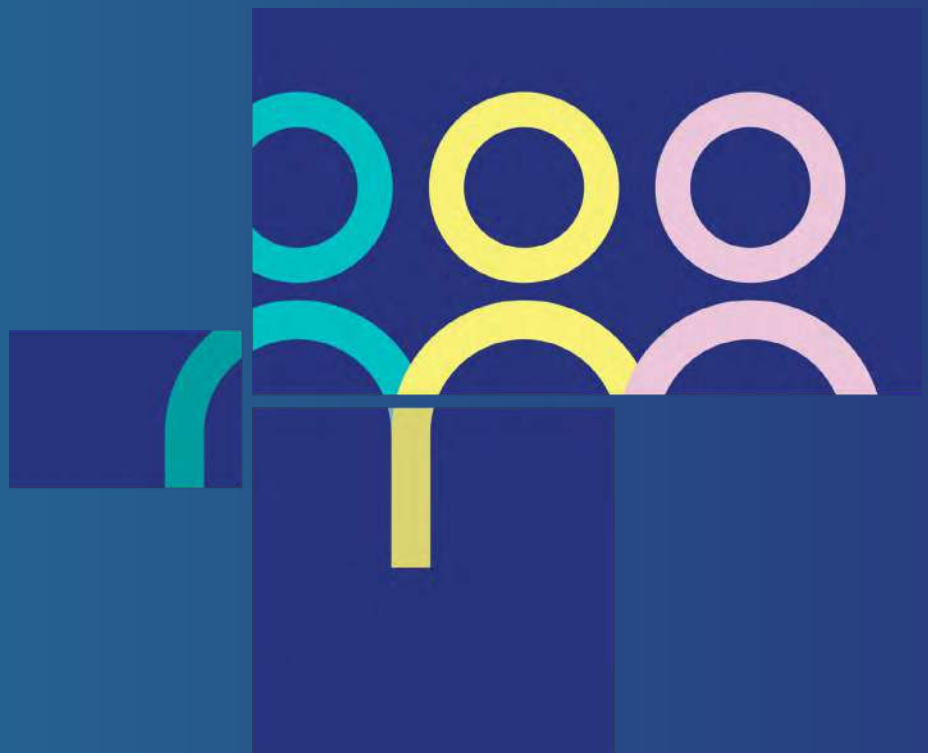


LEVEL OF SUSTAINABILITY AND ENGAGEMENT OF CIVIL SOCIETY ORGANIZATIONS IN THE PROCESSES OF RECOVERY AND RECONSTRUCTION OF TERRITORIAL COMMUNITIES

ANALYTICAL REPORT
FOLLOWING THE STUDY





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ANALYTICAL REPORT FOLLOWING
THE STUDY

Kyiv 2025

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Level of Sustainability and Engagement of Civil Society Organizations in the Processes of Recovery and Reconstruction of Territorial Communities: Analytical Report Following the Study/O. Reznik, M. Parashchevin, M. Homaniuk; gen. ed. V. Kupriy. – Kyiv: Olena Dmytrivna Buria IE, 2025. – 52 p.

This publication features an analytical report following the study of sustainability and engagement of civil society organizations in recovery and reconstruction of territorial communities. The study was conducted in 2025 by East Europe Foundation and the International Renaissance Foundation as part of the “Impulse: Empowering Civil Society for Ukraine’s Resilience and Recovery” project, with implementation supported by the Norwegian Agency for Development Cooperation (Norad) and the Swedish International Development Cooperation Agency (Sida).

Keywords: Civil society, civil society organizations, restoration, reconstruction, sustainability and territorial communities

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LIST OF ABBREVIATIONS

IDP	Internally Displaced Person
ITA	International Technical Assistance
CSO	Civil Society Organization
TC	Territorial Communities

REPORT SUMMARY

Study Relevance. Targeted actions, interaction and participation of civil society organizations, or CSOs, are an integral part of the Ukrainian national resilience system. Active engagement of the public sector in recovery and reconstruction provides significant support for ensuring effectiveness and sustainable functioning of territorial communities during wartime. This underscores the need to identify and understand the factors that strengthen or weaken the resilience of civil society organizations.

As part of the project, “Impulse: Empowering Civil Society for Ukraine’s Resilience and Recovery”, implemented by East Europe Foundation and the International Renaissance Foundation with the support of the Norwegian Agency for Development Cooperation (Norad) and the Swedish International Development Cooperation Agency (Sida), a study was conducted to assess the level of resilience and participation of civil society organizations in recovery and reconstruction of territorial communities in Ukraine.

Methodology. Research methodology included an online survey of the leadership of 201 civic and charitable organizations grouped into three macro-regions: Frontline areas, conditionally safe central regions and conditionally safe rear regions as well as six focus group discussions.

The study consists of civil society and charitable organizations registered no later than June 2024 that operate (experience with project implementation) at the level of territorial communities located in areas controlled by the Government of Ukraine.

To measure resilience and participation, specific scales were developed to capture levels of different components of organizational activity for resilience, recovery and reconstruction of territorial communities.

Study Results. In this research, **CSO sustainability** is understood as an organization’s ability to remain effective and achieve its goals using its resources and public support. Based on assessment of human, material, technical, financial and communication resources, sustainability levels were **determined for each parameter. A significant lack** of financial, material and technical resources was identified, indicating a moderately low level of CSO sustainability in these components. Other components demonstrated a moderately **high** level. Diversifying funding **sources is also important for organizations. Grants from international technical and humanitarian aid programs** prevail; however, contributions from individuals and legal entities also constitute a considerable share. Overall, CSOs exhibit a moderately high level of sustainability in terms of human, expert and communications resources. Nevertheless, organizations report an acute shortage of motivated professionals capable of implementing complex programs and projects.

For this study, the **level of CSO participation** is defined as a degree of organizational engagement (different components) in territorial community recovery and reconstruction: From needs and damage assessments to implementation of specific projects. Participation was measured based on the extent to which each component of recovery and reconstruction is reflected in the program activities of CSOs. It was found that out of eight components, five demonstrate a moderately low level of participation, one shows a very low level and two reflect a moderately high level. More than half of surveyed CSOs indicated that aspects such as damage and needs assessment, infrastructure rehabilitation, restoration of economic activity and environmental recovery are not part of their activities. CSOs are underrepresented in these areas. Instead, they are most actively involved in restoring social ties, improving access to services and strengthening social cohesion. CSO participation is **very low** in **infrastructure restoration**. A **moderately low level** was recorded for **damage assessment**, maintaining **security**, restoring **economic activity and the environment**, and reinstating the **functioning of institutions**.

By contrast, participation in strengthening **social ties, social cohesion** and ensuring **access to services** in territorial communities is at a **moderately high level**. This is largely due to the fact that organizations either implement their own projects in these areas or actively participate in decision-making processes at various levels of governance. The level is determined by the fact that organizations either predominantly implement their own projects in these areas or are active participants in the decision-making process at levels of governance on these issues.

CSOs from frontline areas demonstrate the highest participation across all components compared to organizations from other macro-regions. In terms of sustainability, despite a significant shortage of human resources, frontline CSOs ranked first in two important indicators: Adequacy of financial and logistical resources.

Conclusions and Recommendations. CSOs play an important role in recovery and reconstruction of territorial communities, demonstrating a certain moderation of a high level of their own sustainability and positive dynamics of engagement in various processes and expansion of activities. This factor should be taken into account when planning, as well as for programs for restoration, reconstruction and development of territorial communities.

Key factors that **strengthen CSO resilience** include availability of knowledge and expertise in areas where organizations are active participants in recovery and development. CSOs also demonstrate an adequate level of communication with residents and local authorities. At the same time, insufficient financial and logistical resources **weaken CSO sustainability** to some extent. The situation with personnel and volunteers is mixed; while organizations report having sufficient human resources, they also face a shortage of qualified specialists and increasing professional and emotional burnout due to high workloads and challenging working conditions.

CSOs are important in recovery and development, especially in areas not directly related to physical infrastructure. They are most active in:

- Social integration of internally displaced persons (IDPs) and reintegration of veterans into territorial community life;
- Establishing dialogue mechanisms within territorial communities;
- Fostering social cohesion and involving residents in local governance; and,
- Providing psychosocial support.

Key CSO activities also include:

- Integration of IDPs and reintegration of veterans in territorial social life;
- Strengthening social cohesion;
- Restoring communication and trust between citizens and authorities;
- Developing dialogue for interaction between authorities and residents;
- Involving residents in local decision-making; and,
- Providing psychosocial support.

CSOs are actively involved in creating safe public spaces, teaching first-aid and self-help skills and restoring access to various services—cultural, educational, administrative and medical.

CSOs operating in frontline territorial communities differs in terms of the regional scope of their activities. Compared to other organizations, these CSOs show a relatively high level of engagement in recovery processes and have better resources. However, they face an acute shortage of professional staff capable of working under extremely difficult conditions.

Given the results of measuring CSO resilience and participation in territorial community reconstruction and recovery processes, it is recommended to:

- ① Integrate the potential of CSOs into local plans, programs and strategies for restoration, reconstruction and development of territorial communities, especially in social and humanitarian sectors and in areas where CSOs demonstrate high effectiveness.
- ② When planning international technical and humanitarian assistance programs and grant initiatives, take into account the need for professional development and psycho-emotional support for CSO staff; provide targeted support and engagement of CSOs established and operating at the level of territorial communities as this will strengthen their capacity and engagement. Given the dynamics of the security situation, priority should be given to CSOs operating in frontline communities.
- ③ CSOs should prioritize professional development of managers, employees, and volunteers to ensure institutional capacity, consistently engage young people, and develop modern competencies for CSO work.
- ④ Support for strengthening CSO institutional capacity should primarily focus on attracting, retaining and developing staff and volunteers and on diversifying sources of funding and resources.
- ⑤ Develop broad horizontal partnerships and CSO networks that strengthen the voice of civil society in the processes of reconstruction and rehabilitation of territorial communities; to promote trust at different levels and ensure the synergy of effort in the face of acute resource shortages.
- ⑥ Transform the model of “a civil society organization as a tool for attracting resources and grants to the territorial community” into a more productive model of “a civil society organization as a full partner and participant in the processes of recovery, reconstruction of the territorial community and public investment projects.”

INTRODUCTION

A strong and active civil society is both the cause and prerequisite for Ukraine to stand in the face of Russia's military aggression. From the first days of the full-scale invasion, there has been an outstanding engagement of civil society organizations when responding to a huge number of challenges while addressing complex issues. They have been and still are on the front response lines in territorial communities: From humanitarian aid to shelters and social and psychological support to various segments of the population. CSOs have become strategic partners of state and local self-government authorities in areas related to recovery and support of the proper functioning of territorial communities. The contribution of civil society and charitable organizations of the volunteer movement to shaping social unity and resilience is crucial. It is confirmed by the high level of public trust in them recorded by various public opinion surveys.

Unsurprisingly, the role of CSOs in the recovery and reconstruction of territorial communities is gaining weight. Recovery is not a matter of infrastructure but of strengthening trust, the ability to act together for the development of a territorial community given a new reality. CSOs are key agents of this process.

These factors add to the need to study CSOs as participants in recovery and reconstruction of territorial communities to learn the factors that strengthen or weaken sustainability and engagement of CSOs in the implementation of recovery and reconstruction of territorial communities.

The study "Level of Sustainability and Engagement of Civil Society Organizations in the Processes of Recovery and Reconstruction of Territorial Communities" was conducted within the three-year "Impulse: Empowering Civil Society for Ukraine's Resilience and Recovery" project (hereinafter referred to as the Project) implemented by East Europe Foundation (EEF) and the International Renaissance Foundation with the support of the Norwegian Agency for Development Cooperation (Norad) and the Swedish International Development Cooperation Agency (Sida).

The Project is designed to increase the ability of Ukrainian CSOs to set and achieve development goals contributing to prompt recovery and democratic governance reforms in Ukraine. The Project will strengthen the capacity of civil society and improve its potential to defend Ukraine as a sustainable and inclusive European democracy.

The Project includes activities aimed at strengthening organizational capacity of CSOs. There is a study to update information about the CSO sector, the state and dynamics of CSO development, including their needs and to assemble an evidentiary record planning further comprehensive support for CSOs.

The study results will contribute to a better understanding of the needs and challenges CSOs face and will become a guideline for development and implementation of policies, programs and projects.

STUDY METHODOLOGY

The methodology of the “Level of Sustainability and Engagement of Civil Society Organizations in the Processes of Recovery and Reconstruction of Territorial Communities” study was developed by experts of the Ilko Kucheriv Democratic Initiatives Foundation upon request of East Europe Foundation and the International Renaissance Foundation. The set parameters and components of both sustainability and engagement of CSOs in the processes of recovery and reconstruction of territorial communities were discussed with representatives of CSOs and the CSO sector research community. Following consultations, the parameters of engagement and sustainability were clarified. Current studies of various aspects of CSO operations given martial law were also analyzed.

The study object is civil society and charitable organizations registered no later than June 2024 that administer activities (experience in implementing projects) at the level of territorial communities located in regions controlled by the Government of Ukraine.

The study subject is sustainability of CSOs and their engagement in the processes of recovery and reconstruction of territorial communities.

The study objective is to identify factors that strengthen or weaken the CSO sustainability and engagement in recovery and reconstruction of territorial communities to develop and detail policies, programs and projects aimed at strengthening the organizational capacity of CSOs – particularly with support of international technical and humanitarian assistance programs.

Survey of CSO Representatives

Info Sapiens surveyed CSO representatives in two stages from July 28 to August 26, 2025.

The quantitative component of the study consisted of an online survey + CATI (telephone survey) supported by emails and calls to contact addresses and phone numbers of CSOs in line with the information from databases provided by the customer, Info Sapiens' databases and the Youcontrol platform database.

Total number of respondents: 201 CSOs. **Interview duration:** Up to 15 minutes.

Participants were selected from three macro regions of Ukraine grouped by the functional type of territories¹:

- Macro-region “front-line territories”: Kharkiv, Sumy, Zaporizhzhia, Donetsk, Kherson, Mykolaiv, Odesa and Chernihiv.
- Macro-region “relatively safe center (support)”: Poltava, Kyiv, Dnipropetrovsk², Kirovohrad, Cherkasy, Zhytomyr regions and Kyiv City.
- Macro-region “relatively safe rear”: Rivne, Volyn, Ternopil, Khmelnytsky, Ivano-Frankivsk, Chernivtsi, Lviv, Zakarpattia and Vinnytsia.

Under the terms of reference, the respondent had to be the organization's manager or a member of its

¹ It should be noted that the regions were grouped by macro regions in view of the front-line situation as of May 2025.

