



REPORT

ON THE RESULTS OF THE RESEARCH ON THE NEEDS AND REQUESTS OF THE COMMUNITIES RELATED TO CHALLENGES THAT AROSE AS A RESULT OF RUSSIA'S FULL-SCALE INVASION

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LIST OF ACRONYMS

IDP	–	internally displaced persons
HU	–	housing and utilities
AFU	–	Armed Forces of Ukraine
CSO	–	civil society organizations
LSGB	–	local self-government bodies
PIT	–	personal income tax
HSW	–	household solid waste
TD	–	Territorial Defense

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1. INTRODUCTION

Since 2014, Ukraine encountered a fairly large flow of internally displaced persons (IDPs), caused by the Russian-Ukrainian war. In 2014–2015, IDPs numbered about 1.5 million. However, Russia's full-scale invasion in February 2022 led to a sharp increase in the number of people who were forced to flee their cities and villages, leave destroyed homes, enterprises, and businesses as their lives were endangered. To some extent, the experience of 2014 prepared the state and communities for the challenges associated with involuntary displacement, nevertheless, the level of these challenges has increased significantly.

According to the International Organization for Migration (IOM), as a result of the full-scale aggression of the Russian Federation against Ukraine, the total number of IDPs as of June 23, 2022, amounted to 6,275,000. Taking into account the 2014 experience of the host communities, meeting the challenges they faced regarding the acceptance and integration of IDPs, Ukraine Crisis Media Center within the framework of the USAID DOBRE Program promptly organized a study of resource availability and necessity, communities' needs and challenges, which, when remaining unresolved, might result into strong conflicts within communities, further growth of migration flows, a significant decrease in the well-being of both the communities themselves and IDPs, etc.

On the one hand, the level of community capacity is vital, since in implementing the decentralization reform, communities have

acquired subjectivity and resources in solving various issues of their livelihood and development. On the other hand, local self-government bodies (LSGB), various community institutions, and local public associations are the institutions through which IDPs first meet local authorities, the municipality, and the community, receiving some sort of assistance or not receiving the necessary and desired aid, which, in turn, affects communities, IDPs, and society as a whole.

The USAID DOBRE program cooperates with 100 communities in 10 Oblasts of Ukraine: Dnipropetrovsk, Ivano-Frankivsk, Kharkiv, Kherson, Kirovohrad, Mykolaiv, Ternopil, Chernivtsi, Chernihiv and Zaporizhzhia Oblasts. The research was developed and implemented during April - May 2022. The data collection included regions that did not undergo occupation / de-occupation, and on whose territory no combat actions were conducted.

The study embraced pilot Oblasts from among the USAID DOBRE Program partners with the following number of registered IDPs according to the IOM report between June 13 and June 26, 2022: Ivano-Frankivsk Oblast – 94,053 people, Kirovohrad Oblast – 80,097 people, Ternopil Oblast – 88,975 people, and Chernivtsi Oblast – 79,581 people.

Based on the key findings, guidelines for international organizations, local government organizations, and civil society organizations (CSOs) were developed.

¹ https://displacement.iom.int/sites/default/files/public/reports/DTM%20Ukraine_Rd%206%20-%202013-26June_Recorded_IDP_18_Oblasts_2022_Public_Raion_Ukr_0.pdf

2. RESEARCH METODOLOGY

The study aims to identify the needs and requests of communities related to the challenges caused by the Russian Federation's full-scale invasion, in particular, with the appearance of a large number of IDPs, aggravating the existing tensions in the communities. To support the communities in finding ways and opportunities to overcome challenges that rise conflicts between IDPs and host communities, facilitated meetings based on the results of the study will be developed and conducted, and further advisory support for communities in their initiatives and implementation ideas developed during meetings will be carried out.

IN-DEPTH INTERVIEWS. QUALITY STAGE

The first stage of the research involved conducting a series of in-depth phone interviews between 16.05 and 20.05. A total of 24 interviews were conducted, three interviews in each of the eight communities located in the four selected Oblasts – Ivano-Frankivsk, Kirovohrad, Ternopil, and Chernivtsi. The sample was comprised of respondents from each community including three target audiences: a local government representative (head of the community, deputy head), a person responsible for IDPs policy (secretary of the local council, head of a social protection institution – department, center, school director, etc.), IDP representatives.

