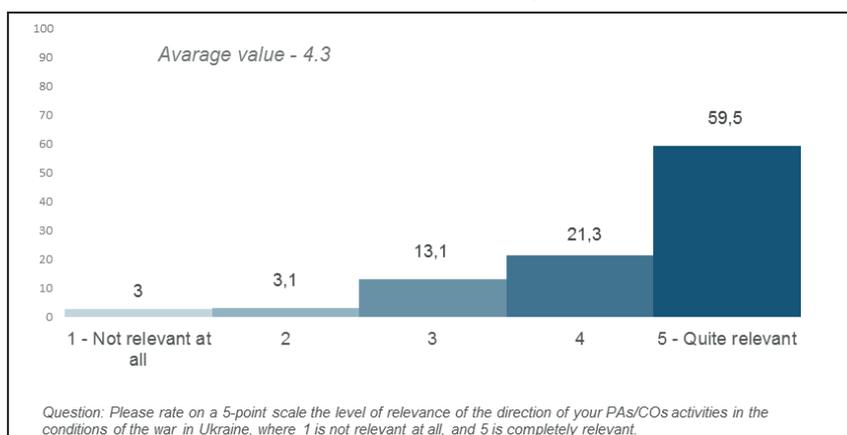
The changes become more noticeable if we estimate the differences in the priority areas of work of those organizations that were active both before and after the large-scale invasion. You can also see a significant increase in the number of those COs/PAs that focus on helping the army (by 17.4%) and helping victims of war and displaced persons (by 21.0%). The number of mentions of other fields either did not change or decreased. Relatively more often the following areas get closed up culture, sports and tourism, education, ecology, and decentralization. This means that there is a concentration of the efforts of the civil sector on the most urgent issues at the expense of other areas of work or due to extra efforts from the combination of old and new priorities.

The survey showed that only a quarter (24.7%) of COs/PAs, who started their work before the large-scale war, continued to work in their usual fields after the invasion began. At the same time, 18.8% of organizations reoriented their activity to meet new challenges, and the majority (56.4%) of PAs/COs combined the priorities of pre-war work with new fields.

The interviewees emphasized that the demands of the target audience change very quickly during wartime, so they can be difficult to predict and, accordingly, flexibility is needed to respond to them on the part of PAs/COs, authorities, and donor organizations.

The vast majority of respondents (80.8%) consider the field of their organization's activities in war conditions to be mainly or completely relevant. The rest of the organizations said the following: 13.1% give average estimates of the relevance of their field of activity during the war, and 6.1% consider this field mainly / not at all relevant in the current conditions.

Figure 5.3: Evaluation of the level of relevance of the direction of activity of the PAs/COs in war conditions
(PAs/COs, created before February 24, 2022, n=1003)



Only 14.3% of the surveyed organizations consider it necessary to change the field of activity in war conditions, while 78.9% believe that this should not be done, and 6.9% hesitate to answer. At the same time, the majority (61.6%) of representatives of PAs/COs are convinced that there is a need for the development of additional areas of activity in war conditions, 28.2% of respondents do not share this point of view, and another 10.2% hesitate to answer.

Additional and new areas of activity that need to be developed during the war are currently in the process of formation and have the nature of responding to problems arising in society. Among the current areas of activity, assistance to the military (18.0%) and work with IDPs and Ukrainian refugees abroad (17.3%) were mentioned most often. Among other priorities, volunteering (in a broad sense) was often mentioned - 10.6%, as social protection of unprivileged groups and assistance to war victims – 9.6%. Among the promising areas of activity, survey participants include the search for funding, through cooperation with donors, investment attraction, and establishment of contact with international organizations - 9.0%. The requested field of activity will be the provision of rehabilitation services, assistance and support of wounded / injured military personnel and their families, as well as war victims among the civilian population – 8.3%.

Table 5.4: Areas of activity that should be developed in conditions of war
(% among PAs/COs created before February 24, 2022, who consider it necessary to change / develop additional areas of activity, n=635, multiple choice)

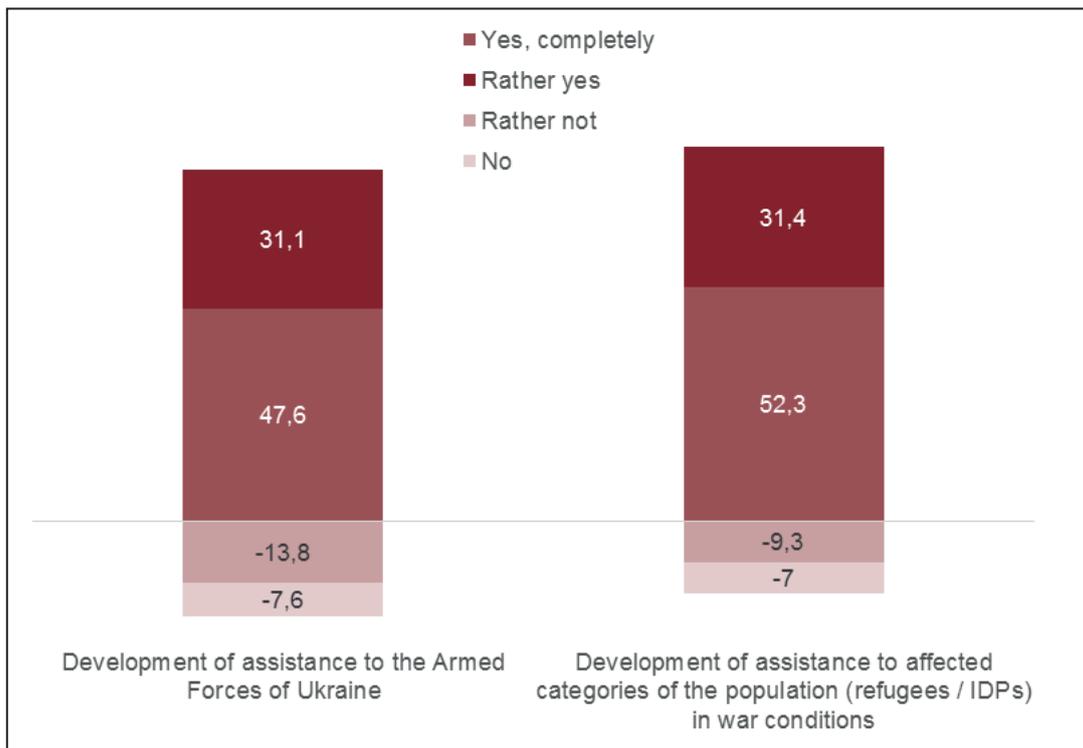
	% to resp
Assistance to the military	18.0
Work with IDPs and Ukrainian refugees abroad	17.3
Volunteering	10.6
Social protection of unprivileged groups and assistance to war victims	9.6
Cooperation with donors, investment attraction, the establishment of contact with international organizations	9.0
Rehabilitation services, assistance and support of wounded / injured military personnel and their families	8.3
Psychological assistance, in particular for children	6.9
Education, artistic activity, enlightenment, science	6.5
Charitable / humanitarian aid	5.7
Social entrepreneurship	4.7
Work with children, teenagers and young people	4.6
Expanding communication with the population, partners and donors, local authorities	3.9
Legal awareness of the population in conditions of war, legal assistance, advocacy	3.6
Reconstruction, restoration of infrastructure facilities, repair of buildings, landscaping	3.5
The cultural and spiritual development of the Ukrainian society	2.8
Sports, organization of sports events	2.7
Media component, dissemination of information, publishing activity, creation of a media group	2.0
Support for people (especially children) with disabilities	2.0
Security, protection of public order	1.9
Ukrainization of the population, patriotic education	1.9
Medicine, training in tactical medicine, medical support	1.9
Assistance in the employment of IDPs and the local population, professional training for children and youth	1.7
Overcoming environmental problems, cleaning up polluted areas	1.3
Digitization / technological development of Ukraine	1.3