² When the study was initiated, the security situation allowed the Dnipropetrovsk region to be classified as the “Support” macro region. As of the date of the report, the situation significantly changed and the region should unfortunately already be classified as a “front-line territory”.

governing body, a top manager, or a specialist/expert of an CSO registered no later than July 2024, with experience in implementing projects at the TC level. To meet the selection conditions, screening questions were used with filters for the questionnaire programming to ensure selection and participation of the specified respondents only (if the respondent did not meet the set conditions, the survey process stopped).

At least 10 percent of the interviews were reviewed to check the interview compliance via the SATI method. No errors were detected and no interview was rejected. To control quality during the online survey, the following were used: Duration control methods (detection of abnormal duration), selective quality check of questionnaire completion and content check of answers to the open questions. No cases of non-compliance with quality standards were identified and no interview was rejected.

Focus Group Discussions

Apart from the quantitative, qualitative study methods were also applied – namely, focus group discussions. All discussions took place from August 18-20, 2025.

Number of participants: Six groups, 6-10 people in each group. Duration of discussion: About 120 minutes.

Focus group participants were representatives of CSOs registered in territorial communities no later than July 2024 with experience in implementing projects at the TC level. Discussion participants included leaders, CSO senior managers and members of its governing bodies (no more than one representative from one organization).

There were two focus groups for each macro-region and each included CSO representatives from different regions of the territory in question.

To ensure participants from different regions, and for security reasons, focus groups were conducted online. Video recording of focus group discussions was agreed upon with group participants.

EXPLAINING CONCEPTS OF “LEVEL OF SUSTAINABILITY” AND “LEVEL OF ENGAGEMENT” OF CSOS IN THE PROCESSES OF RECOVERY AND RECONSTRUCTION OF TERRITORIAL COMMUNITIES

For the purpose of this study, the concepts of “sustainability” and “engagement” are considered interrelated characteristics of CSO activities in wartime. **Sustainability** is the ability of CSOs to be efficient and achieve goals by using public as well as their resources.

Sustainability is assessed using a system of indicators that cover human, financial, expert and communication resources as well as materials and equipment (*Table 1*).

TABLE 1. LIST OF RESOURCES REQUIRED BY CIVIL SOCIETY ORGANIZATIONS TO IMPLEMENT PROJECTS AND ACTIVITIES IN TERRITORIAL COMMUNITIES

	RESOURCES	REQUIRED ELEMENTS
1	Human	Availability of qualified employees, volunteers, experts and other persons working for or cooperating with CSOs
2	Financial	Funds raised from various sources, including allocations from state and local budgets, grants from private donors, membership fees and ITA programs
3	Materials and equipment	Premises, infrastructure, transport, equipment and software
4	Expert	Availability of sufficient knowledge and expertise in the relevant field
5	Communication	Communication with TC residents, local authorities, businesses, media, bloggers and public opinion leaders

Sufficiency and insufficiency of each CSO resource was assessed using a separate indicator: The extent of sufficiency and insufficiency. Following analysis, the level of sustainability was determined: very low, moderately low, moderately high, or very high. Each level was given a certain score from 1 to 4. The scale of levels is presented in the section, “Level of Sustainability of CSOs in the Processes of Recovery and Reconstruction of Territorial Communities” of this report.

Level of engagement reflects the degree of organizational engagement in various aspects (components) of the TC recovery, from needs assessment to specific project implementation.

The level of CSO engagement was measured, given availability of a particular TC recovery and reconstruction component in the declared areas of CSO activity. The “organization’s activities do not include this recovery component” indicates CSO representation in the sector. Therefore, this indicator was used to calculate the related average score of the level of engagement, given that the greater CSO representation in the relevant processes, the higher the level of engagement. There was also a “hard to answer” option. Such answers were not taken into account when calculating average indicators of the level of sustainability and the level of engagement.

The level of engagement was determined using eight components (*Table 2*).

TABLE 2. LIST OF COMPONENTS OF THE TC RECOVERY AND RECONSTRUCTION PROCESSES AND RELEVANT ACTIVITIES WITH POTENTIAL CSO ENGAGEMENT

	RECOVERY AND RECONSTRUCTION COMPONENTS	RECOVERY AND RECONSTRUCTION MEASURES
1	Assessment of damage and losses caused to the TC by hostilities and of related TC needs	Assessment of damage caused by hostilities (to residential real estate, public social facilities, etc.), tracking the needs of various social groups, and representing interests of such groups.
2	Infrastructure recovery	Reconstruction of housing stock, recovery and reconstruction of critical infrastructure (electricity, water supply, heating), road and transportation infrastructure, engineering networks and social and cultural infrastructure.
3	Ensuring and maintenance of security in TC	Development of shelter infrastructure, safe spaces, warning systems, means to control and monitor the security situation, training in first aid and self-help skills and provision of emergency assistance (firefighting, medical).
4	Institutions' operations	Recovery and support (training, consulting and provision of equipment) to ensure functioning of local self-government authorities, community associations, municipal institutions, facilities, management processes, combating corruption and promoting integrity, transparency and accountability and digitalizing various processes.
5	Economic activity at the TC level	Recovery of earlier-established businesses, launching new business initiatives, training in new professions and entrepreneurial activity, ensuring economic education of the population, employment creation, and assistance to households when administering economic activity.
6	Environment	Recovery of destroyed and damaged ecosystems, environmental monitoring, preservation and development of nature conservation areas and objects and implementation of "green" solutions during recovery and reconstruction.
7	Social bonds and engagement, unity	IDPs' integration and veterans' reintegration into life in the TC, measures to ensure social unity, establishment of a dialogue mechanism in the TC, engagement of residents in managing local affairs, recovery of communication and trust between citizens and authorities and psychosocial support.
8	Accessibility of services	Recovery of residents' access to various types of services in the TC: Medical, educational, cultural, social, utilities and administrative services.

At first, the level of engagement was assessed for each component. Based on these data, the level of engagement was determined from very low to very high (four levels in total). Each level has a score. The scores were used to make the scale of levels, which is presented in the "Level of CSO Engagement in the Processes of Recovery and Reconstruction of Territorial Communities" section of this report.

PROFILE OF CSO RESPONDENTS

Among the surveyed CSOs involved in the TC recovery and reconstruction, the absolute majority were civil society organizations, or CSOs (87.1 percent). Every tenth surveyed CSO indicated its status as a charity organization (see Figure 1).

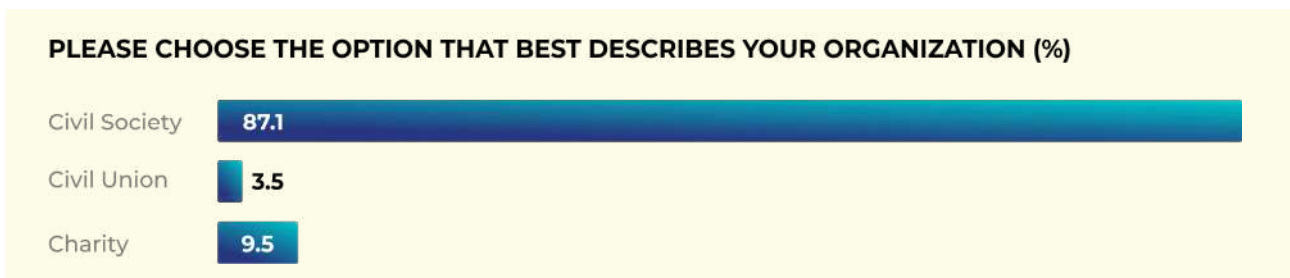


Figure 1. Distribution of CSO respondents by legal status

The survey was taken by CSO representatives, who mostly hold management positions (Figure 2)

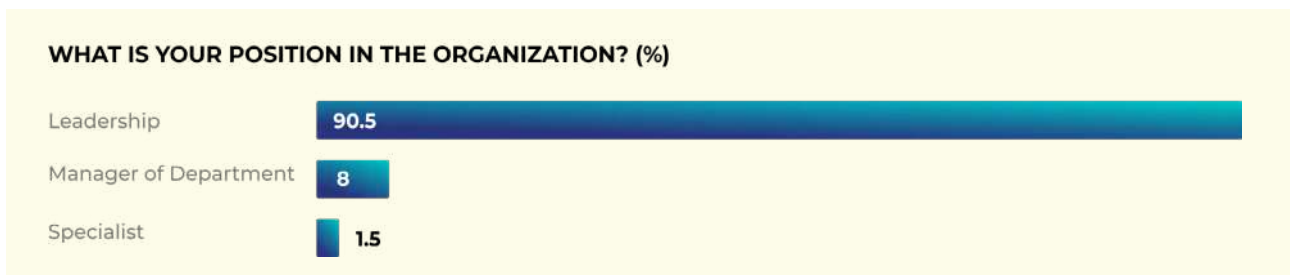


Figure 2. Distribution of respondents by positions in CSOs

The surveyed CSOs engaged in recovery and reconstruction processes at the TC level are mostly registered either in the capital city or in the following regions (Figure 3): Kyiv City (17.4 percent), Dnipropetrovsk region (8.5 percent), Kharkiv region (7.5 percent), Kyiv region (5.5 percent), Vinnytsia region (5.5 percent), Kirovohrad region (5.5 percent) and the Lviv region (5.5 percent).

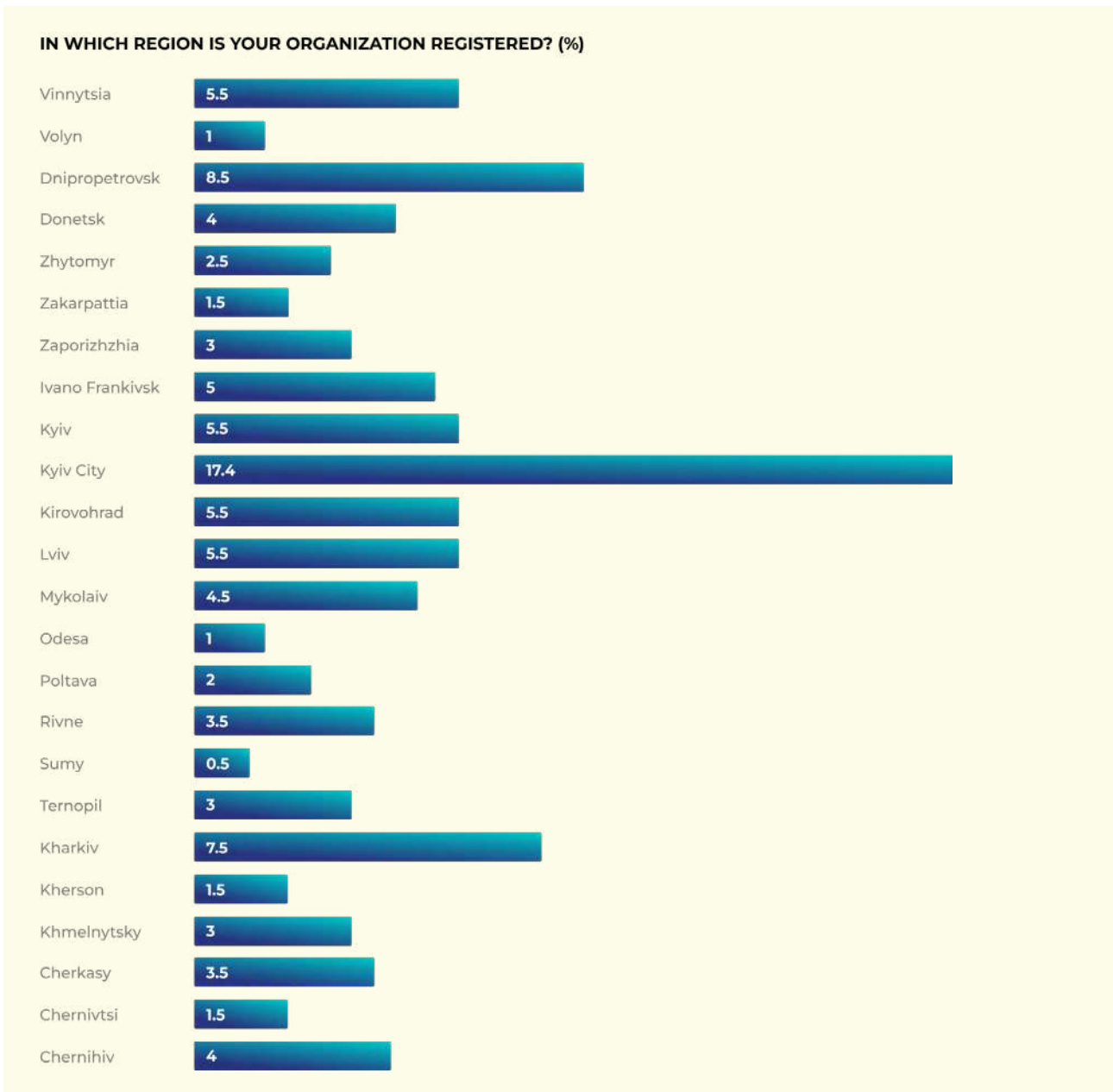


Figure 3. Distribution of CSO respondents by place of legal registration

By the identified macro-regions and place of registration (*Figure 4*), the largest share of respondents is CSOs from the relatively safe center (44.8 percent). The share of CSO respondents with a place of registration in the frontline zone is 25.8 percent, and 29.4 percent in the relatively safe rear.

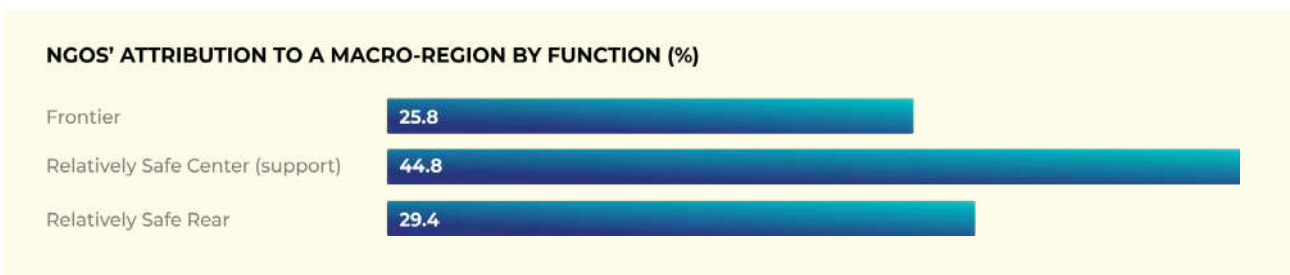


Figure 1. Distribution of CSO respondents by macro-regions

The largest share of surveyed CSOs (30.8 percent) has implemented 3-5 projects in the previous three years (Figure 5). Almost every fifth CSO is implementing 6–10 projects.