The main objectives of this stage were to obtain a preliminary test of the needs and requests of the communities, related to the challenges resulting from the full-scale invasion of the Russian Federation, in particular, with the emergence of a large number of IDPs, which could deepen existing communities' disparities.

PHONE INTERVIEWS STIPULATED

THE FOLLOWING FOUR BLOCKS OF QUESTIONS:

1. Please describe/characterize your community (the community you currently live in) for an IDP, for an unfamiliar person? What is it like, what kind of people live in it?
2. Please describe the community's three key challenges, which resulted from the full-scale attack of the Russian Federation against Ukraine. Which three situations could be attributed as community's success in countering the effects of this attack?
3. Please enclose strong points of assistance to IDPs and the population of the community during the Russian attack on Ukraine. Find out what would be improved.
4. What exactly could help you and the community in working with IDPs and increasing the resilience/ability of the community to cope with the consequences of the invasion?

A questionnaire for a wider survey was compiled from the results of the interviews.

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POLL. QUANTITATIVE STAGE

This survey was conducted between 14.06 and 21.06; a corresponding Google document was sent to all the 45 pilot communities, partners of the USAID DOBRE Program. At this stage, the sample consisted of LSGB representatives. The instructions stipulated that in each community at least two representatives of local government should fill out the questionnaire. However, most communities sent one questionnaire. A total of 46 questionnaires were received from 40 communities, of which 9 questionnaires were from

communities of Ivano-Frankivsk Oblast, 7 from Kirovohrad Oblast, 14 from Ternopil Oblast, and 10 from Chernivtsi Oblast. In addition, six communities sent two questionnaires each, and one questionnaire from one community was only partially filled. The questionnaire included questions that characterized the community's ability to cope with challenges and contained an analysis of needs of different spheres (financial, infrastructural, humanitarian, social, etc.) and future needs – summer, autumn, winter, as well as communication channels between the locals and IDPs.

3. RESOURCES AND CAPACITY OF COMMUNITIES TO OVERCOME CHALLENGES. GENERAL ANALYSIS

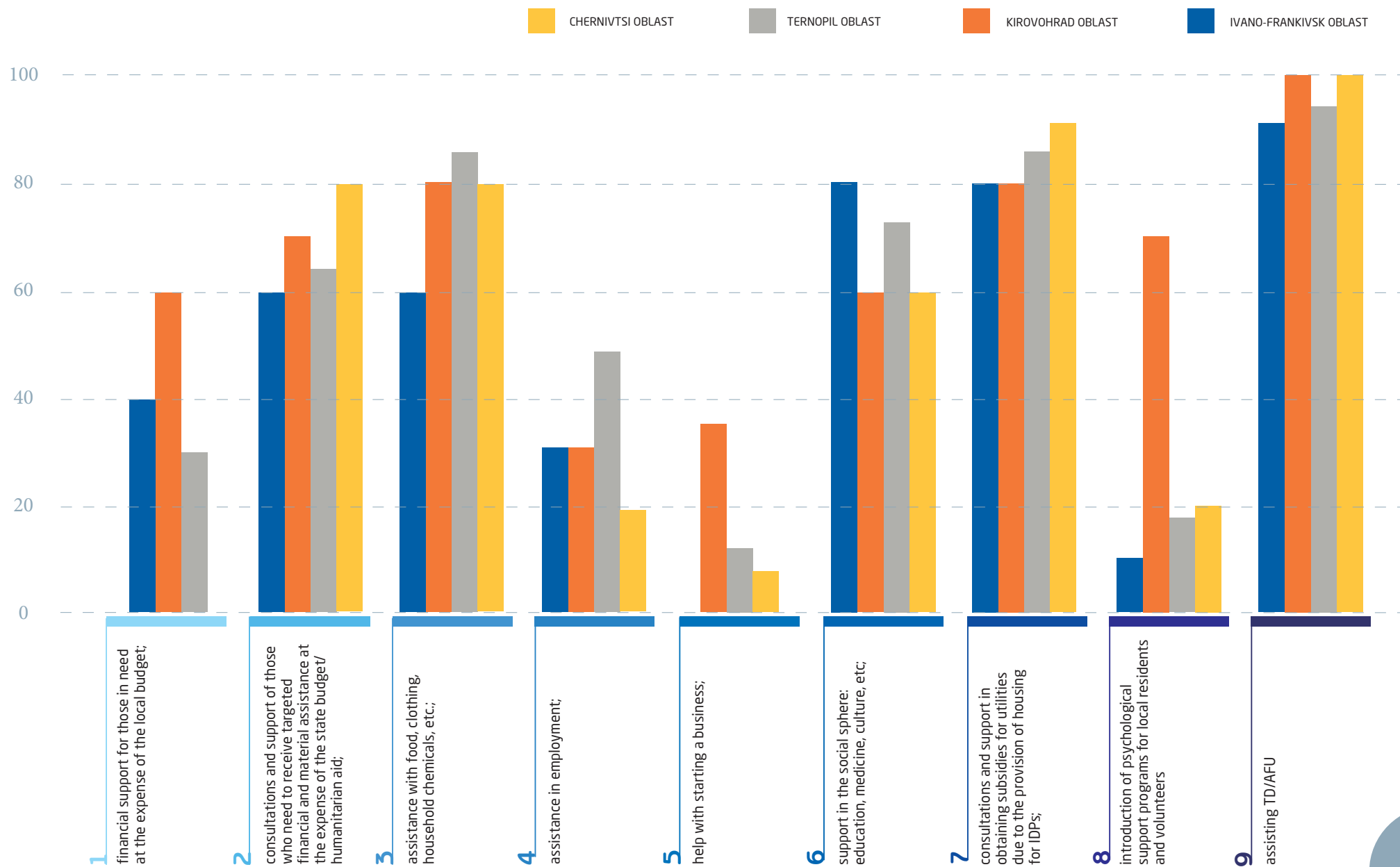
WHAT ADDITIONAL SUPPORT HAS BEEN INITIATED FOR LOCAL RESIDENTS FROM THE END OF FEBRUARY 2022?