	% to resp
Media hygiene, information security, media literacy	1.3
Provision of housing	1.1
Project activities, grant applications	0.9
Weapon handling skills for the public; survival, self-defence boot camps	0.9
Detection of corruption violations, control of authorities	0.9
Assistance to animals in occupied territories and hot spots, evacuation of animals	0.8
Development of democracy, civil society	0.6
Assistance to the population of the de-occupied territories	0.6
Assistance to community residents, capacity building	0.6
Documenting the consequences of war, damage and losses, mapping the destruction	0.6
Improving the quality of Ukrainian military training	0.6
Self-management and decentralization, participation	0.6
Preservation of cultural / architectural heritage	0.5
Economic development	0.5
Tourism, popularization of recreation in the village	0.3
Creation of training centres for civilians	0.3
Civil protection of the population	0.3
Field teams of palliative care	0.3
Research, analytics, and surveys of organization members to identify their problems	0.3
Immortalization of people who gave their lives	0.3
Service dog breeding for demining areas, detection and search with dogs	0.3
Prevention, assistance to victims of violence	0.3
Cooperation with NATO, bringing the procurement system to NATO standards	0.3
Gender initiatives	0.3
Law enforcement reform	0.2
Social psychology	0.2
Mapping of collaborators	0.2
Crowdfunding / Fundraising	0.2
Assistance to the families of the missing	0.2
Relocation of organizations from east to west	0.2
Demining	0.2
Help for cancer patients	0.2
Formation of political power	0.2
Energy saving	0.2
Development of the state	0.2
Hard to answer	3.9

The potential of mobilizing civil society to help the Armed Forces and the affected civilian population is much greater than it can be seen in the priority fields of the organizations' development. This is evidenced by the fact that 78.7% of COs/PAs consider the development of assistance to the Armed Forces relevant to the vision of their organization, and 83.7% - the development of assistance to affected categories of the population (refugees / IDPs) in war conditions.

Figure 5.5: Share of PAs/COs that consider it relevant to the vision of their organization to develop the direction of assistance to the Armed Forces of Ukraine / affected categories of the population in conditions of war.

(PAs/COs, established before February 24, 2022, n=1003)



Support to the AFU during ATO and large-scale war

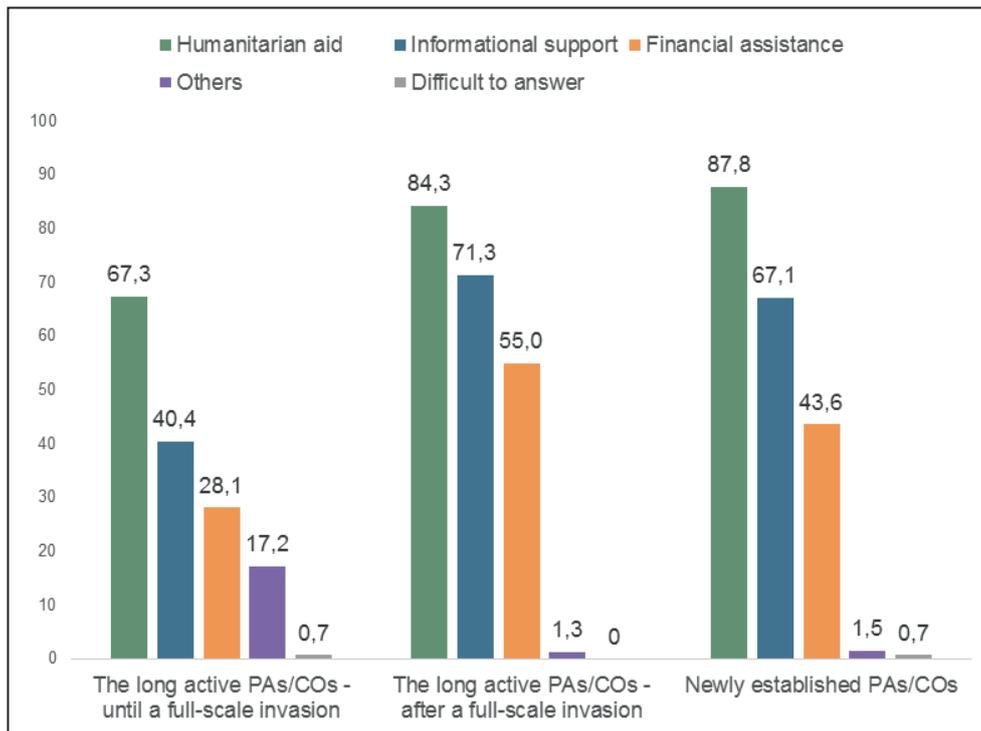
As noted earlier, 21.9% of all PAs/COs - before the large-scale invasion and 43.2% after it began - indicated assistance to the army and veterans as a priority activity. The involvement in this type of aid is more extensive. Among the long-term PAs/COs, 54.5% were involved in initiatives to assist the Armed Forces before the full-scale invasion, and 76.9% after it. Among the newly established PAs/COs, 77.7% are engaged in helping the Armed Forces and veterans. Thus, **a total of 77% of all public and charitable organizations in Ukraine now participate in the assistance of the Armed Forces.**

Initiatives to help the Armed Forces are mainly **humanitarian** in nature. Among long-term PAs/COs, involved in the assistance of the Armed Forces, 84.3% are currently providing humanitarian aid (67.3% before the invasion). Among the newly established PAs/COs, 87.8% are now involved in humanitarian aid.

One can also see a significant increase in **informational** support after the beginning of the large-scale invasion. Among the long-term PAs/COs, involved in the assistance of the Armed Forces, 71.3% are currently providing informational assistance (40.4% before the beginning of the invasion). Among the newly established PAs/COs, 67.1% are now involved in informational assistance.

Compared to other types of assistance, the provision of **financial** assistance is somewhat smaller. Although here, too, we see an increase in engagement among the long-term PAs/COs from 28.1% before the invasion to 55% now. Long-term PAs/COs show more involvement in financial assistance compared to newly established ones, among the latter 43.6% currently provide such assistance.

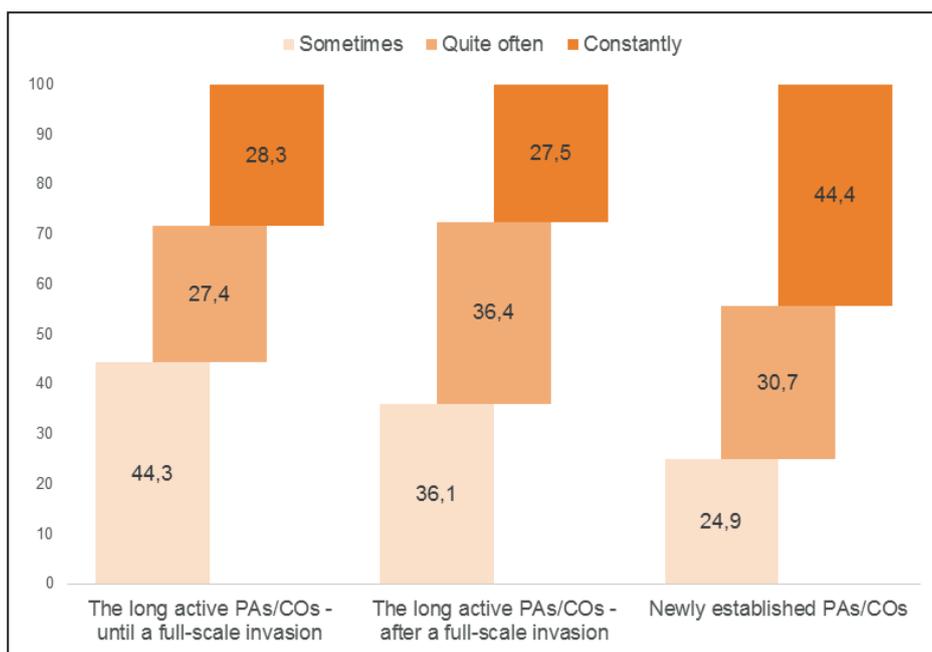
Figure 5.6: Types of initiatives to assist the Armed Forces of Ukraine
(PAs/COs providing such assistance - created before February 24, 2022, n=431/771 and PAs/COs created after the invasion, n=401)



Helping the army does not have the occasional character, but is quite frequent, or even stands for the constant activity in COs/PAs today. This is reported by 63.9% of long-term operating organizations and 75.1% of newly established organizations, and the intensity of engagement of new organizations is greater than those that started working even before the large-scale war.