Figure 5. Distribution of surveyed CSOs by the number of projects implemented in TC

Distribution of surveyed organizations by their attribution to a particular macro-region proves the proximity of CSO respondents to frontline areas affects the number of implemented projects (Table 3). It can be assumed that donor support is primarily allocated to implement projects in TCs that are heavily affected by consequences of hostilities and military operations. Organizations operating in frontline regions have more opportunities to get grant support, to implement projects related to recovery, humanitarian assistance and psychosocial support.

TABLE 3. MACRO-REGIONAL DISTRIBUTION OF THE NUMBER OF PROJECTS IMPLEMENTED BY CSOS IN THE PREVIOUS THREE YEARS

	MACRO-REGION		
	FRONTLINE TERRITORIES (%)	RELATIVELY SAFE CENTER (SUPPORT) (%)	RELATIVELY SAFE REAR (%)
1 project	3.8	14.4	20.3
2 projects	3.8	12.2	13.6
3-5 projects	34.6	35.6	20.3
6-10 projects	25	15.6	18.6
11-20 projects	19.2	8.9	20.3
More than 20 projects	13.5	13.3	6.8
TOTAL	100	100	100

By areas of activity within the TC projects, the majority of surveyed CSOs claimed (Table 4) that they focused mainly on education and training, consultations, information distribution, awareness raising activities – 58.2 percent; activities to ensure social interaction (cultural, sports activities, psychological and emotional support and social unity) – 45.3 percent; aiding (except humanitarian aid) socially vulnerable groups (IDPs, persons with disabilities and victims of Russian aggression, – 33.3 percent (Table 4). A significant share of CSOs administered direct activities on service provision or ensuring accessibility of such services (social, psychosocial support services, etc.) – 28.9 percent Provision of humanitarian assistance, humanitarian response in de-occupied and frontline territories (delivery and distribution of food and non-food goods – 24.4 percent).

TABLE 4. WHAT ACTIVITIES HAS YOUR ORGANIZATION BEEN (OR IS) ENGAGED IN WITHIN THE PROJECTS IN TERRITORIAL COMMUNITIES?

ACTIVITY TYPE	%
Education and training, consultations, information distribution, awareness raising	58.2
Activities to ensure social interaction (cultural, sports activities, psychological and emotional support and social unity)	45.3
Provision of services (social services, psychosocial support services, etc.)	28.9
Aiding (except humanitarian aid) socially vulnerable groups (IDPs, persons with disabilities and victims of Russian aggression)	33.3
Humanitarian aid and response in de-occupied and frontline territories (delivery and distribution of food and non-food goods, evacuation of the population and ensuring means of existence)	24.4
Legal assistance to the population, protection of human rights	18.9
Analytics, research, expert support, development of draft regulations, advisory services	18.9
Assistance (support and rehabilitation) to persons with the following statuses: "Combatant", "war veteran", "person with a disability as a result of war", "family of a deceased war veteran and family member of a deceased defender of Ukraine"	17.4
Activities related to addressing environmental issues (protection of the environment, animals)	10.9
Public monitoring, public audit of recovery and reconstruction	11.4
Recovery of destroyed, damaged infrastructure and housing, repair and development of the infrastructure in the territorial community	8.5
Providing subgrants to other local CSOs and citizens' initiative groups	4.0
None of the above	1.0

Note: The total in percent exceeds 100% as a respondent could choose several options.

CSO respondents from frontline territories implement more projects and are engaged in a wider range of activities. Representatives of these organizations reported tasks in a larger number of areas compared to other surveyed CSOs. They are focused on humanitarian assistance (as well as on other types), which is natural, given the needs of the population in frontline TCs.

TABLE 5. MACRO-REGIONAL DISTRIBUTION OF CSO ACTIVITY AREAS WITHIN PROJECTS IN TERRITORIAL COMMUNITIES (%)

ACTIVITY	MACRO-REGION		
	FRONTLINE TERRITORIES (%)	RELATIVELY SAFE CENTER (SUPPORT) (%)	RELATIVELY SAFE REAR (%)
Humanitarian aid and response in de-occupied and front-line territories (delivery and distribution of food and non-food goods, evacuation of the population and ensuring means of existence)	42.3	20.0	15.3
Assistance (support and rehabilitation) to persons with the following statuses: "Combatant", "war veteran", "person with a disability as a result of war", "family of a deceased war veteran and family member of a deceased defender of Ukraine"	19.2	17.8	15.3
Aiding (except humanitarian aid) socially vulnerable groups (IDPs, persons with disabilities and victims of Russian aggression)	51.9	28.9	23.7
Legal assistance to the population, protection of human rights	30.8	16.7	11.9
Recovery of destroyed, damaged infrastructure and housing, repair and development of the infrastructure in the TC	19.2	5.6	3.4
Education and training, consultations, information distribution, awareness raising	73.1	54.4	50.8
Provision of services (namely, social services, and psychosocial support services)	42.3	27.8	18.6
Analytics, research, expert support, development of draft regulations, advisory services	30.8	16.7	11.9
Public monitoring, public audit of recovery and reconstruction	26.9	8.9	1.7
Activities to ensure social interaction (cultural, sports activities, psychological and emotional support and social unity)	48.1	43.3	45.8
Activities related to addressing environmental issues (protection of the environment, animals)	17.3	11.1	5.1
Providing subgrants to other local CSOs and citizens' initiative groups	3.8	4.4	3.4
None of the above	1.9	1.1	0

Note: The total in percent exceeds 100 percent as a respondent could choose several options.

Financing sources for the projects that CSOs implemented to recover and reconstruct territorial communities over the previous three years were grants from ITA programs (52.2 percent) and contributions and donations from individuals (41.3 percent). Membership fees (22.4 percent) and income from other activities (19.9 percent) were also significant sources of financing.

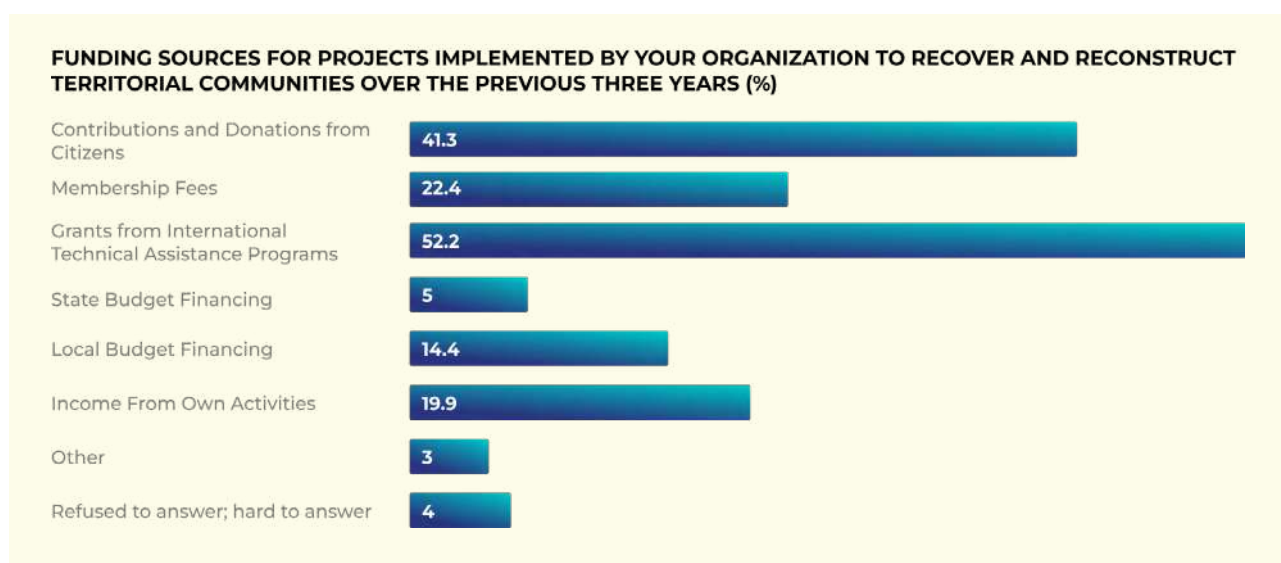


Figure 6. Distribution of financing sources of surveyed CSOs

CSO respondents from frontline areas confirm a higher dependence on international donor support. The primary source of their financial resources is grants from IDA programs or international humanitarian aid. Compared to organizations from other macro-regions, they have a less diversified funding structure and receive from membership fees, other activities, or donations from citizens. It is due to the more difficult economic situation in frontline communities and limited opportunities to develop sustainable sources of income. In contrast, CSOs from safer regions have a broader financial base as they combine international support with local resources, membership fees and contributions. (Table 6).

TABLE 6. MACRO-REGIONAL DISTRIBUTION OF FINANCING SOURCES FOR CSO PROJECTS IMPLEMENTED TO RESTORE AND RECONSTRUCT TERRITORIAL COMMUNITIES OVER THE PREVIOUS THREE YEARS

	MACRO-REGION		
	FRONTLINE TERRITORIES (%)	RELATIVELY SAFE CENTER (SUPPORT) (%)	RELATIVELY SAFE REAR (%)
Contributions/donations from citizens	32.7	52.2	32.2
Membership fees	13.5	25.6	25.4
Grants from international technical assistance programs	78.8	42.2	44.1
State budget financing	3.8	1.1	11.9
Local budget financing	3.8	5.6	37.3
Income from own activities	13.5	22.2	22.0
Other	3.8	1.1	5.1
Refused to answer, hard to answer	5.8	3.3	3.4

LEVEL OF CSO SUSTAINABILITY IN THE PROCESSES OF RECOVERY AND RECONSTRUCTION OF TERRITORIAL COMMUNITIES

As already noted in the previous sections, the level of CSO sustainability in the processes of recovery and reconstruction of a TC was measured using five indicators: Human, financial, expert, and communicative resources, as well as materials and equipment (see *Table 1*). The sufficiency and insufficiency of a particular type of resource was also assessed and the corresponding score was assigned: from 1 (low level of sustainability) to 4 (high level of sustainability), excluding the answer “hard to say” (*Table 7*):

TABLE 7. COMPATIBILITY OF THE ASSESSING SCALE RELATED TO SUFFICIENCY OF CSO AVAILABLE RESOURCES TO IMPLEMENT PROJECTS AND ACTIVITIES IN TCS, WITH LEVELS OF ORGANIZATIONS’ SUSTAINABILITY

INTERPRETATION OF THE OUTPUT VARIABLES SCALES	INTERPRETATION OF THE CSO SUSTAINABILITY LEVEL SCALE ACCORDING TO THE DEGREE OF CERTAIN RESOURCE SUFFICIENCY		
DEGREE OF RESOURCE SUFFICIENCY	SCORE	INTERVALS	ENGAGEMENT LEVEL
Insufficient at all	1	$1 \leq I \leq 1.75$	Very low
Not sufficient	2	$1.76 \leq I \leq 2.5$	Moderately low
Somewhat sufficient	3	$2.51 \leq I \leq 3.25$	Moderately high
Completely sufficient	4	$3.26 \leq I \leq 4$	Very high

Mean scores and their interval correspond to a level of sustainability: Very low, moderately low, moderately high, and very high.

Assessment of human resource sufficiency in CSOs

According to results of the quantitative study, 61.2 percent of surveyed CSOs noted sufficiency of **human resources**; 20.4 percent claimed *no deficiency* of qualified staff, volunteers, experts, and other persons working or cooperating with CSOs; and, 40.8 percent – *a sufficient level* (*Figure 7*). The average score is 2.74, which indicates a **moderately high level** of sustainability of Ukrainian CSOs in human resources sufficiency.

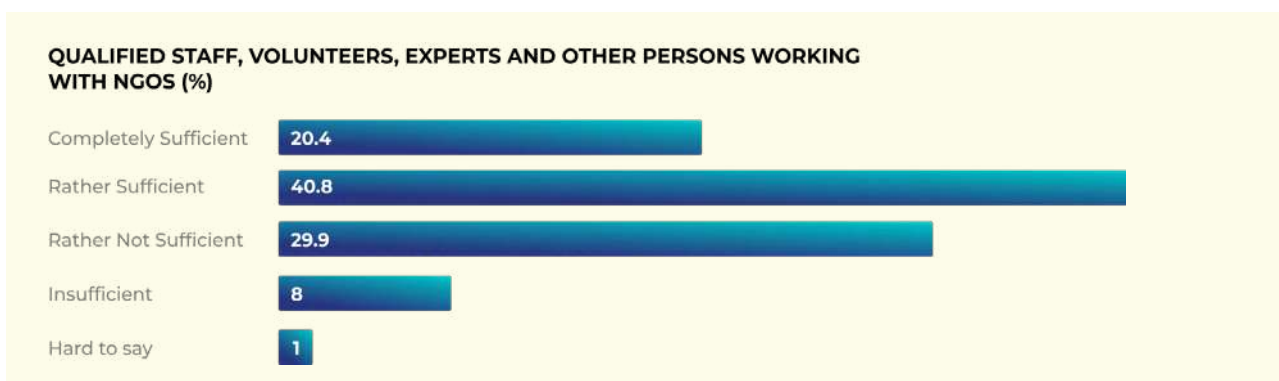


Figure 7. Level of human resources sufficiency in CSOs

In the macro-regional context, CSOs from frontline areas have a significantly lower share of human resources sufficiency; therefore, a slightly lower average score – 2.63 versus 2.73 in the relatively safe center and 2.86 in the relatively safe rear (*Table 8*).

TABLE 8. DISTRIBUTION OF AVAILABILITY ASSESSMENT OF QUALIFIED EMPLOYEES, VOLUNTEERS, EXPERTS, AND OTHER PERSONS WORKING OR COOPERATING WITH CSOS BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
Completely sufficient (%)	9.6	22.2	27.1
Not sufficient (%)	50	37.8	37.3
Somewhat insufficient (%)	34.6	28.9	27.1
Insufficient (%)	5.8	10	6.8
Hard to say (%)	0	1.1	1.7
TOTAL	100	100	100
Average score on a 4-point scale	2.63	2.73	2.86

Qualitative studies are more focused on the problem of insufficient human resources, especially at the frontlines. Many people fled abroad or to safer regions of Ukraine. Many men were mobilized. In focus group interviews, some participants even called the lack of human resources the biggest barrier for the organization to develop:

“The main problem for our (not only) organization is staffing. Unfortunately, we are currently experiencing a significant outflow of personnel from the community. This also applies to young people, to active society members. The safety factor is a priority, while we cannot guarantee anything.” (CSO representative from Chernihiv region, “frontline territories” macro-region).

The next challenge many organizations from different regions face is the emotional burnout of their employees and volunteers. High level of stress, lack of stability, work overload, responsibility and fear, which lead to fatigue, loss of motivation and an unwillingness to stay in the civil society sector:

“Active public figures are aware of the notion of professional burnout. When the same people have been continuously working for more than one year, especially given such highly stressful conditions.” (CSO representative from the Mykolaiv region, “frontline territories” macro-region).