Hence, the highest level of accumulation of resources of the community and its partners was observed in the assistance to the armed forces and territorial defense. Thus, in Chernivtsi and Kirovohrad Oblasts, such activities were detected in all pilot communities-participants to the survey. The next step in ensuring the consolidation of efforts was assistance to IDPs, which included consulting services, in particular, in obtaining housing and subsidies, and humanitarian support: distribution of food, hygiene kits, etc.

In fact, these two areas became the key target of the activities of the local government and the community as a whole. Communities paid the least attention to help with starting and supporting a business, although in the following answers, the need to fill the budget and ensure employment is noted as one of the key problems. The same should apply to the psychological assistance programs, despite the fact that, in interviews and questionnaires, attention was often focused on the prevention of burnout and adaptation to life in the conditions of a large-scale war. Kirovohrad Oblast was the only exception from this block; due to its proximity to the front, it had more active programs and resources from donors.

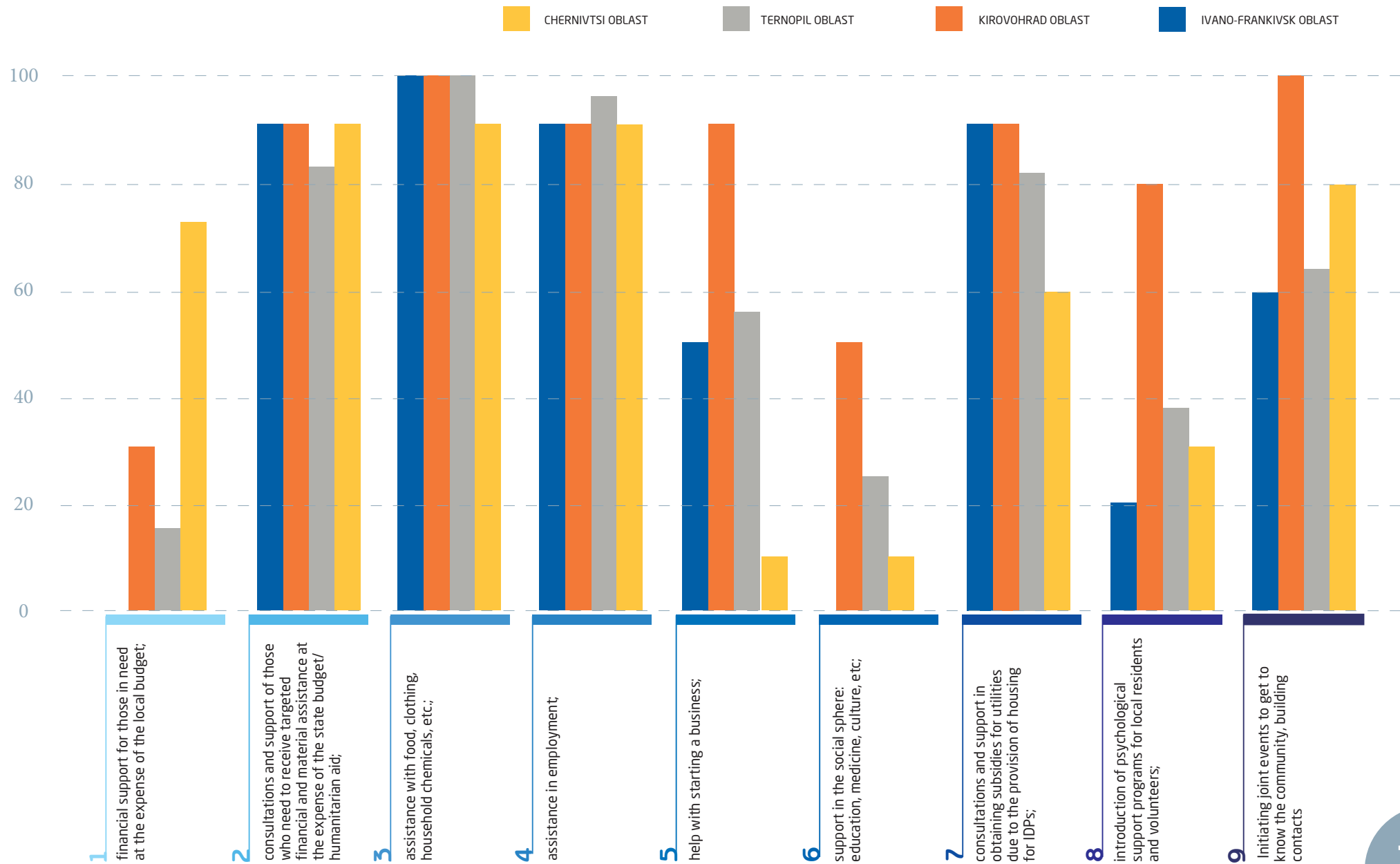
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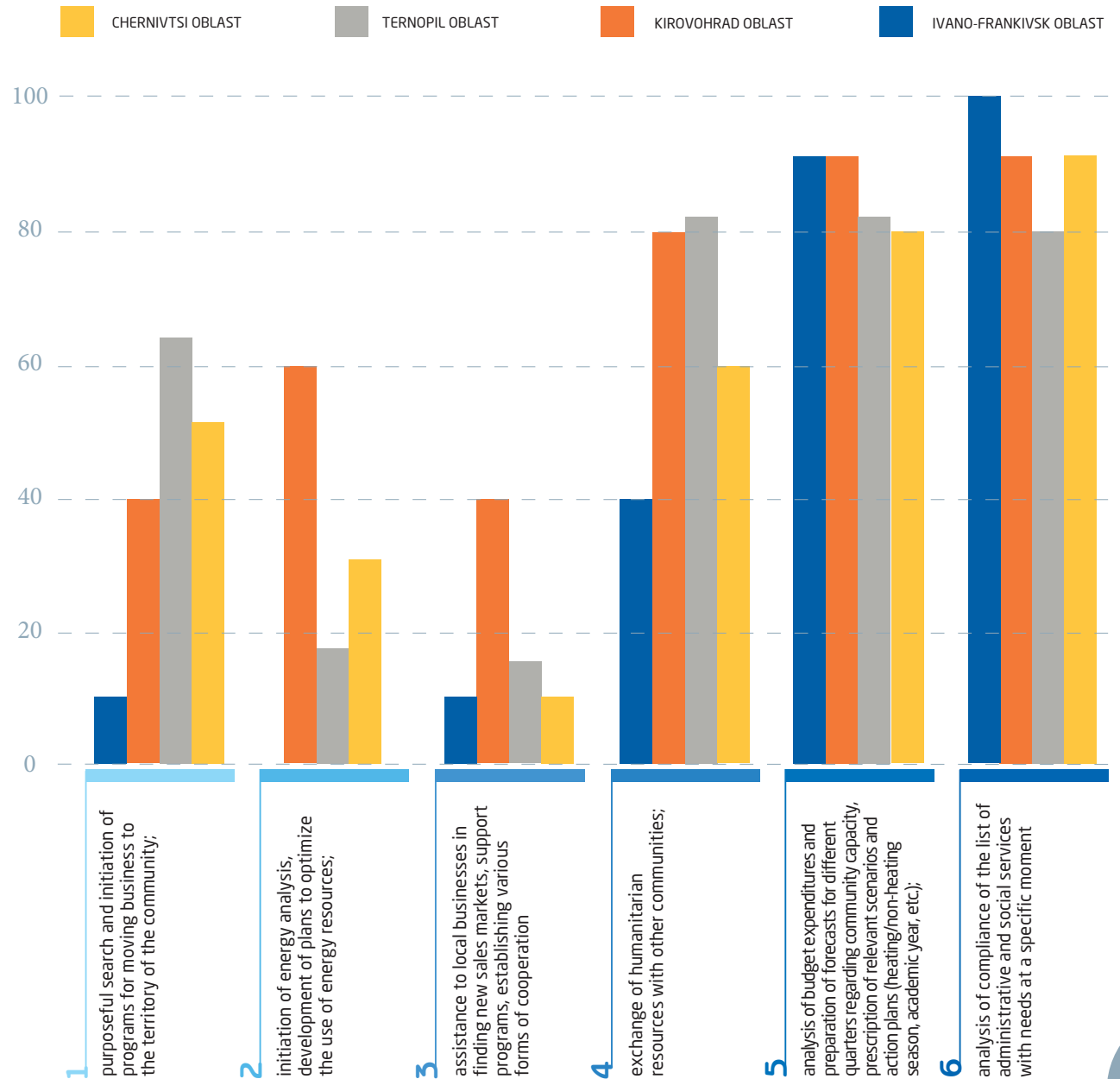
The priorities defined by communities in supporting IDPs, which have developed over this time, could be distinctly seen on the diagram. Humanitarian aid programs – financial support, food distribution or housing provision – prevailed in all pilot communities/regions without exception. It is essential to point out that financial support was provided specifically from the state budget or through consultations on obtaining funds from donor structures (assistance and consultations on available programs and opportunities,