Figure 5.7: Frequency of involvement in initiatives to assist the Armed Forces of Ukraine

(PAs/COs providing such assistance - created before February 24, 2022, n=431/771 and PAs/COs created after the invasion, n=401)



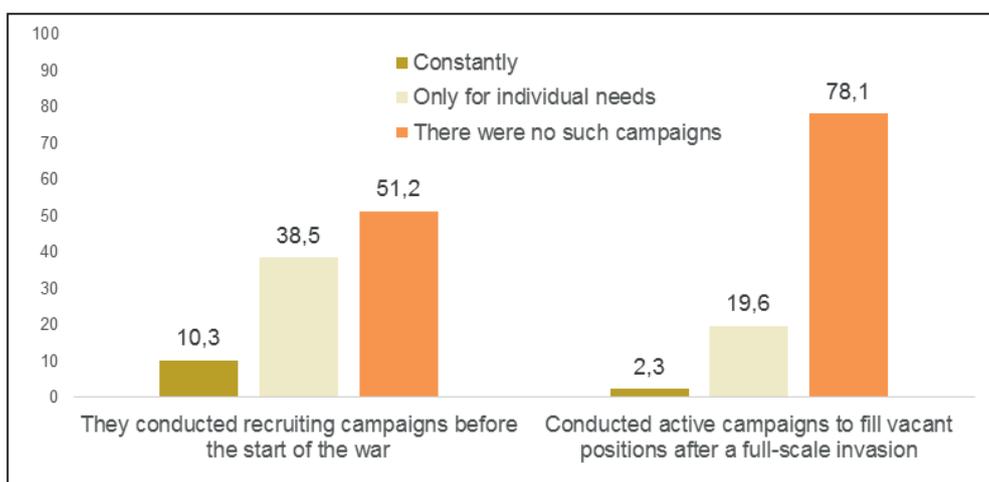
VI. Cooperation

Countering external aggression and overcoming its consequences requires a consolidated effort of the active public society and authorities. This section will consider changes in the process of involving COs/PAs in the cooperation of employees and volunteers, influencers, other charitable and public associations, business and state authorities and local self-government.

Hiring employees

Companies with long operational records are significantly less likely to hire new employees permanently and even on a case-by-case basis after the large-scale invasion began than before. If before the war, approximately half of the COs/PAs occasionally held such campaigns, then after the beginning of the invasion, their percentage decreased to 21.9%. Such changes can cause overload and burnout of the permanent staff inside organizations, especially in challenging security conditions and constant stress.

Figure 6.1 Conduct of recruiting companies before and after the start of a full-scale war
(PAs/COs, created before February 24, 2022, n=1003)



Volunteer programs

About a third of the PAs/COs, who were active before February 24, 2022, had volunteer programs before the invasion, and this has hardly changed since the beginning of the large-scale war. Newly established organizations rely more on volunteering, as 47.1% report having volunteer programs and volunteering policies.

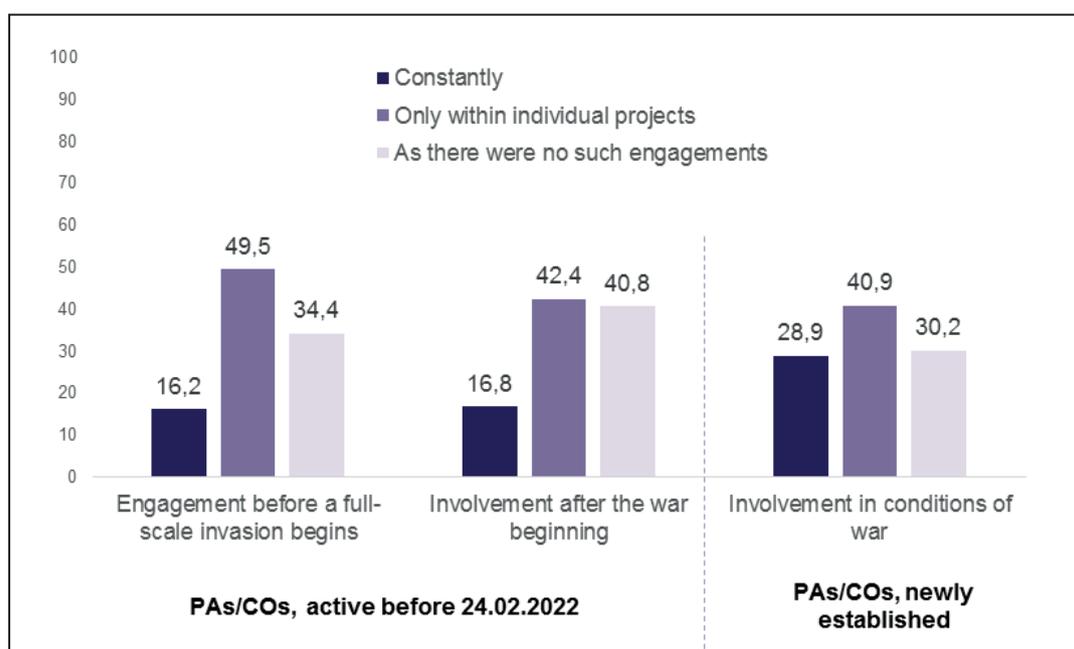
Table 6.2: Availability of volunteer programs (policies of PAs for attracting long-term volunteers) before and after the start of the war
(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	Availability of the program before the start of the war in PAs/COs, active before February 24, 2022	Availability of the program after the start of the war in PAs/COs, active before February 24, 2022	Availability of the program in newly created PAs/COs
Yes	35.6	33.5	47.1
No	64.4	66.5	52.9

Cooperation with other COs/POs

The permanent partnership and cooperation of PAs/COs, operating until February 24, 2022, has hardly changed since the beginning of the war. Among these organizations, 16.2-16.8% continuously involve other charitable / public associations in cooperation before and after the large-scale invasion. At the same time, there is a slight decrease in situational project partnerships in long-term organizations compared to the period before the invasion, from 49.5% to 42.4%. Among the newly established organizations, only 30.2% noted that they did not involve other PAs/COs in cooperation, while 28.9% did it constantly and another 40.9% - as part of individual projects.

Figure 6.3 Involvement in the cooperation of other charitable / public associations before and after the start of a full-scale war
(PAs/COs, created before February 24, 2022, n=1003 and newly created GO/BO, n=516)

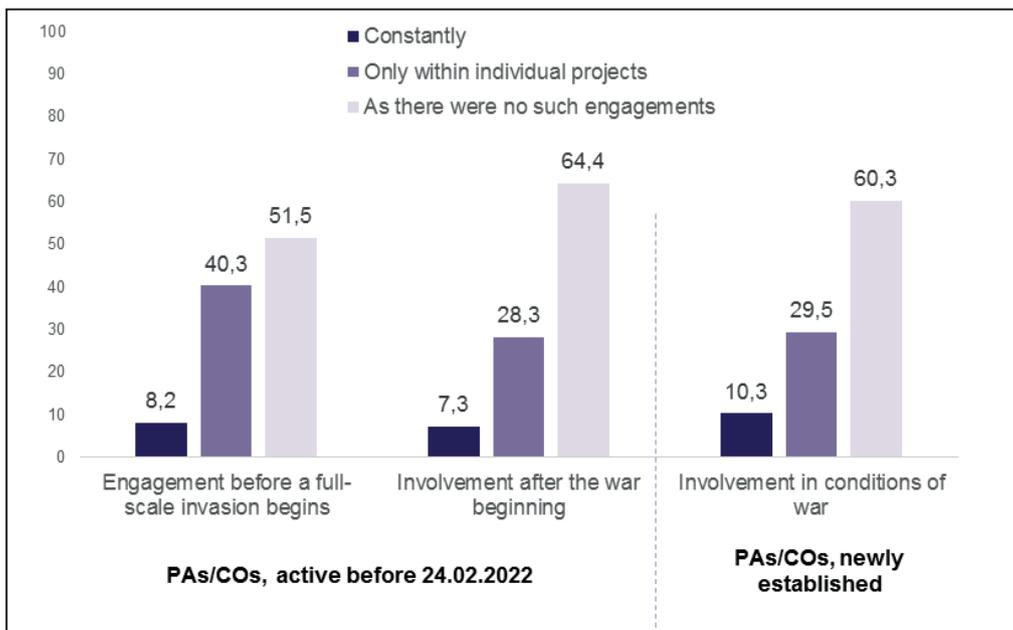


Cooperation with commercial organizations

Permanent cooperation with business is not very common among organizations operating until February 24, 2022. Before the war, it was 8.2% and after the invasion, it was 7.3%, that is, it remained unchanged. And the situational project cooperation of these organizations with commercial companies has significantly decreased – from 40.4% to 28.3%. At the same time, the newly established COs/PAs cooperate somewhat more with business permanently (10.3%) and have about the same number (29.5%) of joint projects with commercial companies as long-term organizations.