Assessment of finance resource sufficiency in CSOs

Most (76.2 percent) surveyed CSOs report insufficient **financial resources** (47.8 percent – *lack* funds from various sources, and 28.4 percent – *completely lack*). The average score is 1.94, which indicates a **moderately low level** of CSO sustainability in terms of sufficiency of financial resources.

FUNDS RECEIVED FROM VARIOUS SOURCES, INCLUDING STATE AND LOCAL BUDGETS, GRANTS FROM PRIVATE DONORS, MEMBERSHIP FEES AND ITA PROGRAMS THAT NGOS USE TO IMPLEMENT GOALS AND PROGRAMS (%)

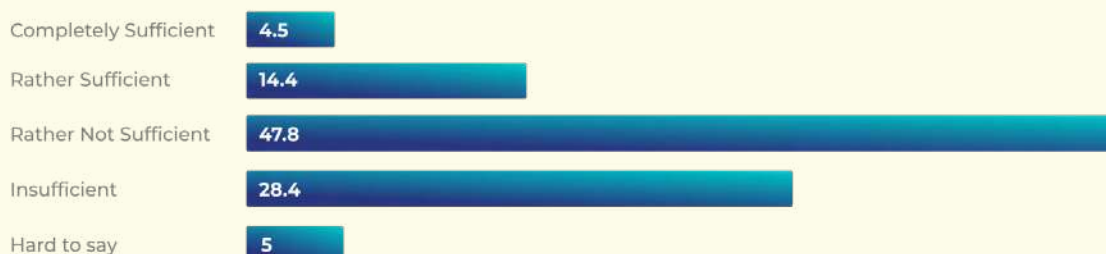


Figure 8. Level of financial resources sufficiency

The least sustainable were CSOs from the “relatively safe center (support)” macro-region – only 8.9 percent of them declared general sufficiency of available financial resources. Their average score is also lower and corresponds to a **very low level** of sustainability (Table 9).

TABLE 9. DISTRIBUTION OF AVAILABLE ASSESSMENT OF FUNDS RECEIVED FROM VARIOUS SOURCES THAT CSOS USE TO IMPLEMENT THEIR GOALS AND PROGRAMS BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
Completely sufficient (%)	5.8	1.1	8.5
Rather sufficient (%)	17.3	7.8	22
Rather insufficient (%)	48.1	51.1	42.4
Insufficient at all (%)	23.1	35.6	22
Hard to say (%)	5.8	4.4	5.1
TOTAL	100	100	100
Average score on a 4-point scale	2.06	1.73	2.17

In other macro-regions, the CSO sector is in a relatively better position. CSOs from frontline territories, as mentioned above, have more opportunities to receive grants from ITA programs, and a wider choice of grant proposals allows them to implement a larger number of projects. This is because international and foreign donors focus most of their attention on needs of frontline TCs:

“We are classified as rear regions. Most donors are ready to grant funds for projects in the East, South, but not for projects in the West of Ukraine. One organization even offered us to relocate to Kharkiv so that they could finance us.” (CSO representative from Lviv region, “relatively safe rear” macro-region).

However, it should be noted that CSOs from the relatively safe rear, though lacking strong international support compared to CSOs from the frontline territories, have a more diversified structure of funding sources and actively attract funds from local budgets. Some focus group participants called source diversification the best way to solve the issue of financial resource insufficiency. CSOs should not rely only on attracting grants from international, foreign organizations, and ITA programs. It is also worth cooperating with businesses, residents of TCs, local and central state authorities and local self-government and earning money independently:

“We should diversify financial revenues for civil society organizations. Train them and create opportunities to receive income from various sources, not only from donors. The experience with USAID has shown that the civil society sector is quite unstable; many organizations have ceased their activities or are on the verge of that.” (CSO representative from Chernivtsi region, “relatively safe rear” macro-region).

Assessment of the level of materials and equipment sufficiency in CSOs

In relation to **materials and equipment** sufficiency, more than half (58.2 percent) of the surveyed CSOs report a lack (38.3 percent – *rather insufficient* funds from various sources, and 19.9 percent – *completely insufficient*). A significant percentage of CSOs (38.9 percent) still assess their available materials and equipment as sufficient to implement their projects and activities in territorial communities (Figure 9). The average score is 2.29, which indicates a **moderately low level** of sustainability of Ukrainian CSOs, given their materials and equipment sufficiency.

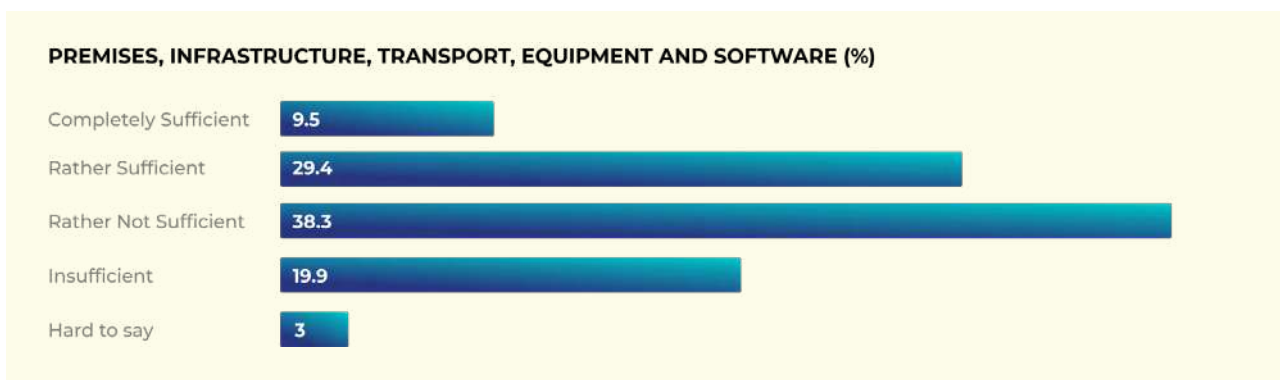


Figure 9. Level of materials and equipment sufficiency

However, in the macro-regional context, the “front-line territories” macro-region stands out. In terms of materials and equipment sufficiency, the level of sustainability of CSOs in front-line regions is identified as **moderately high**, although their score is at the lower limit (Table 10).

TABLE 10. DISTRIBUTION OF ASSESSMENT OF PREMISES, INFRASTRUCTURE, TRANSPORTATION AND EQUIPMENT, SOFTWARE BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
Completely sufficient (%)	7.7	6.7	15.3
Rather sufficient (%)	44.2	21.1	28.8
Rather insufficient (%)	36.5	42.2	33.9
Insufficient at all (%)	9.6	24.4	22
Hard to say (%)	1.9	5.6	0
TOTAL	100	100	100
Average score on a 4-point scale	2.51	2.10	2.37

The situation is similar to that with financial support. It can be assumed that due to the increased focus of ITA programs and foreign donors on the needs of TCs in the frontline zone, CSOs have more opportunities to address issues with materials and equipment to conduct their activities:

“Clearly, international partners play a more important role... They provided equipment and materials.” (CSO representative from Mykolaiv region, “frontline territories” macro-region).

Assessment of the level of expert resource sufficiency in CSOs

In the quantitative survey, most CSOs (72.6 percent) reported sufficient **expert resources** (51.7 percent – a rather sufficient amount of the necessary knowledge and expertise in recovery and reconstruction, and 20.9 percent – completely sufficient). Only a quarter of the surveyed CSOs claimed the lack of such resources (*Figure 10*). The average score is 2.91, a **moderately high level** of sustainability of Ukrainian CSOs in terms of expert resource sufficiency.

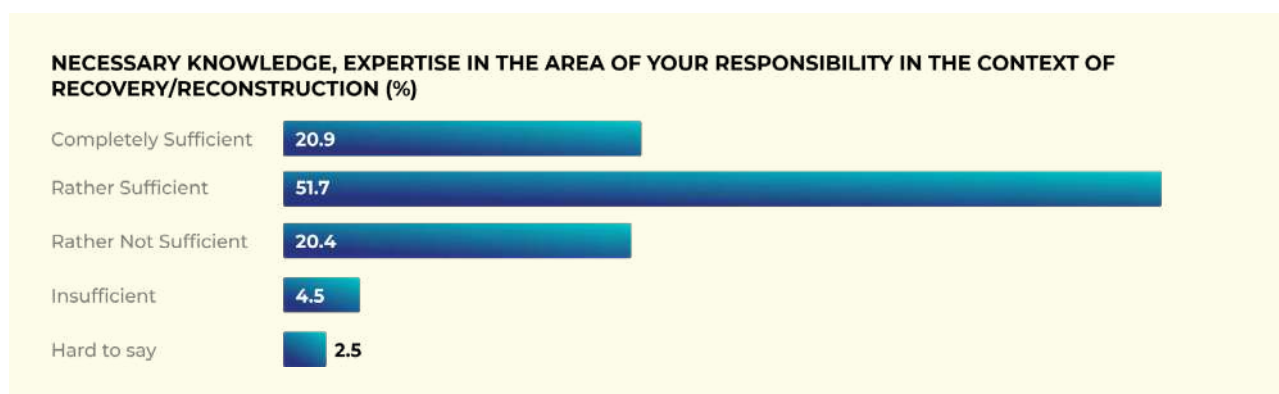


Figure 10. Level of knowledge and expertise sufficiency in the areas of CSO operations

Unsurprisingly, CSOs from the “relatively safe rear” and “relatively safe center (support)” macro-regions report significantly higher shares of expert resource sufficiency (25.4 percent and 26.7 percent, respectively) than CSOs from frontline territories – 5.8 percent (*Table 11*).

TABLE 11. DISTRIBUTION OF AVAILABILITY ASSESSMENT OF NECESSARY KNOWLEDGE AND EXPERTISE FOR RECOVERY AND RECONSTRUCTION BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
Completely sufficient (%)	5.8	26.7	25.4
Rather sufficient (%)	55.8	48.9	52.5
Rather insufficient (%)	34.6	13.3	18.6
Insufficient at all (%)	1.9	6.7	3.4
Hard to say (%)	1.9	4.4	0
TOTAL	100	100	100
Average score on a 4-point scale	2.66	3	3

The results of macro-regional distribution are due to two factors. First, frontline territories suffer more from a shortage of personnel – people with relevant expert knowledge have moved abroad or to safer regions of Ukraine:

“They recruit students who have not even graduated. These students become grant managers advising on how to write project applications. This is nonsense. The quality of project applications in the Mykolaiv region has drastically decreased. I am a member of several commissions. I read and say: “It’s impossible to choose anything here.” (CSO representative from the Mykolaiv region, “frontline territories” macro-region).

Second, local military administrations are operating in frontline regions. They are clearly less public, therefore, more focused on security issues than on external communication. It is sometimes technically difficult for CSO representatives from frontline territories to obtain necessary information, while in the central and western regions, it is easier to reach out to local self-government bodies of the TC:

“There are military administrations in the Kherson region. We do not have a functional parliamentary body. We have unilateral decision-making by the heads of military administrations. Accordingly, there are certain pros and cons to this. In our Kherson region, nothing is announced publicly; moreover, information is published post facto. This is primarily due to the security situation.” (CSO representative from Kherson region, “frontline territories” macro-region).

Assessment of the level of communicative resource sufficiency in CSOs

In relation to the parameter “**communicative resources**”³, most surveyed CSOs (75.2 percent) report a sufficient level (47.8 percent – rather sufficient level of communication with residents, local authorities, businesses, media, bloggers, and opinion leaders, and 27.4 percent – completely sufficient). Only about a fifth of surveyed CSOs claimed a lack of resources. The average score is 3.01, which indicates a **moderately high level** of sustainability of Ukrainian CSOs in the context of communicative resource sufficiency.

³ Communicative resources – resources related to the process of communication, interaction between CSOs and residents, opinion leaders in TCs, local authorities and businesses and other CSOs. They do not apply to communication resources, that is, information transmission technologies.

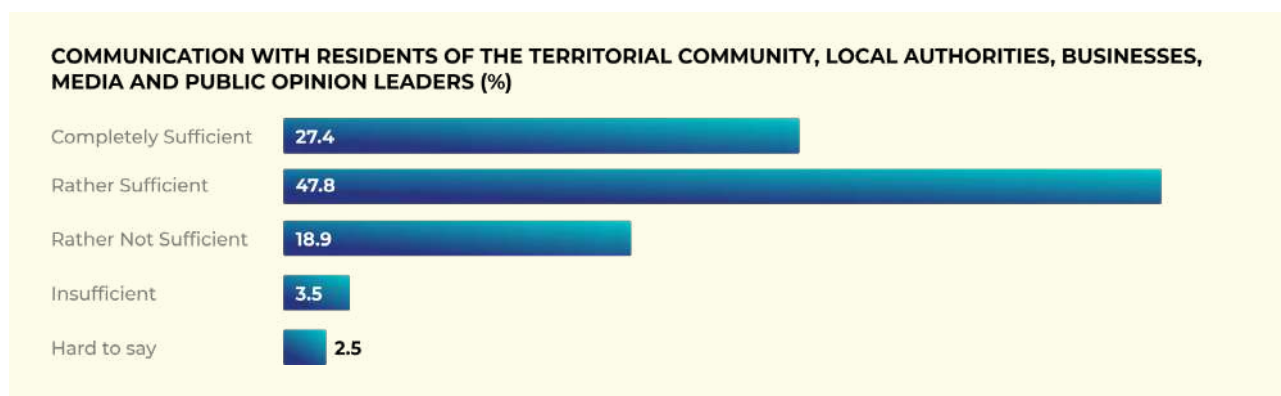


Figure 11. Level of communicative resources sufficiency in CSOs

It is noticeable that the best situation in this parameter is CSOs operating in the “relatively safe rear” macro-region. The average score for the level of communicative resources sufficiency in this region is 3.24. Although this also corresponds to a **moderately high level**, such indicators are already on the verge of a **high level** and are better than the results of the other two macro-regions.

TABLE 12. DISTRIBUTION OF AVAILABLE ASSESSMENT OF COMMUNICATION WITH RESIDENTS OF THE TERRITORIAL COMMUNITY, LOCAL AUTHORITIES, BUSINESSES, MEDIA AND PUBLIC OPINION LEADERS BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
Completely sufficient (%)	21.2	23.3	39
Rather sufficient (%)	57.7	43.3	45.8
Rather insufficient (%)	13.5	26.7	11.9
Insufficient at all (%)	1.9	5.6	1.7
Hard to say (%)	5.8	1.1	1.7
TOTAL	100	100	100
Average score on a 4-point scale	3.04	2.85	3.24

Qualitative studies confirmed the survey results in general. In focus groups with representatives from the “relatively safe rear” macro-region, they discussed successful communication cases:

“I am happy we have many successful cases. It is not that simple, as it is the result of the work of many people establishing such communication. For example, we had a small pilot project with relocated businesses. We had to facilitate their joining the economic space of the host communities. That is, establish communication with them, get them in contact with local self-government authorities and help find common ground. We had 100 participants in five communities and we communicated with each entrepreneur. We tried to hear them out and understand them. Convey their needs to the local self-government authority. Bring them together. You know, it was a successful success.”
(CSO representative from Lviv region, “relatively safe rear” macro-region).