assisting in the preparation of documents, etc.). During the survey, communities themselves rarely indicated targeted financial assistance from their own budgets. The issues of obtaining administrative and other services provided in the community, adaptation measures and establishing contacts with the local population topped the list. Much as according to the results of the answer to the previous question, the least effort was concentrated in the block related to the support and development of business initiatives.

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HOW THE CAPACITY OF THE COMMUNITY ITSELF IN THE CONTEXT OF THE CRISIS HAS BEEN ENHANCED?

Local leaders concentrated the key efforts to strengthen communities' ability to respond to existing challenges on the revision of budget expenditures and the list of services provided at the community level. In fact, all the efforts on overcoming the crisis were aimed at budget expenses and optimization. The second level of activity included business relocation activities and cooperation with other communities and initiatives for the exchange of humanitarian resources. Essentially, communities perceived the development of business potential mainly through moving production from occupied territories or those where active hostilities were ongoing. At the same time, for local governments, local business, its help and support remained certain "blind spots". "Non-priority zones" also included optimizing the use of energy resources, which at the same time had high positions in the section of key problems and challenges, outlined by that communities.

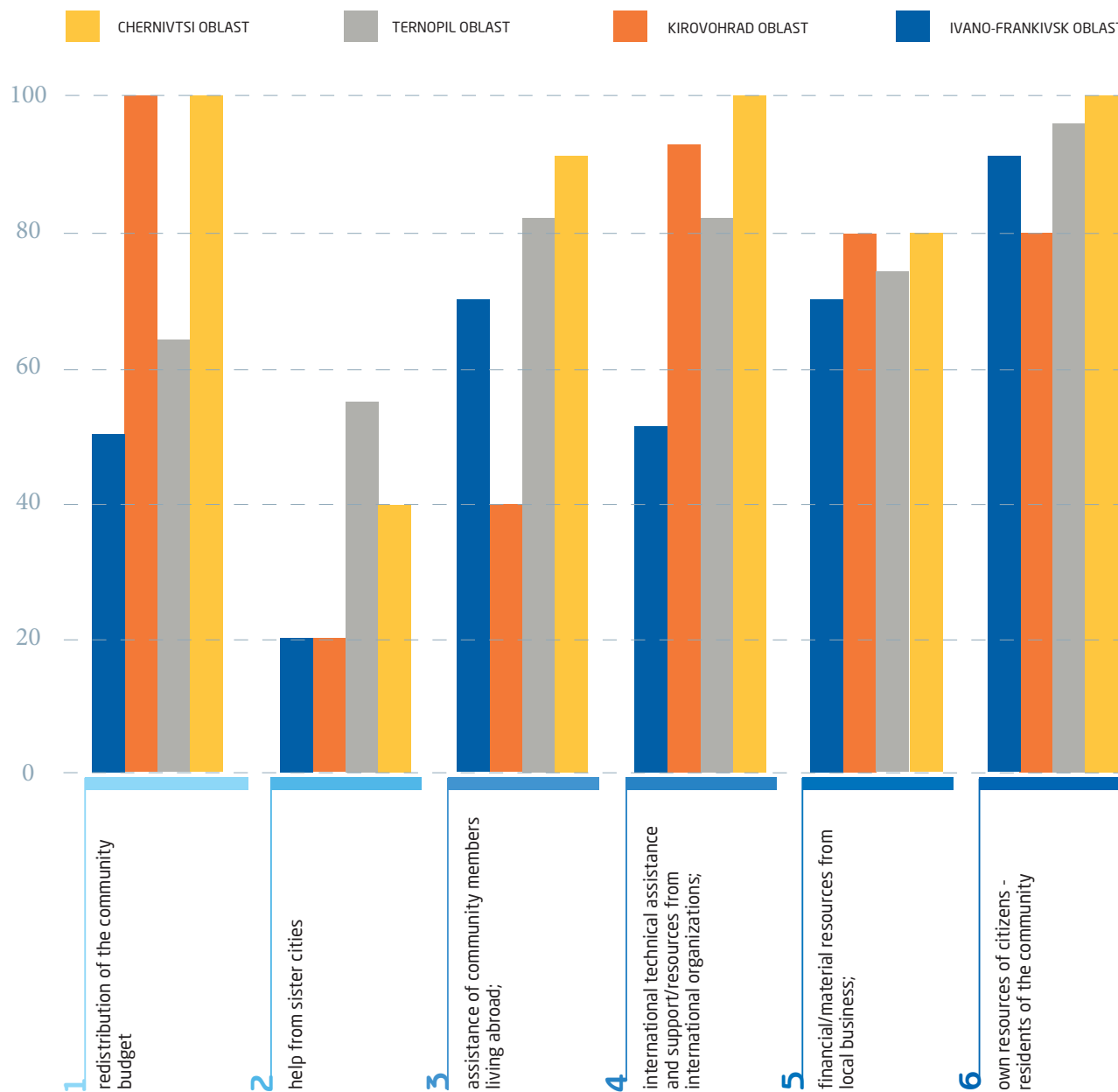


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WHAT RESOURCES TO OVERCOME THE CONSEQUENCES OF THE RUSSIAN INVASION HAVE BEEN GARNERED SINCE THE END OF FEBRUARY 2022?