Figure 6.4 Engagement of commercial organizations before and after the start of a full-scale war

(PAs/COs, created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

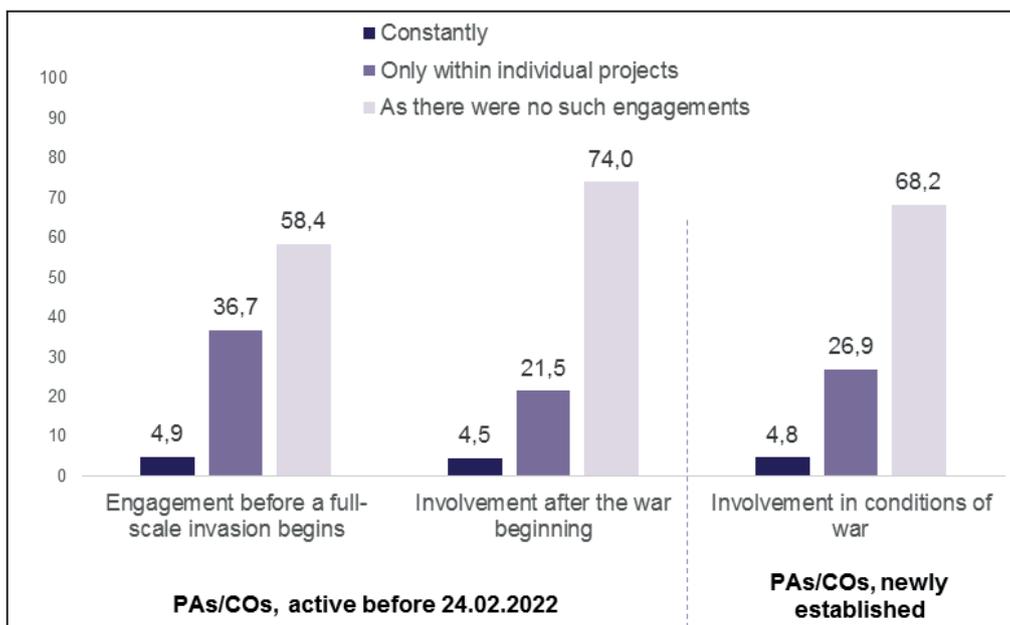


Cooperation with influencers and media persons

Cooperation of COs/PAs, regardless of the time of registration, with influencers and media persons on an ongoing basis is quite rare, as it does not exceed 5%. With the beginning of the large-scale invasion, project-based cooperation decreased from 36.7% to 21.5% among long-term organizations and 26.9% among newly established COs/PAs.

Figure 6.5 Engagement of influencers / media persons before and after the start of a full-scale war

(PAs/COs, created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)



Attempts to attract people / organizations outside of Ukraine

Although international cooperation is one of the top 5 priority areas of activity of organizations, not many practical steps have been taken in this direction. Among the COs/PAs that were active even

before the invasion, 62.5% before the large-scale war and 60.3% after it began, did not attempt to involve people/organizations outside of Ukraine in their activities. Among the newly established organizations, there are much fewer of them - 40.9%, which means that new COs/PAs are more actively looking for international partnerships from the very beginning of their operations.

Most often, Ukrainian COs/PAs try to attract international public and charitable organizations. Before the war 22.6% and after the invasion, 23.7% of long-term organizations made such attempts to engage. Among the newly established organizations, 35.3% participated in such attempts.

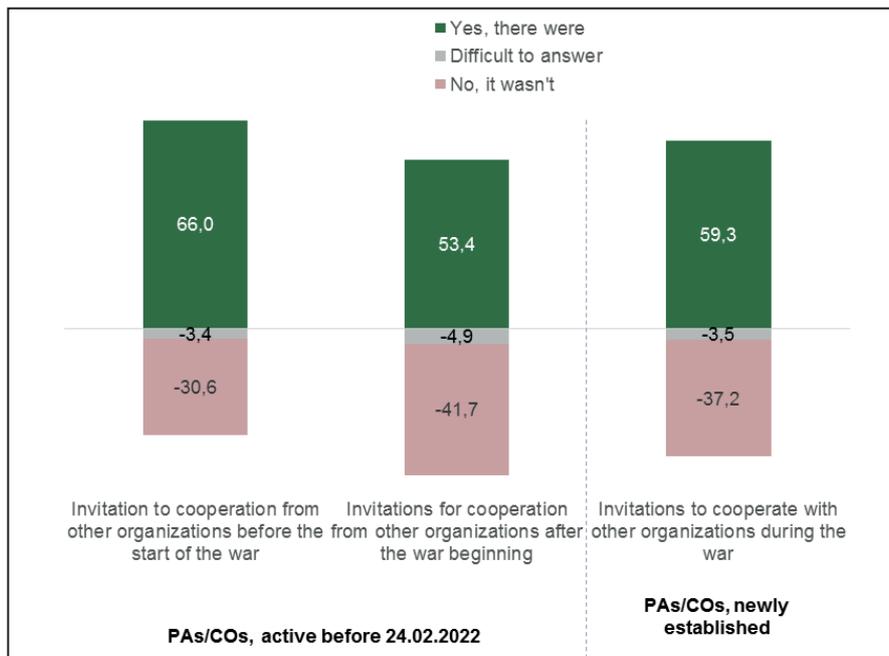
Attempts to attract international volunteers are also relatively more common. Before the war, such attempts were made by 15.0%, and after the beginning of the invasion, slightly more – than 22.5% of long-term organizations. Among the newly established organizations, 35.5% participated in such attempts. Appeals to other international partners are less common, although it can be noted that almost one in ten newly established COs/PAs tries to cooperate with foreign commercial organizations, which is more than among Ukrainian COs/PAs who have been working in the public sector for a long time.