In other macro-regions, communication is also assessed positively, although interviewees admitted that it could be more complicated and not quite stable (*“approximately 70 percent to 30 percent”*). As for communication with the authorities, it mostly depends on personal relations of civil society representatives with officials of local self-government and state authorities. Many CSOs can share their stories of how they established fruitful cooperation in one TC, and in the neighboring TC, they were forced to cease their activities due to lack of healthy communication:

“It is quite a phenomenon that in the public sector, almost everything depends on the personal communication style of the head. I don’t know whether it is ok or not. On the one hand, it is ok as we are people, first of all. On the other hand, it indicates the institutional weakness and the lack of any continuous planning in long-term processes.” (CSO representative from Dnipropetrovsk region, “relatively safe center support” macro-region)

Focus group participants also noted the consumerist attitude towards civil society from both the authorities and residents as a certain problem. CSOs are perceived not as partners but as a source of resources, humanitarian aid and free services:

“In 2022, we did create a kind of communism, in quotes. People got used to getting everything for free. And in 2023–24, when it all ceased, they came to noCSOovernmental organizations with complaints. Thus, we were faced with the consequences of decreased humanitarian aid... there was a lot of negativity.” (civil society representative from the Mykolaiv region, “frontline territories” macro-region).

LEVEL OF CSO ENGAGEMENT IN THE PROCESSES OF RECOVERY AND RECONSTRUCTION OF TERRITORIAL COMMUNITIES

The level of CSO engagement in the processes of recovery and reconstruction of TCs was measured by eight components of TC recovery and reconstruction (*Table 2*):

- Assessment of damage and losses caused to the TC by hostilities and of the related TC needs;
- Infrastructure recovery;
- Ensuring and maintenance of security in TC;
- Recovery and maintenance of institutions' operations;
- Recovery of economic activity at the TC level;
- Recovery of the environment;
- Recovery of social bonds and unity in TCs;
- Recovery of TC residents' access to various services.

The degree of engagement was assessed by each component and a relevant score was recorded (*Table 13*):

- 1 means the organization's program activities do not include the component of recovery and reconstruction;
- 2 means the organization is informed about the component of recovery;
- 3 means the organization administers public control and monitoring regarding this component of recovery, informs about problem issues and develops recommendations; and,
- 4 means the organization participates in public policy design at different levels of governance related to this component of recovery or that the organization directly implements projects related to recovery and reconstruction.

TABLE 13. COMPATIBILITY OF SCALES, INCLUDING DIRECTLY MEASURED VARIABLES, BY LEVELS OF CSO ENGAGEMENT IN THE PROCESSES OF RECOVERY AND RECONSTRUCTION OF TCS

INTERPRETATION OF THE OUTPUT VARIABLES SCALES	INTERPRETATION OF LEVELS OF CSO ENGAGEMENT IN RECOVERY AND RECONSTRUCTION PROCESSES		
LEVEL OF CSO ENGAGEMENT IN PROCESSES	SCORE	INTERVALS	ENGAGEMENT LEVEL
This component does not apply to the organization's activities	1	$1 \leq I \leq 1.75$	Very low
Organization is informed about issues and problems within this component of the TC recovery and reconstruction processes	2	$1.76 \leq I \leq 2.5$	Moderately low
Organization administers public control and monitoring within this component of recovery, identifies problems and develops and promotes recommendations	3	$2.51 \leq I \leq 3.25$	Moderately high

Organization participates in public policy design related to this component of recovery or directly implements projects in the related area within this component of recovery	4	$3.26 \leq I \leq 4$	Very high
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The average score and its interval determine a certain level of CSO engagement: From very low to very high.

CSO participation in assessing the damage and losses caused to territorial communities by hostilities and needs of territorial communities

The quantitative study shows that more than half of the surveyed CSOs (55.2 percent) claimed their organization was not involved in a component of recovery and reconstruction such as **assessing the damage and needs** for the territorial community to be recovered (Figure 12). Only 4 percent of the surveyed CSOs were directly implementing projects designed to assess damage and needs for the territorial community to be recovered – namely, assessing the damage caused by hostilities (to residential real estate, and public facilities), tracking the needs of various social groups and representing interests of such groups. Every tenth CSO participates in the process of local policy design related to this component of recovery and a fifth of CSOs are involved in the initial level – they receive information about this component of recovery. The average score is 1.83, which indicates a **moderately low level** of engagement of Ukrainian CSOs in assessing damage and recovery needs in TC.

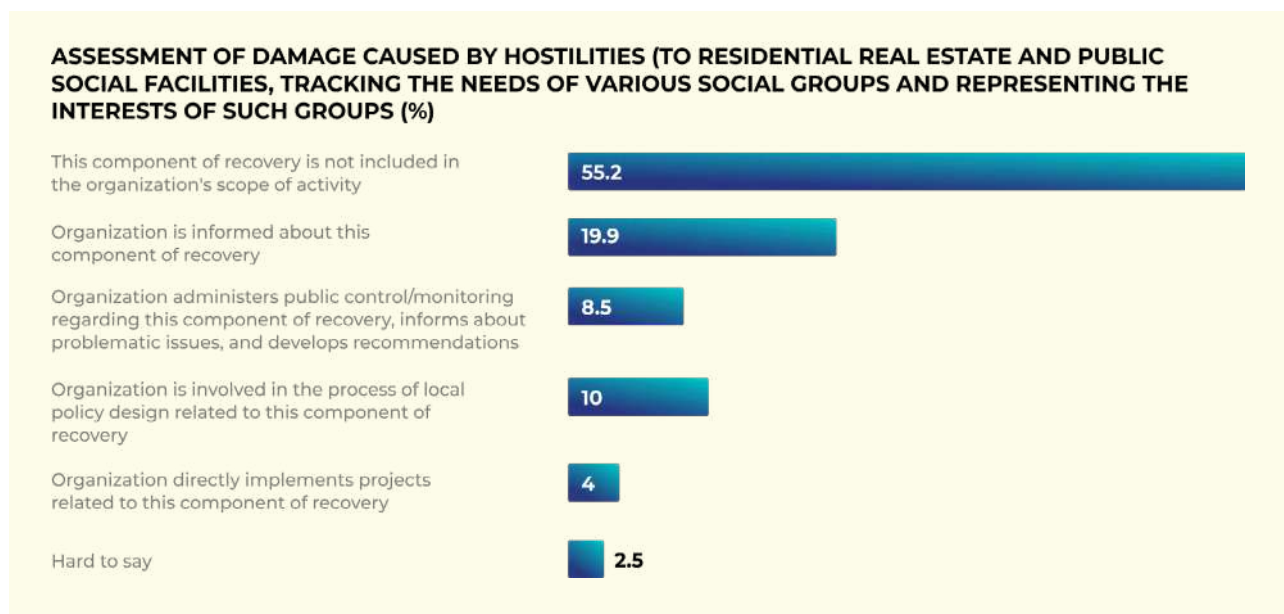


Figure 12. Level of CSO engagement under the component “assessing damage and losses caused to TCs by hostilities”

Average scores of the level of engagement in activities under this component of the TC recovery and reconstruction processes differ by macro-regions, as CSOs from the conditionally safe rear and the relatively safe center (support) territories show a significantly lower level of engagement in related activities (Table 14). Organizations from the relatively safe rear show a **very low level of engagement** (1.71) as well as **moderately low** from the relatively safe center on the verge of **very low** (1.79). Relatively better indicators of CSOs from

frontline territories are natural as those TCs suffer the most destruction and damage. The need to record losses, damage and assess the needs of TCs is the highest here:

“Some settlements here are destroyed and damaged by 80 percent. Therefore, we are focused on implementing projects in this area.” (CSO representative from Mykolaiv region, “frontline territories” macro-region).

CSOs from frontline regions were involved in such processes more actively than those from safer regions where reconstruction issues are not that crucial.

TABLE 14. DISTRIBUTION OF CSO ENGAGEMENT IN ASSESSING LOSSES AND DAMAGE CAUSED BY HOSTILITIES, TRACKING THE NEEDS OF VARIOUS SOCIAL GROUPS, AND REPRESENTING THE INTERESTS OF SUCH GROUPS BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization’s scope of activity (%)	38.5	57.8	66.1
Organization is informed about this component of recovery (%)	26.9	18.9	15.3
Organization administers public control/ monitoring related to this component of recovery, informs about problematic issues, and develops recommendations (%)	15.4	6.7	5.1
Organization is involved in the process of local policy design related to this component of recovery (%)	11.5	8.9	10.2
Organization directly implements projects related to this component of recovery (%)	3.8	5.6	1.7
Hard to say (%)	3.8	2.2	1.7
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.09	1.79	1.71

CSO engagement in recovery of infrastructure in territorial communities

Even more (63.2 percent) of surveyed CSOs claimed they did not participate in activities to **recover infrastructure in territorial communities** (Figure 13). Remaining CSOs focused on getting relevant thematic information and carrying out public control and designing relevant local policy. Only 6.5 percent of surveyed

CSOs were directly implementing projects on the reconstruction of the housing stock, recovery and reconstruction of critical infrastructure (electricity, water supply and heating), road and transportation infrastructure, engineering networks and social and cultural infrastructure. The average score is 1.7, which indicates a **very low level** of CSO engagement in activities to restore infrastructure in territorial communities.

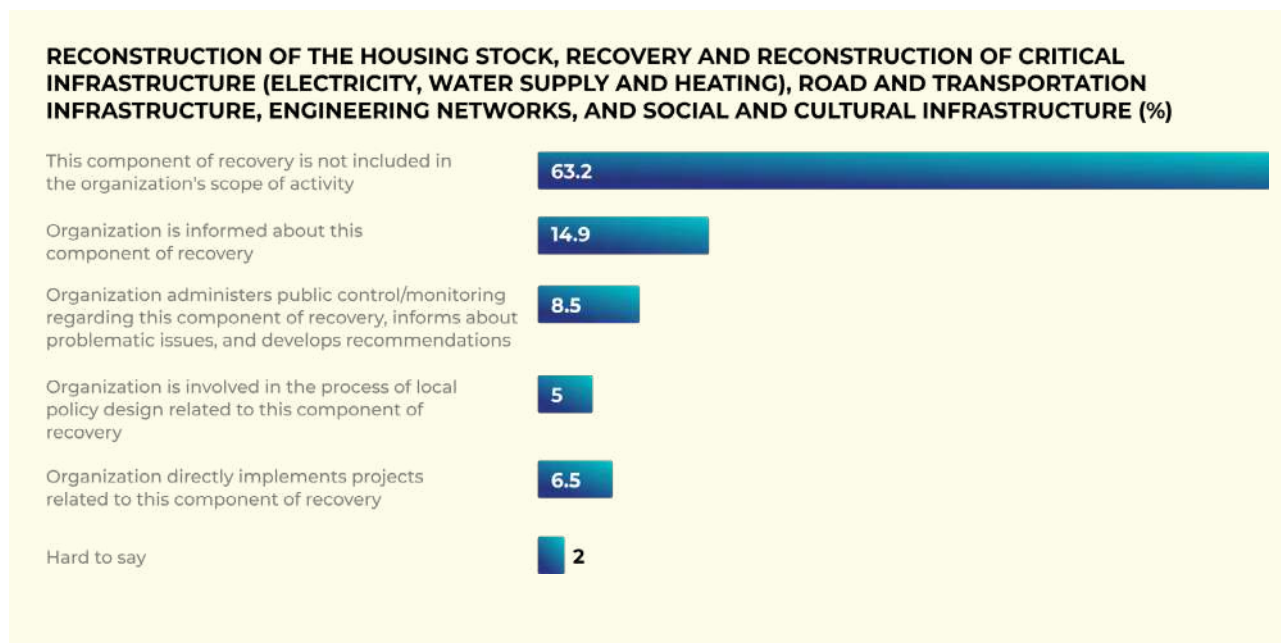


Figure 13. Level of CSO engagement under the component “recovery of infrastructure in TC”

Engagement differs by macro-regions as CSOs from frontline territories again demonstrate a slightly higher level–1.96, which is a **moderately low** level (*Table 15*). In focus groups, including CSOs from a relatively safe center with the least engagement in infrastructure recovery projects, this area was primarily discussed by representatives of the Kyiv region affected by hostilities in 2022:

“We worked with four communities in the Kyiv region. These were the Borodianka, Makariv, Brovary and Obukhiv communities. They had different priorities, which clearly depended on the destruction suffered by a particular community. That is, when we talk about Makariv and Borodiank communities, they are more focused on recovery. As for Obukhiv and Brovary, they are more focused on development.” (civil society representative from Kyiv region, “relatively safe center (support)” macro-region).

TABLE 15. DISTRIBUTION OF THE LEVEL OF CSO ENGAGEMENT IN RECONSTRUCTION OF HOUSING STOCK, RECOVERY AND RECONSTRUCTION OF CRITICAL INFRASTRUCTURE, ROAD AND TRANSPORTATION INFRASTRUCTURE, ENGINEERING NETWORKS, AND SOCIAL AND CULTURAL INFRASTRUCTURE BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization's scope of activity (%)	48.1	67.8	69.5
Organization is informed about this component of recovery (%)	17.3	17.8	8.5
Organization administers public control and monitoring related to this component of recovery, informs about problem issues and develops recommendations (%)	19.2	5.6	3.4
Organization is involved in the process of local policy design related to this component of recovery (%)	1.9	3.3	10.2
Organization directly implements projects related to this component of recovery (%)	9.6	4.4	6.8
Hard to say (%)	3.8	1.1	1.7
TOTAL (%)	100	100	100
Average score on a 4-point scale	1.96	1.53	1.69

CSO engagement in safety measures

Ukrainian CSOs show greater engagement in **activities to organize and maintain safety in TCs** – 12.4 percent of surveyed CSOs claimed to be directly implementing projects to develop shelter infrastructure, safe spaces, warning systems, means to control and monitor the security situation, training in first aid and self-help skills, providing emergency assistance (firefighting and medical), and 10.4 percent administered public control over this component of recovery, informed about problem issues and developing recommendations. (Figure 14). Less than half of surveyed CSOs (48.8 percent) were not involved in activities to organize and maintain safety. The average score is 2.06, which indicates a **moderately low level** of CSO participation in related activities under this component.