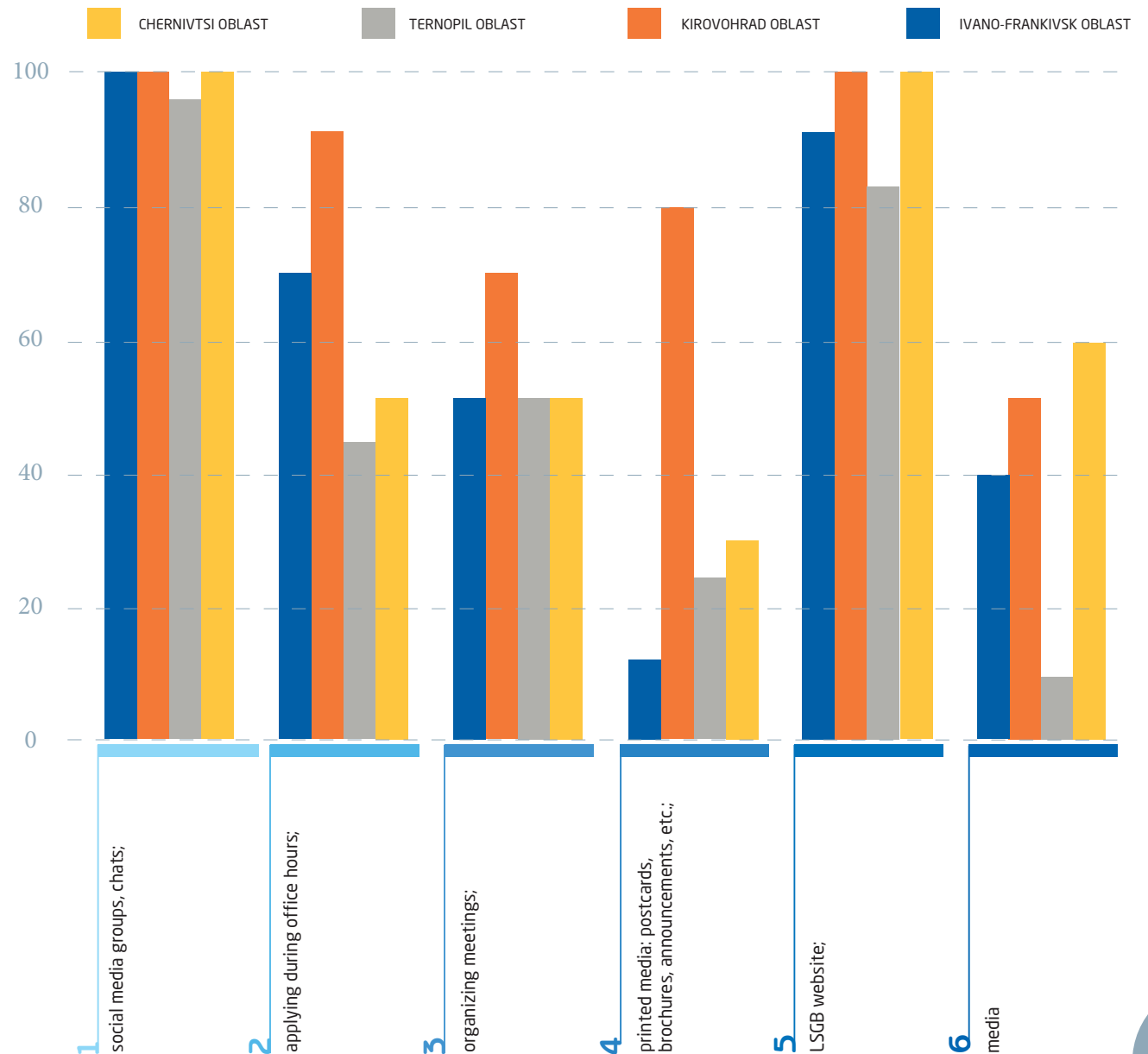
So, we see that the communities relied mainly on their own resources – both from the local budget and from ordinary citizens. The redistribution of financial plans and the attraction of funds and residents' resources became essential in ensuring anti-crisis actions. All communities of the Chernivtsi and Kirovohrad Oblasts and 60–70% of Ternopil and Ivano-Frankivsk Oblasts resorted to redistribution of the local budget. Differences in attracting help from former members of the community – those who are abroad – were also found. Thus, 75–90% communities of western Ukraine indicated this, with only 40% of those in Kirovohrad Oblast. In addition to the local budget and residents' direct resources, international organizations and local businesses have become important sources of assistance. Thus, the majority of communities in Kirovohrad, Ternopil, and Chernivtsi Oblasts and half of communities in Ivano-Frankivsk Oblast were able to use the resources of international technical assistance.

Sister cities were the least financially supportive.