Table 6.6 Attempts to involve people/organizations outside of Ukraine in the activities of PAs/COs before and after the start of a full-scale war
(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	Attempts to involve before the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve after the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve in newly created PAs/COs
Were involved international PAs/COs	22.6	23.7	35.3
Volunteers were involved	15.0	22.5	35.5
Commercial organizations were involved	5.3	6.2	9.9
Influencers were involved	4.4	2.8	3.9
There were campaigns to fill vacant positions	0.4	0.5	0.6
There were no such attempts	62.5	60.3	40.9

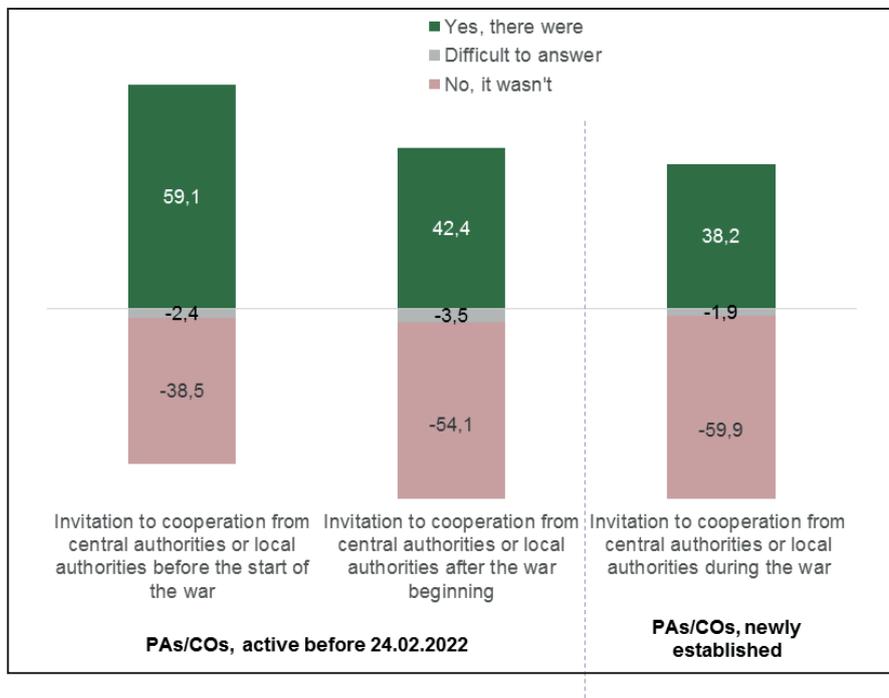
Receiving invitations to cooperate is a fairly common practice among COs/PAs, which is reported by more than half of the respondents. It appears that the invasion has had a negative impact on activity in this area. Because among the long-term active COs/PAs, the percentage of those who received such invitations to cooperate decreased from 66.0% to 53.4% with the beginning of the large-scale war. Newly established PAs/COs receive somewhat more invitations for partnership (59.3%) in times of war, which may be due to the fact that their main activities from the very beginning were "sharpened" under the war conditions, unlike those organizations that have been working for a long time and had slightly different priorities.

Figure 6.7 Involvement in the cooperation of other organizations before and after the start of a full-scale war
(PAs/COs, created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)



Compared to public sector partnership initiatives, the proportion of organizations that received invitations to cooperate from state bodies or local governments appears to be smaller both before the invasion and, especially, during martial law. This applies to newly established organizations and those that have been working for a long time.

Figure 6.8 Receiving invitations for cooperation from central authorities or local authorities before and after the start of a full-scale war.
(PAs/COs, created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

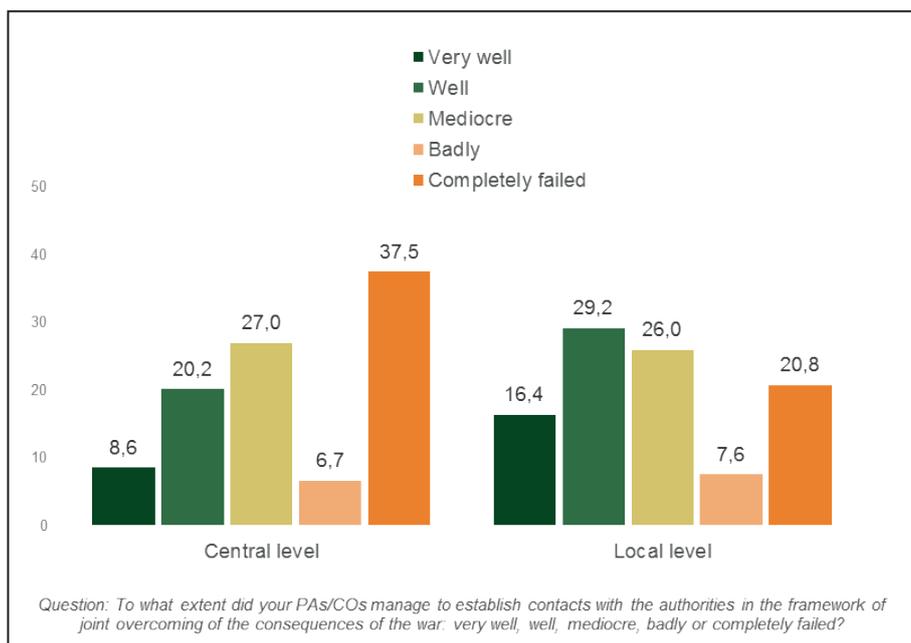


Organizations operating until February 24, 2022 moderately estimate the process to establish contacts with the authorities as part of cooperation to overcome the war consequences. Besides, cooperation with local authorities is estimated higher than with the central authorities.

The average estimates of successful establishment of contacts on a 5-point scale, where 1 is very bad and 5 is very good, for the central level authorities the score is 2.6, while for the local level authorities – 3.1. In general, 28.8% of COs/PAs believe that they managed to establish contacts very well/well with central authorities and 45.6% – with local authorities. 27.0% of oral Executive Bodies (CEB) and 26.0% of Local Governments (LO) estimate these contacts as mediocre, respectively. 44.2% of CO/PA respondents found it extremely difficult to establish contacts and cooperation as part of cooperation to overcome the war consequences with the central authorities, while 28.4% of COs/PAs reported the same estimates with local authorities.

Cooperation with the authorities of newly established organizations was not estimated, as some of them were established recently and just started their activities.

Figure 6.9 Success of establishing contacts with the authorities in the framework of the joint overcoming of the consequences of the war
(PAs/COs, created before February 24, 2022, n=1003)



41.4% of PAs/COs were established before the large-scale war and 48.3% of the newly established organizations received proposals for project cooperation in wartime aimed at helping the Armed Forces. Proposals for project cooperation aimed at helping the categories of the population affected by the war were heard somewhat more often. This was reported by 47.9% of long-term organizations and 54.5% of COs/PAs established in conditions of large-scale war. It is interesting that in both cases, newly established organizations received proposals for project cooperation somewhat more often.

Table 6.10: Proposals for project cooperation in wartime, %

	Active before February 24, 2022	Newly created
Cooperation projects aimed at helping the Armed Forces of Ukraine were offered	41.4	48.3
There were no such proposals	55.1	48.8
Hard to answer	3.5	2.9
Cooperation projects aimed at helping the affected categories of the population were offered	47.9	54.5
There were no such proposals	49.3	42.8
Hard to answer	2.9	2.7

VII. Financial capacity

The main sources of financing the public sector in Ukraine are donations, membership and charitable contributions or donations, as reported by 2/3 of the surveyed organizations. International grants (21.6%) and income from one's economic activity (15.3%) follow by a large margin.

These data are slightly different from other surveys of public and charitable organizations, which show international aid as the main source of funding for Ukraine's public sector. The reason for this, in our opinion, is that we use a large random sampling of active public and charitable organizations with an emphasis on the newly established ones, which made it possible to cover a larger number of various participants and investigate not only the "favorites" of this area.

Overall, the situation with sources of funding before and after the invasion did not change significantly, except for funding from the state and local budgets. The share of recipients of this aid among PAs/COs decreased by three times with the introduction of martial law - from 16.4% to 5.6%. The participants of the in-depth interviews explain that currently the priorities of the communities have changed and the PAs/COs are losing this source of support.

We used to take this, from the local budget sometimes. Now, as a rule, such things are not funded, because of martial law. P10, Ivano-Frankivsk region

As for other sources of funding, those organizations – that partially financed their activities at the expense of commercial projects and services – lost this source of funding. If they continue to provide such services, they are currently doing it for free.

Let's put it this way, the ethical dilemma is whether we now have the right to make some commercial products in the same format as we did in Mariupol. P5, Donetsk region

In the same way, PAs – which had among the sources of funding business assistance – noted that due to the difficult economic situation, they do not feel the moral right to ask businesses for assistance.

Business needs to get support today. ... Now, if the business collapses, the economy of Ukraine will be completely and systematically on the hook, and therefore, it seems to me that now, on the contrary, the business should be helped to stay up and running. P9, Kherson region

Most often the main reason why organizations do not attract donations or crowdfunding as sources of funding for their organization, according to the participants of in-depth interviews and focus groups is the lack of legislative regulation in this area, due to which PAs/COs do not understand how to report in the future and therefore do not seek to attract such financing.