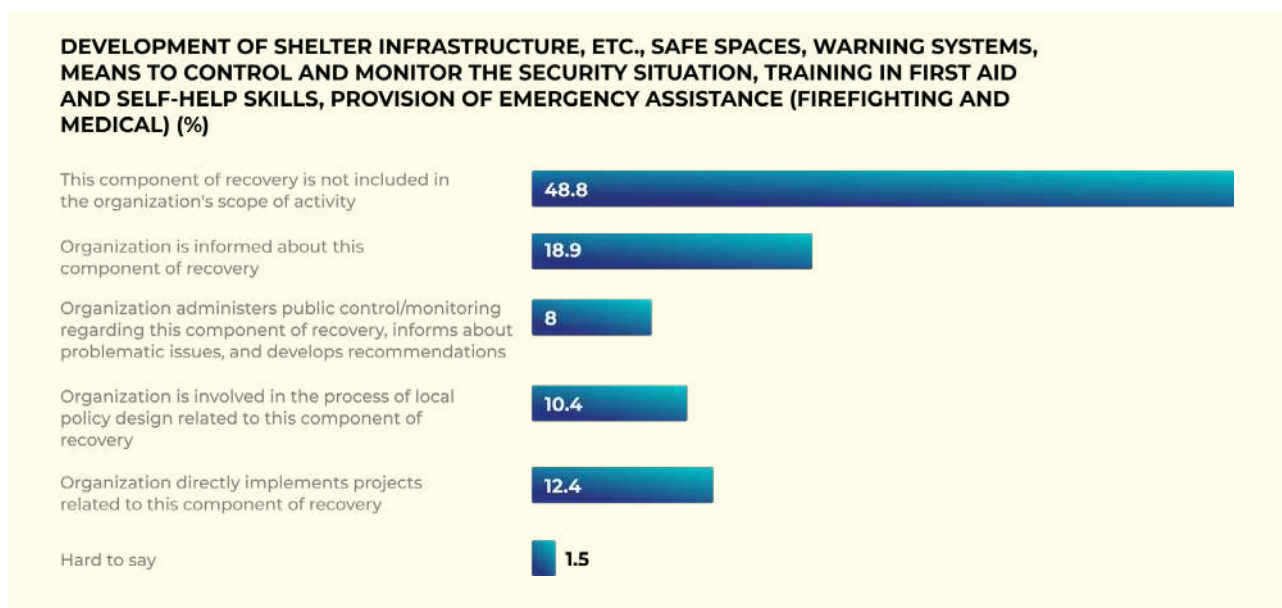


Figure 14. Level of CSO engagement under the component, “organizing and maintaining safety in TCs”

Distribution of responses by macro-regions showed a slightly higher level of engagement of CSOs from frontline territories in activities to organize and maintain safety in TCs. The average engagement score in the macro-region is 2.39 (Table 16).

TABLE 16. DISTRIBUTION OF THE LEVEL OF CSO ENGAGEMENT IN DEVELOPMENT OF SHELTER INFRASTRUCTURE, SAFE SPACES, WARNING SYSTEMS, MEANS TO CONTROL AND MONITOR THE SECURITY SITUATION, TRAINING IN FIRST AID AND SELF-HELP SKILLS AND PROVISION OF EMERGENCY ASSISTANCE BY MACRO-REGIONS

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization’s scope of activity (%)	36.5	51.1	55.9
Organization is informed about this component of recovery (%)	19.2	17.8	20.3
Organization administers public control and monitoring related to this component of recovery, informs about problem issues and develops recommendations (%)	9.6	7.8	6.8
Organization is involved in the process of local policy design related to this component of recovery (%)	15.4	8.9	8.5
Organization directly implements projects related to this component of recovery (%)	17.3	13.3	6.8
Hard to say (%)	1.9	1.1	1.7
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.39	2.02	1.82

Although the share of organizations dealing with safety issues is relatively small (therefore, the average engagement score is also low), the area is not a priority for CSOs. This is a rather specific area of activity that not all CSOs can handle. However, in almost every focus group, there were organizations involved in TC safety issues within their scope of activities (clearly, there were more of these in the frontline territories).

CSO engagement in the recovery of institutions' operations

Compared to previous components of TC recovery and reconstruction, the level of CSO engagement in activities related to institutions' operations is higher. Many organizations are involved in projects to train, consult, provide equipment, combat corruption, promote integrity, transparency and accountability, develop digitalization and establish management processes in local self-government authorities, institutions, and municipal bodies (Figure 15). The average score is 2.48, which corresponds to a **moderately low level** of CSO engagement in activities to restore and maintain operations of TC institutions (however, this indicator is on the verge of a **moderately high level**).

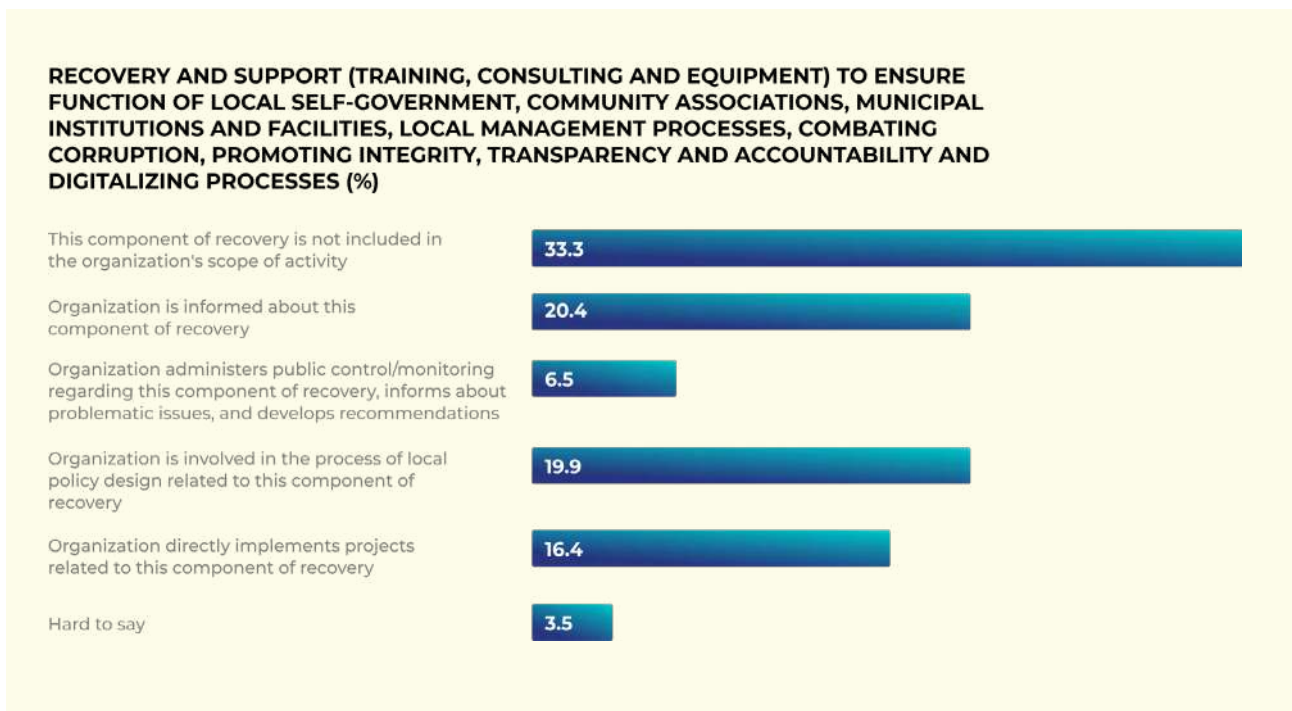


Figure 15. Level of CSO engagement under the component “recovery and support of institutions' operations”

Distribution by macro-regions shows that CSOs from frontline areas have a **moderately high level** of engagement in measures to restore and support institutions' operations (2.8) and CSOs from the relatively safe center are almost at the same level (2.46) (Table 17).

TABLE 17. DISTRIBUTION BY MACRO-REGIONS OF THE LEVEL OF CSO ENGAGEMENT IN THE RECOVERY AND SUPPORT ACTIVITIES TO ENSURE FUNCTIONING OF LOCAL SELF-GOVERNMENT AUTHORITIES; SELF-ORGANIZATION BODIES OF THE POPULATION, MUNICIPAL INSTITUTIONS, FACILITIES, MANAGEMENT PROCESSES, COMBATING CORRUPTION, PROMOTING INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY AND DIGITALIZING VARIOUS PROCESSES

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization's scope of activity (%)	19.2	35.6	42.4
Organization is informed about this component of recovery (%)	25.0	17.8	20.3
Organization carries out public control/ monitoring related to this component of recovery, informs about problematic issues, and develops recommendations (%)	11.5	5.6	3.4
Organization is involved in the process of local policy design related to this component of recovery (%)	28.8	20	11.9
Organization directly implements projects related to this component of recovery (%)	11.5	16.7	20.3
Hard to say (%)	3.8	4.4	1.7
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.80	2.46	2.29

Activities such as assistance to support the institutions' operations are the most familiar and clear for many CSOs. In focus group interviews, many participants reported direct experience in implementing such projects. Still, their success depends on the willingness of state and local self-government authorities and municipal institutions and facilities and establishments to cooperate. Despite the significant increase in the CSO contribution to support TCs in wartime, existing barriers in the interaction between the authorities and civil society remained:

“The current martial law in the country somewhat leveled the mechanisms related to involving the community in dialogue. At the legislative level, there are enough mechanisms to involve the public in making decisions. And, for civil society organizations to receive funding, to monitor activities of public bodies, and to conduct advocacy campaigns. The current legislation stipulates all this. Still, the said activities require renewal and update; I believe it will happen when martial law is lifted.” (CSO representative from Poltava region, “relatively safe center” macro-region).

CSO engagement in the recovery of economic activity

As more than half of the surveyed organizations were not engaged in recovery of economic activity, the average engagement score under this component is low, 2.1 (which corresponds to a **moderately low level**). However, about 15 percent of CSOs reported direct implementation of projects designed to recover previously established businesses, launch new business initiatives, train in new professions and entrepreneurial activity, ensure economic education of the population, employment creation and assistance to households when administering economic activity. (Figure 16). Almost 13 percent of them are involved in the local policy design in this area.

RECOVERY OF PREVIOUSLY ESTABLISHED BUSINESSES, LAUNCHING NEW BUSINESS INITIATIVES, TRAINING IN NEW PROFESSIONS AND ENTREPRENEURIAL ACTIVITY, ENSURING ECONOMIC EDUCATION OF THE POPULATION, EMPLOYMENT CREATION AND ASSISTANCE TO HOUSEHOLDS WHEN ADMINISTERING ECONOMIC ACTIVITY (%)

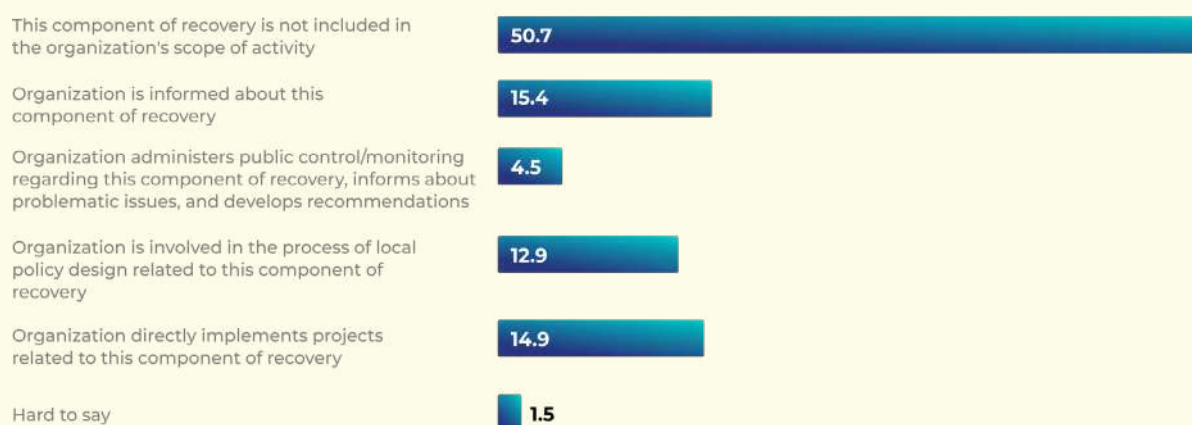


Figure 16. Level of CSO engagement under the component “recovery of economic activity”

Distribution by macro-regions did not reveal significant differences in the levels of engagement in the recovery of economic activity in TCs. A **moderately low level** is observed in all territories (Table 18).

TABLE 18. DISTRIBUTION BY MACRO-REGIONS OF THE LEVEL OF CSO ENGAGEMENT IN THE RECOVERY OF PREVIOUSLY ESTABLISHED BUSINESSES, LAUNCHING NEW BUSINESS INITIATIVES, TRAINING IN NEW PROFESSIONS AND ENTREPRENEURIAL ACTIVITY, ENSURING ECONOMIC EDUCATION OF THE POPULATION, EMPLOYMENT CREATION AND ASSISTANCE TO HOUSEHOLDS WHEN ADMINISTERING ECONOMIC ACTIVITY.

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization's scope of activity (%)	38.5	54.4	55.9
Organization is informed about this component of recovery (%)	23.1	15.6	8.5

Organization administers public control and monitoring related to this component of recovery, informs about problem issues and develops recommendations (%)	5.8	3.3	5.1
Organization is involved in the process of local policy design related to this component of recovery (%)	17.3	11.1	11.9
Organization directly implements projects related to this component of recovery (%)	11.5	14.4	18.6
Hard to say (%)	3.8	1.1	0.0
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.27	2	2.1

The relatively low average score following the quantitative study is because the recovery of economic activity is a professional and specialized field of activity. A small part of civil society is involved there. Still, it is an important area of CSO activities.

The prospect is not to attract more organizations to economic recovery but to increase the efficiency of such initiatives. An important characteristic of this area is also the fundamental possibility to accurately assess the results achieved. It is immediately clear how many people were employed, established new businesses, or acquired new professional skills:

“We ran a business school for IDP women for four months. There were about 30 participants, and we held a four-hour meeting every week. The basics of entrepreneurship, accounting, etc. We involved experienced coaches, representatives of successful businesses in our community, and representatives of local self-government authorities. After the course, 12 participants started their businesses. Of them, three became friends. They established a joint business. One of them now works as a nail artist, the other is a hairdresser. They had not met before. They met here, at the business school.”
(CSO representative from Kyiv region, “relatively safe center (support)” macro-region).