Why don't we use, for example, other sources of funds – donations and everything else? And we do not know how the state will continue to work with volunteer organizations that collect funds for the Armed Forces, for example. It is not regulated by legislation in our country. And where are the guarantees that after the war these organizations will not be held accountable for the fact that there is no reporting, there is no transparency. R2, Chernivtsi region

There are significant differences in the sources of funding for organizations that have been working for a long time and those that have emerged since the beginning of the large-scale war. Newly established organizations more often receive international grants (33.3% vs. 19.0%), have higher incomes from their economic activities (22.3% vs. 13.9%) and are somewhat more engaged in providing social services (5.4% vs. 1.6%). Also, these new organizations are less likely to report that their work is conducted without public funding, which, most likely, is due to a difference in priority areas of activity.

Table 7.1: Funding sources actively used by the PAs/COs before and after the full-scale invasion

(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516, multiple choice)

	Before war	Now		
	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after the invasion, n=516	All PAs/COs n=1519
Charity / membership fees / donations / crowdfunding proceeds / local business support	67.2	68.6	72.5	69.3
International grants	20.5	19.0	33.3	21.6
Have incomes from their economic activities	15.1	13.9	22.3	15.3
Financing from the state budget / local budget	16.4	5.6	5.6	5.6
Providing social services	2.1	1.6	5.4	2.3
PAs - endowment (target capital)	1.6	1.2	2.7	1.5
There is no funding, the work is carried out on a public basis	11.7	14.2	1.9	12.0
Other	0	0.4	0.2	0.4

The newly established COs/PAs are more likely to try to attract charitable donations from other organizations and individuals, both in Ukraine and abroad, compared to long-term organizations. Approximately half of the new organizations asked for donations in Ukraine (47.5%) and abroad (47.3%).

And among long-term organizations during the large-scale war, the percentage of attempts to attract donations in Ukraine did not change (it became 38.5%, it was 39.4%), and attempts to receive donations from the international community and foreign benefactors slightly increased (it became 33.6%, it was 26.7%).

Table 7.2: Presence of attempts to attract charitable donations from other organizations and individuals in Ukraine and abroad before and after the war

(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	Attempts to involve before the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve after the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve in newly created PAs/COs
There were attempts to attract charitable donations from other organizations and individuals in Ukraine	39.4	38.5	47.5

	Attempts to involve before the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve after the start of the war in PAs/COs, active before February 24, 2022	Attempts to involve in newly created PAs/COs
Was not	57.4	57.7	49.4
Hard to answer	3.2	3.8	3.1
There were attempts to attract charitable donations from other organizations and individuals outside of Ukraine	26.7	33.6	47.3
Was not	72.1	63.9	50.4
Hard to answer	1.2	2.5	2.3

Among the positive aspects of donor aid, the respondents of in-depth interviews noted a significant increase in both the number of donors currently working in Ukraine (even in those regions that previously remained outside their attention) and the volume of funding. Also, especially during the first months after the beginning of the invasion, many donors simplified the procedures for obtaining grants and reporting on the funds spent. Moreover, in many cases, representatives of donor organizations themselves contacted the surveyed PAs and offered help, and informed them about tenders or other funding opportunities.

When evaluating the areas of funding that should be developed after the beginning of the war, COs/PAs agree that international grants have the greatest prospects. 57.6% of long-term organizations and 73.3% of newly established organizations think so. Somewhat less hope is placed on donations, membership fees and donations, which are currently the main source of funding for PAs/COs. Among long-term organizations, 45.3% believe that it is worth developing this direction after the beginning of the war, among newly established ones – 49.0%.

Overall, the newly established organizations see more prospects, or at least equally evaluate the development prospects of all funding directions. The exception is funding from state or local budgets, they more cautiously evaluate such sources compared to those of PAs/COs that have been working for a long time, but this difference is not statistically significant.

Table 7.3: Areas of funding that should be developed after the start of the war
(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

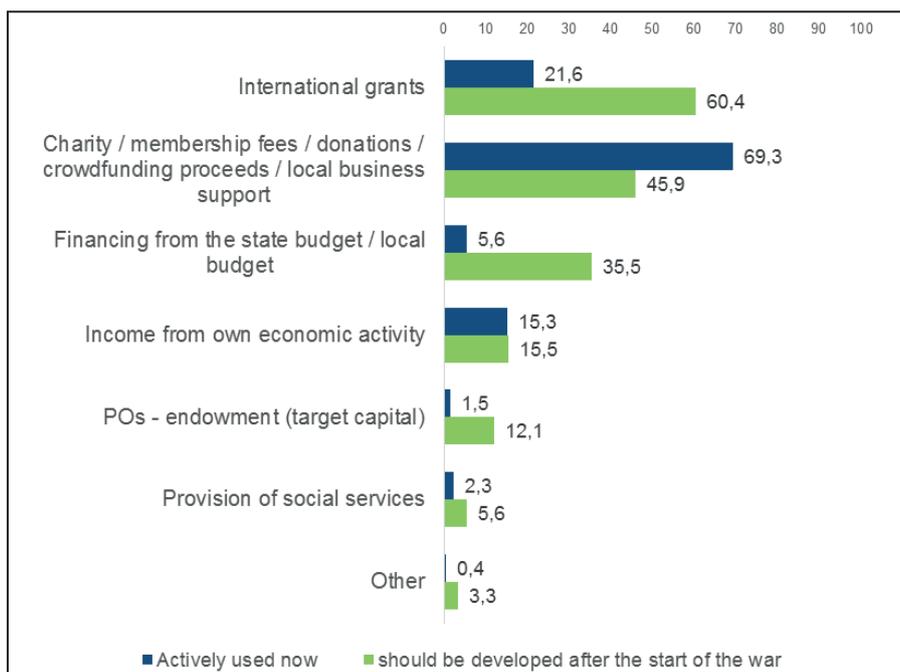
	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after the invasion, n=516	All PAs/COs n=1519
International grants	57.6	73.3	60.4
Charity / membership fees / donations / crowdfunding proceeds / local business support	45.3	49.0	45.9
Financing from the state budget / local budget	36.0	32.9	35.5
Incomes from their economic activities	14.7	19.6	15.5
Providing social services	11.2	16.5	12.1
PAs - endowment (target capital)	5.2	7.8	5.6
Others	3.7	1.4	3.3

A comparison of the funding sources that were actively used by the PAs/COs after the invasion and those that are currently worth developing shows a significant inconsistency in the practice

and vision of prospects.. In the conditions of increasing economic difficulties caused by the war, national donations and membership fees will have relied on less in the future, and financial assistance to the public sector from international organizations – much more than now. It is also noticeable that the organizations hope to restore funding from the state and local budgets in the future. Besides, according to the interviewees, there is a significant potential for the growth of prospects for PAs to use endowment (target capital).

Figure 7.4 Sources of funding that were actively used by the PAs/COs after the invasion and those that, in their opinion, should be developed after the start of the war

(all PAs/COs, n=1519, multiple choice)



VIII. Plans for the future and participation in restoring Ukraine

According to the results of in-depth interviews and focus groups, predictions about future work do not differ significantly depending on how long the war will continue. The main difference is that while active hostilities are going on, the satisfaction of basic needs will still be occupying the first place among requests from society. After the victory, this focus will shift more actively towards the implementation of projects for the reconstruction of the country.

Most representatives of PAs/COs plan to continue current projects (aid to the army, IDPs, humanitarian aid, and so on). In plans to help IDPs, organizations mainly plan to gradually move from satisfying basic needs to psychological assistance, socialization and integration in new communities, development of professional skills, and so on.

Moreover, PAs plan to, if possible, gradually return to their main areas of activity and further development. Some plan to hold strategic sessions in 2023 to review priorities and plan the future of the organization taking into account new realities.

We will have a lot of work, I guess. If the war continues, then the development of entrepreneurship is a priority in our country. We plan to

help with program preparation to receive funds for business development or restoration ... Many people have no work left and may want to try their own business. We can conduct training and help them in the future, establish and help in the first stages of business activity. If the war ends, then it will be necessary to return home and help entrepreneurs there to restore their businesses again. P4, Donetsk region

Relocated organizations would like to return to their regions, if possible, so they try to plan several options – return home or work in a new region. Overall, most organizations try to have a plan for several potential scenarios, including the possibility of occupation of the current host region.

We are worried that if suddenly the war gets worse, then we are close by, well, 40 kilometers away from us. We have already prepared a plan – if they come here, we are leaving with our main office. We all know who does what in case of emergency, who packs what, who will bring kids with them, and who's responsible for carrying the documents. P3, Zaporizhzhia region

Role of the public sector in processes to restore Ukraine

The vast majority of survey participants are firmly convinced that the restoration of Ukraine will be impossible without the participation of the public sector.

I think we all saw what a powerful public sector we have both in 2014 and, unfortunately, this year. Therefore, in my opinion, it is logical and natural to invite them. And it will be effective and efficient. This will help the state, local self-government bodies, and executive power. P11, Poltava region

We are definitely ready. This is my opinion and the opinion of my team – the way I see how we work in the sector, now the public sector, in fact, I will say quite frankly, ... to some extent, in certain sectors, our public sector replaces a certain inability to organize some things during martial law for our state bodies.

The main tasks of the public sector in this process will be the following:

- restoration and introduction of mechanisms of local democracy
- establishing dialogue mechanisms between the government, business, and community
- expert advisory role on a wide range of issues depending on the direction of the PO activity
- provision of relevant services delegated to the public sector by the state
- proposals for amendments to legislation, control and advocacy of the implementation of changes
- taking part in the process to define restoration strategies bearing in mind the needs of all interested parties
- control over the authorities' actions, in particular, ensuring transparency of the distribution of funds and decision-making procedures regarding restoration

*Huge funds will be spent on recovery. Well, a lot of money. I think that European countries will expect that the civil society sector will at least be such a **watchdog**, observers to ensure that these funds are spent purposefully and effectively. R2, Chernivtsi region*

So that local councils do not forget about certain age and social categories that are in territorial communities and understand that the public sector can be a bridge for conveying opinions, proposals, and needs to local governments. P6, Volyn region

It is necessary to talk not only about financial and technical recovery, territorial, ..., but also psychological recovery. Restoration of social unity, ...support of all these self-organized, volunteer movements. P12, Luhansk region

The interviewed representatives of PAs from the occupied and liberated territories emphasized that in their cases the primary task is participation in the informational component of community recovery. This means helping to rebuild regional identities, overcoming external and internal myths and stereotypes (in particular, about the "pro-Russianness" of their regions), ensure transparency through dialogue within the communities of the vectors of future recovery.

Accordingly, **among the main challenges** that the public sector may face in the future, the participants of the group discussion pointed out the following:

- difficulties with hiring/lack of human resources
- absence of long-term projects (longer than six months)
- the military situation, the intensity of rocket attacks, destruction of infrastructure, which affect the work of organizations, especially in the field of education

We planned normal webinars, a kind of systematic work. It all got destroyed simply because people do not have stable electricity. They cannot join our webinars.

- inability to analyze work, and its impact on beneficiaries as a result of an absence of long-term projects

Yes, the lack of programs that would last for at least six months or a year is very troubling. Our activities require some monitoring. Because in the short term, it is impossible to estimate the changes: how ready are the children, what's their condition; what about the teachers and do they have everything they need?

- Decrease of webinar relevance, however, this can be a tool for educational programs. Mentoring programs are currently the most useful and in demand.
- Difficulties with reformatting projects and approving them with donors (donors do not always agree to the changed format, a long process of negotiations with the donor).
- Research work is being carried out, but we don't have any future projects that can meet the results of the research.

We planned normal webinars, a kind of systematic work. It all got destroyed simply because people do not have stable electricity. They cannot join our webinars.

- Efficient use of donor aid. Currently, we're building a model for the use of donor aid and its distribution. The purpose of creating the model is not only for use within one organization. The task is to build a model that can be scaled to the entire public sector of the country and shared with all organizations.

... now, if they give us money and we will still be given something for reconstruction, yes, but it will not continue for long. This process won't last forever. This is why we have to use the resources that we have now right after the victory, in the most efficient way possible for the benefit of our country, our citizens, reconstruction, and development. This is what I see as the biggest challenge.

- "Unfair competition" – when organizations work separately, trying to show that they are the best, refusing dialogue and cooperation with colleagues from other organizations.
- Loss of property, documents and complications related to relocation was considered hypothetically. The reason may be a change in the frontline or an attack by the Russian army on the rear territories.

Thanks to the implementation of grants before the war, we acquired a little bit of valuable property. And we understand that if we suddenly have to move, we will not be able to take it with us. We will take only the necessary things. Some expensive equipment will have to be stored there, and then you will have to obtain it all again somewhere.

- Loss of reputation. The reason is the low-quality work of public sector organizations due to a large number of projects and a lack of qualified personnel.

It seems to me that some organizations are tempted by money now. When there are so many opportunities, they take on an insane number of projects. Quality suffers. Well, I just see such organizations and this is such a very big reputational risk for the organization, well, I mean for the common cause.

During the in-depth interviews and focus groups, it was noticeable that almost all PO representatives felt their ability to participate in the restoration process of Ukraine. The majority see the role of their organization in providing expertise in their field of activity, transferring experience, training less experienced organizations and activists on site, building a dialogue with the authorities, implementing local democracy mechanisms, and participating in building civil society networks.

We follow trends and continue to study international experience, so we are definitely ready to consider the reconstruction of the country and the involvement of experts from the point of view of European experience. I'm talking about the expert experience that can help avoid the mistakes we made during the Soviet construction, to take all the best from Western Europe. We just need support so that we become a team again, and we are ready to administer such expert projects, attract specialists, and, if necessary, conduct training for the executors who will actually develop these plans. P7, Chernihiv region

Among the main areas of activity in the future, the focus group highlighted the following:

- 1) Cooperation with international donors without intermediaries is a direct partnership. That will make it possible to propose long-term projects and plan more systematic and strategic activities.
- 2) Further work of public sector organizations, which replaces the activities of state bodies, in the event that they do not perform their functions or do not work at full capacity.
- 3) The focus of activity will shift towards the planning and implementation of reconstruction and development projects, as well as functioning in areas to which the central state authorities will pay less attention at the moment and in the first days of the post-war period (for example, the areas of education and health care).

From what I hear, at least in the civil society sector, it is about meeting the needs of the military, and that is understandable, yes. Or they speak about the violation of human rights. And this is also understandable because we are at war. But there are more, well, no less important issues, there.

Education, health and recovery, actual reconstruction and restoration of our everyday life.

4) Developing national cooperation programs between organizations from the public sector in post-war Ukraine.

5) Building communication programs between the public sector and donors.

And we are gaining expertise in the humanitarian field. We want to obtain certain expertise and contacts at the time of reconstruction, to find our most useful part in the process to restore the state. We currently do not know what it will be, but having the opportunity to gain experience, and contacts and build efficient processes with the main vision to find our niche in the future.

6) Developing strategies for the post-war development of the country in specific sectors right now and actively engaging the public sector in this process.

... we would like at least, maybe, if this is not the plan of our sector, then at least we would be heard from the point of view of building some models of post-war development in specific sectors in which our organizations operate. And then combine these models and their real implementation.

7) Preparing for the development of strategies to restore and improve the country (conduct research, educational activities, and so on).

8) Developing a control system over the use of personal connections to obtain and perform the

There should be some kind of financial incentive system for the practical activities that people carry out, and in the course of practical activities, organizations learn and develop. If you achieve results, then you should be encouraged to keep up the good work. Because we often see other examples from the side of donors. Sometimes, if you are a good communicator, for example, you are a bad doer, but still, you're regarded as a successful person. Or you have very good connections, but what you are doing is not for the end user. You are still successful. And these are bad norms.