CSO engagement in environmental recovery

Most surveyed CSOs (61.7 percent) were not involved in **environmental** recovery projects in the TC (Figure 17). Only 7.5 percent of respondent organizations directly implemented projects on the recovery of destroyed and damaged ecosystems, environmental monitoring, preservation and development of nature conservation areas and objects and implementation of “green” solutions during recovery and reconstruction. About 8.5 percent of respondents are involved in the local policy design related to this component of recovery. The engagement score is 1.79, which indicates a **moderately low level** of CSO engagement in environmental recovery activities.

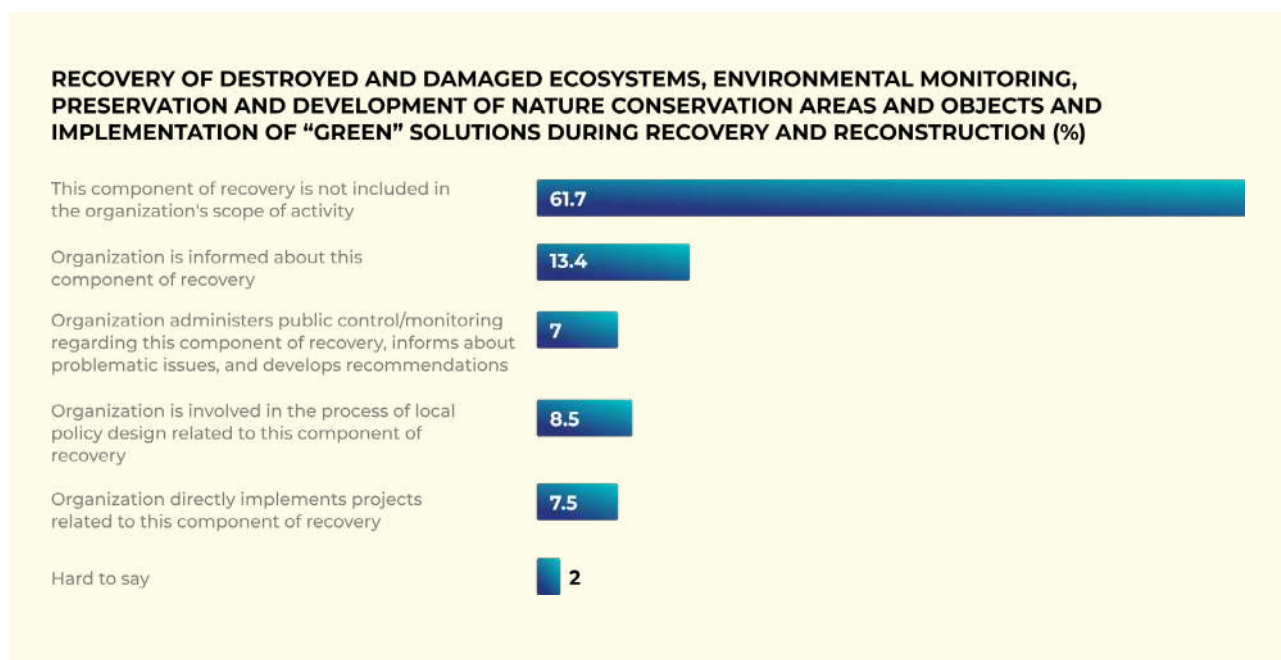


Figure 17. Level of CSO engagement under the component “recovery of environment”

Distribution by macro-regions showed that CSOs in frontline territories were more engaged in recovery under this parameter (the average score is 2.04). On the other hand, the relatively safe center (support) and relatively safe rear demonstrate a **very low level** of engagement with the average score being 1.68 and 1.72, respectively. (Table 19).

TABLE 19. DISTRIBUTION BY MACRO-REGIONS OF THE LEVEL OF CSO ENGAGEMENT IN RECOVERY OF DESTROYED AND DAMAGED ECOSYSTEMS, ENVIRONMENTAL MONITORING, PRESERVATION AND DEVELOPMENT OF NATURE CONSERVATION AREAS AND OBJECTS, AND IMPLEMENTATION OF “GREEN” SOLUTIONS DURING RECOVERY AND RECONSTRUCTION

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization’s scope of activity (%)	46.2	66.7	67.8
Organization is informed about this component of recovery (%)	19.2	12.2	10.2
Organization administers public control and monitoring related to this component of recovery, informs about problem issues and develops recommendations (%)	13.5	6.7	1.7
Organization is involved in the process of local policy design related to this component of recovery (%)	13.5	5.6	8.5
Organization directly implements projects related to this component of recovery (%)	3.8	7.8	10.2

Hard to say (%)	3.8	1.1	1.7
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.04	1.68	1.72

In general, environmental issues are of low priority to CSOs in terms of recovery and reconstruction of TCs. Most likely, it is because, on the one hand, the war has reduced attention to issues such as energy efficiency, environmental protection, recycling, addressing urban landfills and household waste. On the other hand, civil society sector is aware that the war is the largest environmental disaster which consequences will have to be rectified for decades.

Engagement in activities to recover social bonds and unity in TC

It is worth noting that surveyed CSOs demonstrate almost the highest level of engagement (81.1 percent) under the component “engagement in recovering social bonds and unity” compared to others (Figure 18). Only 18.9 percent of the surveyed CSOs reported a lack of engagement in this activity. A third of CSOs directly implement projects on integration of IDPs and the reintegration of veterans in TCs, introducing social unity measures, establishing a dialogue mechanism in the territorial community, involving residents in managing local affairs, restoring communication and trust between citizens and authorities and ensuring psychosocial support for citizens. A quarter are involved in the process of local policy design related to these issues. The average score is 3.05, indicating a **moderately high level** of CSO engagement in activities to recover social bonds and unity in the TC.

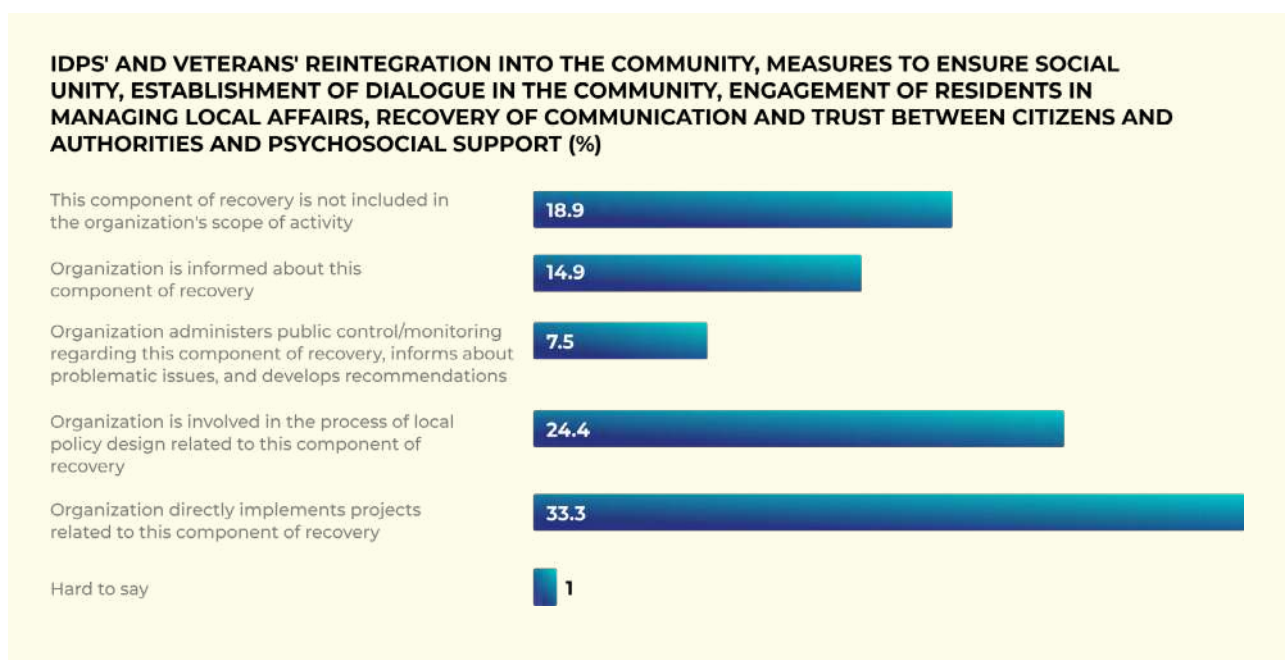


Figure 18. Level of CSO engagement under the component “recovery of social bonds”

The study did not reveal any significant differences in the level of engagement in recovering social bonds and unity in TCs by macro-regions (Table 20).

TABLE 20. DISTRIBUTION BY MACRO-REGIONS OF THE LEVEL OF CSO ENGAGEMENT IN IDPS' INTEGRATION AND VETERANS' REINTEGRATION INTO LIFE IN THE COMMUNITY, MEASURES TO ENSURE SOCIAL UNITY, ESTABLISHMENT OF A DIALOGUE MECHANISM IN THE COMMUNITY, ENGAGEMENT OF RESIDENTS IN MANAGING LOCAL AFFAIRS, RECOVERY OF COMMUNICATION AND TRUST BETWEEN CITIZENS AND AUTHORITIES AND PSYCHOSOCIAL SUPPORT

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization's scope of activity (%)	5.8	27.8	16.9
Organization is informed about this component of recovery (%)	19.2	11.1	16.9
Organization administers public control and monitoring related to this component of recovery, informs about problem issues, and develops recommendations (%)	13.5	4.4	6.8
Organization is involved in the process of local policy design related to this component of recovery (%)	21.2	25.6	25.4
Organization directly implements projects related to this component of recovery (%)	36.5	31.1	33.9
Hard to say (%)	3.8	0	0
TOTAL (%)	100	100	100
Average score on a 4-point scale	3.15	2.9	3.08

Recovering social bonds and unity is viewed by many organizations as their true mission (while provision and distribution of humanitarian aid is believed to be a temporary response to the wartime challenges). CSO representatives believe in the greatest inspiration and social significance when involved in this activity. It is not always properly understood or supported by TC residents. Many beneficiaries do not see such initiatives as a priority or are not aware of their importance for the sustainability and unity of the TC:

“There is a slight increase in the level of unity and trust following our organization's efforts. To some extent, there is a consumer attitude towards civil society organizations on the part of residents. If you hold an awesome event with master classes, invite cool speakers, launch some educational campaigns, but do not distribute humanitarian aid, several dozen residents will attend. If there are food packages distributed – our direct activities during 2022 – there will be a queue of several hundred people.” (CSO representative from Kirovohrad region, “relatively safe center (support)” macro-region)

CSO engagement in recovering residents’ access to various types of services

Significant engagement under reconstruction component of recovery of access to **various types of services** in TCs is proved by the fact that only about a fifth (21.9 percent) of surveyed CSOs reported a lack of engagement (*Figure 19*). Instead, it turned out that 26.9 percent of CSOs directly implement projects to recover accessibility of various types of services for TC residents – particularly, medical, educational, cultural, social, utilities and administrative and 20.9 percent are involved in the local policy design in this area. The average score is 2.85, which indicates a **moderately high level** of CSO participation in measures to recover accessibility of services in TC.

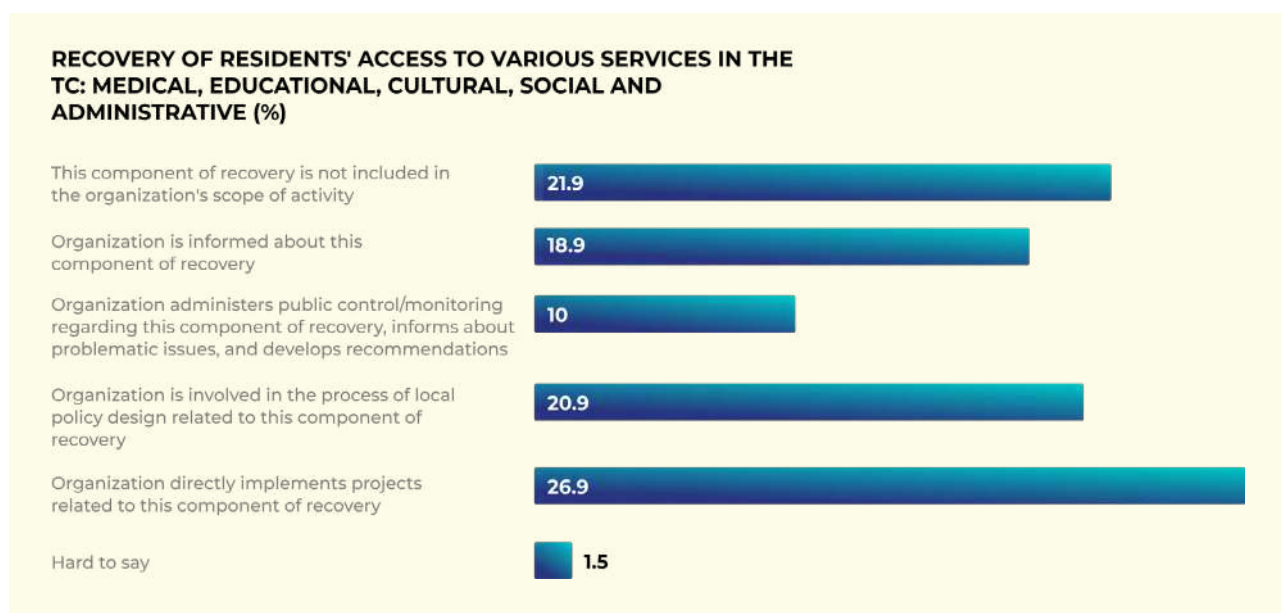


Figure 19. Level of CSO engagement under the component “recovery of accessibility of services”

Distribution by macro-region did not reveal any significant differences in the levels of engagement in restoring the accessibility of various types of services in TC (*Table 21*).

TABLE 21. DISTRIBUTION BY MACRO-REGIONS OF THE LEVEL OF CSO ENGAGEMENT IN RESTORING CITIZENS’ ACCESS TO VARIOUS TYPES OF SERVICES IN THE TERRITORIAL COMMUNITY: MEDICAL, EDUCATIONAL, CULTURAL, SOCIAL, UTILITIES AND ADMINISTRATIVE SERVICES

	MACRO-REGION		
	FRONTLINE TERRITORIES	RELATIVELY SAFE CENTER (SUPPORT)	RELATIVELY SAFE REAR
This component of recovery is not included in the organization’s scope of activity (%)	15.4	23.3	25.4
Organization is informed about this component of recovery (%)	23.1	18.9	15.3
Organization administers public control and monitoring related to this component of recovery, informs about problem issues and develops recommendations (%)	11.5	7.8	11.9

Organization is involved in the process of local policy design related to this component of recovery (%)	19.2	20	23.7
Organization directly implements projects related to this component of recovery (%)	26.9	28.9	23.7
Hard to say (%)	3.8	1.1	0
TOTAL (%)	100	100	100
Average score on a 4-point scale	2.9	2.83	2.81

In general, restoring access to various types of services is one of the broadest responsibilities for CSO activities and also one of the most practical and noticeable for TC residents. CSOs are integrated into the recovery and reconstruction processes, actively cooperate with local self-government authorities, implement partnership projects, support municipal institutions and facilities and help restore the accessibility of social, educational, and medical services for different population groups. However, there is another dimension – the participation of citizens, who are the stakeholders. The role of TC residents is still far from an equal partnership in this dialogue:

“Although we are living in 2025, I have the general impression that we still have to fight for civil society engagement. I won’t name the community, but we had a project to teach the local community to defend their interests and to be taken into account during, in particular, processes of recovery and planning of future development. We completed half of the project. Everything was well, and the head of the community seemed to like it. When he realized we were teaching the locals to deal, so to speak, with the authorities, he asked, “Why are you muddying the waters here?” (CSO representative from Kyiv region, “relatively safe center (support)” macro-region).