During the group discussion, we heard an important opinion about the fact that changes in the provision of activities in key areas of the country's life, which occurred as a result of the large-scale war, stand for new opportunities in the development of the democratic European society.

... In fact, this war and these terrible things that are happening are an opportunity for the country. For our area, this is an opportunity to finally breathe out and build a normal, based on our expertise, normal European country.

According to the results of the survey, every four out of five public and charitable organizations in Ukraine plan to join public initiatives in infrastructure reconstruction after the war. 52.4% have such plans and 27.6% most likely plan to join. Representatives of the newly established organizations are more categorical in favor of participation in reconstruction.

Table 8.1: Plans to join public initiatives in post-war infrastructure reconstruction (% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after the invasion, n=516	All PAs/COs n=1519
Yes, completely	50.3	56.4	52.4
Rather yes, than not	29.8	23.4	27.6
Rather no, than yes	11.5	11.2	11.4
No	8.4	8.9	8.6

At the same time, among PAs/COs, there is a significant need for new skills or upskilling for workers to participate in post-war reconstruction. This is reported by 82.5% of organizations that operated before the invasion and 79.9% of the newly established PAs/COs, in total – 81.6%.

Table 8.2 Presence of need for new skills or upgrading of skills of workers to participate in the reconstruction of infrastructure after the war

(% among PAs/COs created before February 24, 2022, n=804 and newly created PAs/COs, n=412, who plan to join the reconstruction)

	PAs/COs, active before February 24, 2022, n=804	PAs/COs, created after the invasion, n=412	All PAs/COs n=1216
Yes, completely	50.0	57.3	52.5
Rather yes, than not	32.5	22.6	29.1
Rather no, than yes	9.6	8.5	9.2
No	8	11.7	9.2

Upon request, if possible, create a request for the necessary skills, qualifications or competencies that PAs/COs would like to develop in order to participate in post-war infrastructure reconstruction. Respondents mentioned more than 40 different areas. At the same time, uncertain answers were the most common (22%) by the interviewed representatives of the organizations. Organizations plan to participate in reconstruction, but do not yet know how to do it and how to prepare for such type of participation. Some organizations directly ask for detailed instructions, what needs to be done, and how they can join this reconstruction process, based on their specialization.

It is worth noting that among the skills, qualifications or competencies that are currently lacking for the reconstruction of Ukraine, most often respondents mention those that do not have specialization in the field of reconstruction, but rather relate to general internal issues of how COs/PAs function. For example, management, fundraising, grant writing and grant management, various types of reporting, legal and accounting knowledge, digital and computer literacy, teamwork, language skills, and so on. The civil society sector is most interested in knowledge about the work of PAs/COs in the context of their involvement in the field of restoration, international experience of reconstruction and successful cases.

Among the most highly specialized competencies, the following are most in demand:

- clarifying the needs and increasing competence in the field of rehabilitation and socio-psychological support of military personnel, their families and the population affected by the war
- specialized knowledge in the construction industry, construction financing and procurement; there was also needs for skills in controlling the use of funds and preventing misuse
- engineering, technical, and infrastructural expertise and professional skills are necessary; at the same time, organizations are ready to either train themselves, or invite specialists in these areas (then we might need the necessary skills to properly search for them and select), or participate in the training of the necessary specialists

- communication and cooperation with state and local authorities are considered important in the context of reconstruction
- ecological expertise, ecological evaluation of damaged territories, environmental protection urban planning, architecture and design, city improvement, as well as taking into account barrier-free principles during reconstruction
- energy management and energy-saving efforts
- civil / humanitarian demining and clearing territories; description of parameters of destroyed property, list of priority objects for restoration

Table 8.3: Request for required skills, qualifications or competencies
 (% among PAs/COs created before February 24, 2022, n=663 and newly created PAs/COs, n=329, who plans to join the reconstruction and need new skills / professional development of employees for this)

	PAs/COs, active before February 24, 2022, n=663	PAs/COs, created after the invasion n=329
Hard to answer	22.0	21.5
Organizational and project management, conducting administrative and organizational work	10.5	10.3
Increasing understanding of needs and competence in the field of rehabilitation, social work and psychological support	8.7	6.6
Skills in drawing up international / Ukrainian grants, winning projects, grant writing and grant management	8.1	11.8
Fundraising, investment attraction, financing, crowdfunding	7.7	10.6
Knowledge of the construction industry, construction financing and procurement	6.6	6.3
Involvement and cooperation with international partners	6.5	12.1
Legal issues, legal norms	6.0	13.0
Digital and computer literacy, new technologies	5.4	2.4
Skills for team building and working with volunteers, teamwork	5.3	7.3
Communications with beneficiaries, partners, funds	5.3	3.9
Accounting issues, financial reporting, financial audit, economic knowledge	5.0	8.5
Information skills, media, PR, marketing	4.5	6.3
Communication and cooperation with state and local authorities	4.1	5.4
Engineering, technical, and infrastructural knowledge and professional skills	3.6	2.4
Establishing cooperation, building a coalition	3.5	4.5
Information about reconstruction mechanisms and how NGOs/BOs can participate in the reconstruction	2.9	1.8
Organizational capacity	2.7	0.9
Social entrepreneurship, social services	2.1	1.2
Experience with other organizations, successful reconstruction cases	1.7	2.7
Ecological knowledge, ecological assessment of damaged areas, environmental protection	1.7	0.9
Effective informing of the population, information awareness	1.4	0.3
Ways to improve the quality of education, innovative methods of education, distance education	1.4	0.9
Development strategies, strategic planning	1.1	2.7
Taking into account the modern needs of people / vulnerable groups, barrier-free	1.1	0.6
Learning foreign languages	1.1	2.1
Energy and energy saving	1.1	0.9

Urban planning, architecture and design, city improvement	0.8	0.9
Civilian / humanitarian demining, sapper training	0.8	0.3
Search for specialists who will adjust processes, build	0.8	0.6
Development of democratization of society, reconstruction of institutions of local democracy, formation of civil society	0.8	0.0
European integration, compliance with EU standards	0.8	0.0
Participation in the selection of the next term of office of authorities, control of authorities, public administration	0.8	0.0
Description of parameters of destroyed property, list of priority objects for restoration	0.6	0.0
Leadership	0.6	0.0
Media literacy	0.6	0.0
Fight against corruption	0.5	0.0
Patriotic education	0.5	0.3
Equipment and safety rules	0.5	0.3
Mediation	0.3	0.0
Land issues	0.3	0.0
Stress resistance	0.3	0.9
Medical skills, training in tactical medicine	0.3	2.1
Time management	0.2	0.6
Other	3.2	3.9

In total, 87.7% of the public and charitable organizations of Ukraine plan to join public initiatives in humanitarian aid after the war. This is even more than those willing to join the reconstruction. 57.2% have such plans and most likely plan to join – 30.5%. Representatives of the newly established organizations are more determined to participate in humanitarian efforts after the war.

Table 8.4: Plans to join community initiatives in post-war humanitarian aid
(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	PAs/COs, active before February 24, 2022, n=1003	PAs/COs, created after the invasion, n=516	All PAs/COs n=1519
Yes, completely	52.6	66.1	57.2
Rather yes, than not	33.2	25.2	30.5
Rather no, than yes	7.9	4.8	6.8
No	6.3	3.9	5.5

Compared to the reconstruction and participation in humanitarian efforts after the war, the plans of PAs/COs to contribute additional funds to the reconstruction of the country after the end of the war seems relatively less large-scale. Nevertheless, in general, two-thirds of organizations plan to participate in this activity, 59.6% among long-term PAs/COs and 77.5% among newly established ones.

Table 8.5: Existence of plans to contribute additional funds to the reconstruction of the country after the war
(% among PAs/COs created before February 24, 2022, n=1003 and newly created PAs/COs, n=516)

	PAs/COs, active before February 24, .2022, n=1003	PAs/COs, created after the invasion, n=516	All PAs/COs n=1519
Yes, completely	23.2	38.4	28.4
Rather yes, than not	36.4	39.1	37.3
Rather no, than yes	21.5	11.6	18.2
No	18.8	10.9	16.1