CONCLUSIONS

The role of the CSO sector in the process of recovery and reconstruction of territorial communities is significant and crucial. CSO engagement has a positive dynamic and is expanding to cover additional areas to support territorial communities.

CSOs demonstrate a certain degree of **moderately high level** of sustainability in terms of provision and sufficiency of **human, expert and communicative resources**. That said, most CSOs highly assess the sufficiency of communicative resources related to communication and interaction with residents of territorial communities, public opinion leaders, local self-government authorities, local entrepreneurs and civil society and charity organizations.

Nonetheless, despite a relatively positive assessment of human resource sufficiency, most CSOs are concerned about the lack of professionals capable and willing to work, given the high workload and significant instability.

On the other hand, the CSO's sustainability in terms of sufficiency of **financial resources, materials, and equipment** is at a **moderately low level**. CSOs from the “relatively safe center (support)” macro-region demonstrate a very low level of sustainability in financial resources sufficiency. CSOs from frontline territories, on the contrary, demonstrate a moderately high level of materials and equipment sufficiency compared to CSOs from other macro-regions.

Given the crucial nature of financial resources sufficiency for CSOs and the current level of sustainability under this indicator, attention should be paid to **diversification of funding sources**. Funding from international donors continue to play a key role. Although the share of private funds of Ukrainian citizens (donations by individuals) is also noticeable, the same cannot be applied to public funds from state and local budgets.

The study found that CSOs from the “relatively safe rear” macro-region introduced a greater diversification of funding sources and a higher level of autonomy. CSOs are more likely to combine donor assistance with other sources – local budget funds, membership fees, citizens' donations and other income from their own activities.

CSOs are mostly represented in the processes of TC recovery and reconstruction under such components as organizing and maintaining **safety** in TCs, restoring and supporting the **institutions' operations**, accessibility of services, recovering and **strengthening social bonds, unity and engagement**. The level of CSO participation in these areas of the TC recovery and reconstruction process varies. A **moderately high level** of CSO participation is observed in processes related to restoring the accessibility of various services for TC residents (medical, educational, cultural, social and administrative) as well as strengthening social unity, developing various forms of residents' participation in managing local affairs, recovering communication between local self-government authorities and citizens and citizen psychosocial support. More than half of CSOs are involved in the public policy design related to these issues and also implement relevant projects in TCs.

Fewer CSOs are engaged in components of recovery as the assessment of the damage and losses caused to the TC by hostilities, related TC needs, recovery of infrastructure, economic activity and the environment. The level of CSO engagement under these components is moderately low, and in the case of “infrastructure recovery,” very low.

CSOs from frontline territories implement a larger number of projects, conduct a wider range of activities and have a better level of materials and equipment sufficiency. This allows them to be more involved in the processes of TC recovery and reconstruction. Under all components, CSOs from frontline territories are leaders in engagement compared to CSOs from other macro-regions. Within assessing the level of sustainability,

despite a huge deficit of human resources, frontline territories hold first place under two important indicators: Sufficiency of financial resources and materials and equipment.

In general, both levels of CSO sustainability and engagement in the processes of TC recovery and reconstruction are characterized by a certain moderation, regardless of their intensity (low or high). Yet the situation with CSO engagement in the recovery of TC infrastructure differs, as here the level of CSO engagement is very low.

ANNEX

UNIVARIATE DISTRIBUTION OF RESPONDENTS' ANSWERS

S2. Please choose the option that best describes your status

	n	%
Civil society organization	175	87.1
Civil union	7	3.5
Charity organization	19	9.5
TOTAL	201	100

S3. When was your organization registered as a legal entity?

	n	%
Before July 2024	201	100
After July 2024	0	0
Refused to answer, hard to answer	0	0
TOTAL	201	100

S4. What is your position and role in the organization?

	n	%
Management position (manager, deputy manager)	182	90.5
Direction (program and project manager)	16	8
Expert, specialist and consultant	3	1.5
TOTAL	201	100

S5. Does your organization directly implement and introduce projects in local communities?

	n	%
Yes	201	100
No	0	0
TOTAL	201	100

S6. In which region is your organization registered?

	n	%
Vinnitsia region	11	5.5
Volyn region	2	1
Dnipropetrovsk region	17	8.5
Donetsk region	8	4
Zhytomyr region	5	2.5
Zakarpattia region	3	1.5

Zaporizhzhia region	6	3
Ivano Frankivsk region	10	5
Kyiv region	11	5.5
Kyiv City	35	17.4
Kirovohrad region	11	5.5
Lviv region	11	5.5
Mykolaiv region	9	4.5
Odesa region	2	1
Poltava region	4	2
Rivne region	7	3.5
Sumy region	1	0.5
Ternopil region	6	3
Kharkiv region	15	7.5
Kherson region	3	1.5
Khmelnysky region	6	3
Cherkasy region	7	3.5
Chernivtsi region	3	1.5
Chernihiv region	8	4
TOTAL	201	100

Distribution by macro-regions

	n	%
Frontline territories	52	25.9
Relatively safe center (support)	90	44.8
Relatively safe rear	59	29.4
TOTAL	201	100

1. In which regions are the territorial communities where your organization implements projects?

	n	%
Vinnitsia region	21	10.4
Volyn region	12	6
Dnipropetrovsk region	32	15.9
Donetsk region	12	6
Zhytomyr region	15	7.5
Zakarpattia region	11	5.5
Zaporizhzhia region	16	8
Ivano Frankivsk region	22	10.9
Kyiv region	35	17.4
Kyiv City	32	15.9
Kirovohrad region	23	11.4

Luhansk region	3	1.5
Lviv region	27	13.4
Mykolaiv region	22	10.9
Odesa region	20	10.0
Poltava region	21	10.4
Rivne region	15	7.5
Sumy region	20	10
Ternopil region	13	6.5
Kharkiv region	32	15.9
Kherson region	15	7.5
Khmelnysky region	12	6
Cherkasy region	16	8
Chernivtsi region	12	6
Chernihiv region	22	10.9
TOTAL	201	100

2. How many projects has your organization implemented over the previous three years in territorial communities? Implementation of projects in territorial communities means the respondent organization has developed and introduced it.

	n	%
One project	27	13.4
Two projects	21	10.4
Three to five projects	62	30.8
Six to ten projects	38	18.9
Eleven to twenty projects	30	14.9
More than twenty projects	23	11.4
TOTAL	201	100

3. What activities has your organization been engaged in within projects in territorial communities?

	n	%
Humanitarian aid and response in de-occupied and frontline territories (delivery and distribution of food and non-food goods, evacuation of the population and ensuring means of existence.)	49	24.4
Assistance (support and rehabilitation) to persons with the following statuses: "Combatant", "war veteran", "person with a disability as a result of war", "family of a deceased war veteran and family member of a deceased defender of Ukraine"	35	17.4
Aiding (except humanitarian aid) socially vulnerable groups (IDPs, persons with disabilities, victims of Russian aggression, etc.)	67	33.3
Legal assistance to the population and protection of human rights	38	18.9
Recovery of destroyed, damaged infrastructure and housing, repair and development of the infrastructure in the territorial community	17	8.5
Education and training, consultations, information distribution and raising awareness	117	58.2

Provision of services (social and psychosocial support services)	58	28.9
Analytics, research, expert support, development of draft regulations, advisory services	38	18.9
Public monitoring, public audit of recovery and reconstruction processes	23	11.4
Activities to ensure social interaction (cultural, sports activities, psychological and emotional support and social unity)	91	45.3
Activities related to addressing environmental issues (protection of the environment, including animals)	22	10.9
Providing subgrants to other local CSOs and citizens' initiative groups	8	4
None of the above	2	1

Note: The total in percent exceeds 100% as a respondent could choose several options.

4–8. Please assess the sufficiency of resources your organization requires to implement projects and activities related to recovery of the territorial community.

4. Qualified staff, volunteers, experts, and other persons working or cooperating with CSOs

	n	%
Completely sufficient	41	20.4
Rather sufficient	82	40.8
Rather not sufficient	60	29.9
Insufficient	16	8
Hard to say	2	1
TOTAL	201	100

5. Funds received from various sources, including state and local budgets, grants from private donors, membership fees and ITA programs that CSOs use to implement their goals and programs

	n	%
Completely sufficient	9	4.5
Rather sufficient	29	14.4
Rather not sufficient	96	47.8
Insufficient	57	28.4
Hard to say	10	5
TOTAL	201	100

6. Premises, infrastructure, transport, equipment and software

	n	%
Completely sufficient	19	9.5
Rather sufficient	59	29.4
Rather not sufficient	77	38.3
Insufficient	40	19.9
Hard to say	6	3
TOTAL	201	100

7. Necessary knowledge, expertise in the area of your responsibility in the context of recovery and reconstruction

	n	%
Completely sufficient	42	20.9
Rather sufficient	104	51.7
Rather not sufficient	41	20.4
Insufficient	9	4.5
Hard to say	5	2.5
TOTAL	201	100

8. Communication with residents of the territorial community, local authorities, businesses, media and public opinion leaders

	n	%
Completely sufficient	55	27.4
Rather sufficient	96	47.8
Rather not sufficient	38	18.9
Insufficient	7	3.5
Hard to say	5	2.5
TOTAL	201	100

9-16. Please assess the level of your CSO's engagement in activities to recover the territorial community

9. Assessment of damage caused by hostilities (to residential real estate and public social facilities), tracking needs of various social groups and representing interests of such groups

	n	%
This component of recovery is not included in the organization's scope of activity	111	55.2
Organization is informed about this component of recovery	40	19.9
The organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	17	8.5
Organization is involved in the process of local policy design related to this component of recovery	20	10
Organization directly implements projects related to this component of recovery	8	4.0
Hard to say	5	2.5
TOTAL	201	100

10. Reconstruction of the housing stock, recovery and reconstruction of critical infrastructure (electricity, water supply and heating), road and transportation infrastructure, engineering networks and social and cultural infrastructure

	n	%
This component of recovery is not included in the organization's scope of activity	127	63.2
Organization is informed about this component of recovery	30	14.9

Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	17	8.5
Organization is involved in the process of local policy design related to this component of recovery	10	5
Organization directly implements projects related to this component of recovery	13	6.5
Hard to say	4	2.0
TOTAL	201	100

- 11.** Development of shelter infrastructure, safe spaces, warning systems, means to control and monitor the security situation, training in first aid and self-help skills, provision of emergency assistance (firefighting and medical)

	n	%
This component of recovery is not included in the organization's scope of activity	98	48.8
Organization is informed about this component of recovery	38	18.9
Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	16	8
Organization is involved in the process of local policy design related to this component of recovery	21	10.4
Organization directly implements projects related to this component of recovery	25	12.4
Hard to say	3	1.5
TOTAL	201	100

- 12.** Recovery and support (training, consulting and provision of equipment) to ensure functioning of local self-government authorities, community associations, municipal institutions and facilities, management processes, combating corruption and promoting integrity, transparency and accountability and digitalizing various processes

	n	%
This component of recovery is not included in the organization's scope of activity	67	33.3
Organization is informed about this component of recovery	41	20.4
Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	13	6.5
Organization is involved in the process of local policy design related to this component of recovery	40	19.9
Organization directly implements projects related to this component of recovery	33	16.4
Hard to say	7	3.5
TOTAL	201	100

- 13.** Recovery of businesses established earlier, launching new business initiatives, training in new professions and entrepreneurial activity, ensuring economic education of the population, employment creation and assistance to households when administering economic activity

	n	%
This component of recovery is not included in the organization's scope of activity	102	50.7
Organization is informed about this component of recovery	31	15.4

Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	9	4.5
Organization is involved in the process of local policy design related to this component of recovery	26	12.9
Organization directly implements projects related to this component of recovery	30	14.9
Hard to say	3	1.5
TOTAL	201	100

14. Recovery of destroyed and damaged ecosystems, environmental monitoring, preservation and development of nature conservation areas and objects, implementation of “green” solutions during recovery and reconstruction

	n	%
This component of recovery is not included in the organization's scope of activity	124	61.7
Organization is informed about this component of recovery	27	13.4
Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	14	7
Organization is involved in the process of local policy design related to this component of recovery	17	8.5
Organization directly implements projects related to this component of recovery	15	7.5
Hard to say	4	2
TOTAL	201	100

15. IDPs' integration and veterans' reintegration into life in the community, measures to ensure social unity, establishing dialogue mechanism in the community, engagement of residents in managing local affairs, recovery of communication and trust between citizens and authorities and psychosocial support

	n	%
This component of recovery is not included in the organization's scope of activity	38	18.9
Organization is informed about this component of recovery	30	14.9
Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	15	7.5
Organization is involved in the process of local policy design related to this component of recovery	49	24.4
Organization directly implements projects related to this component of recovery	67	33.3
Hard to say	2	1
TOTAL	201	100

16. Recovery of residents' access to various types of services in the TC: Medical, educational, cultural, social, utilities and administrative

	n	%
This component of recovery is not included in the organization's scope of activity	44	21.9
Organization is informed about this component of recovery	38	18.9
Organization administers public control and monitoring regarding this component of recovery, informs about problematic issues, and develops recommendations	20	10

Organization is involved in the process of local policy design related to this component of recovery	42	20.9
Organization directly implements projects related to this component of recovery	54	26.9
Hard to say	3	1.5
TOTAL	201	100

17. Please state the financing sources for projects implemented by your organization to recover and reconstruct territorial communities over the previous three years

	n	%
Contributions and donations from citizens	83	41.3
Membership fees	45	22.4
Grants from international technical assistance programs	105	52.2
State budget financing	10	5
Local budget financing	29	14.4
Income from own activities	40	19.9
Other	6	3
Refused to answer, hard to answer	8	4

Note: The total in percent exceeds 100 percent as a respondent could choose several options.

NOTES