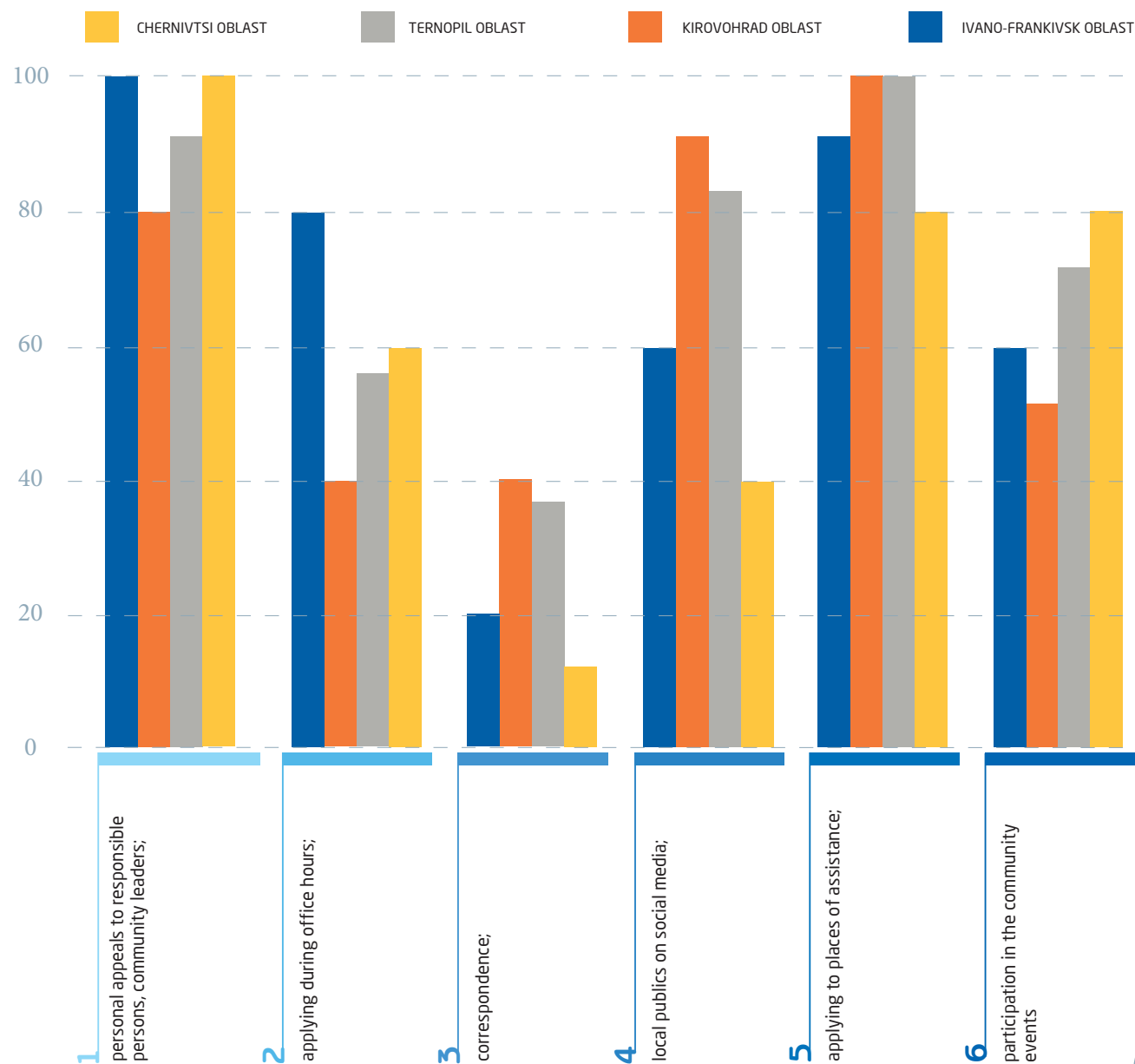
HOW DO YOU SPREAD INFORMATION AMID WAR, COMMUNICATE WITH COMMUNITY RESIDENTS, WITH IDPS, WHICH CHANNELS DO YOU USE?

Online contact forms were the undisputed leaders ensuring communication between residents, IDPs, and local authorities. First of all, these were social networks and chats, local government websites. Printed means such as leaflets and announcements were the least used. The only exception among the pilot regions was the Kirovohrad Oblast, where printed media significantly surpassed the same indicators in other regions involved in the survey (80% and 15–20%, respectively). As reports came in, several significances in communication tools could be singled out – social networks, chats, and local websites were the most prioritized services. Direct interaction – organization of meetings and admission of the citizens – ranked the second. Involvement of mass media and the distribution of printed materials within the community were among the lowest indicators of interaction.



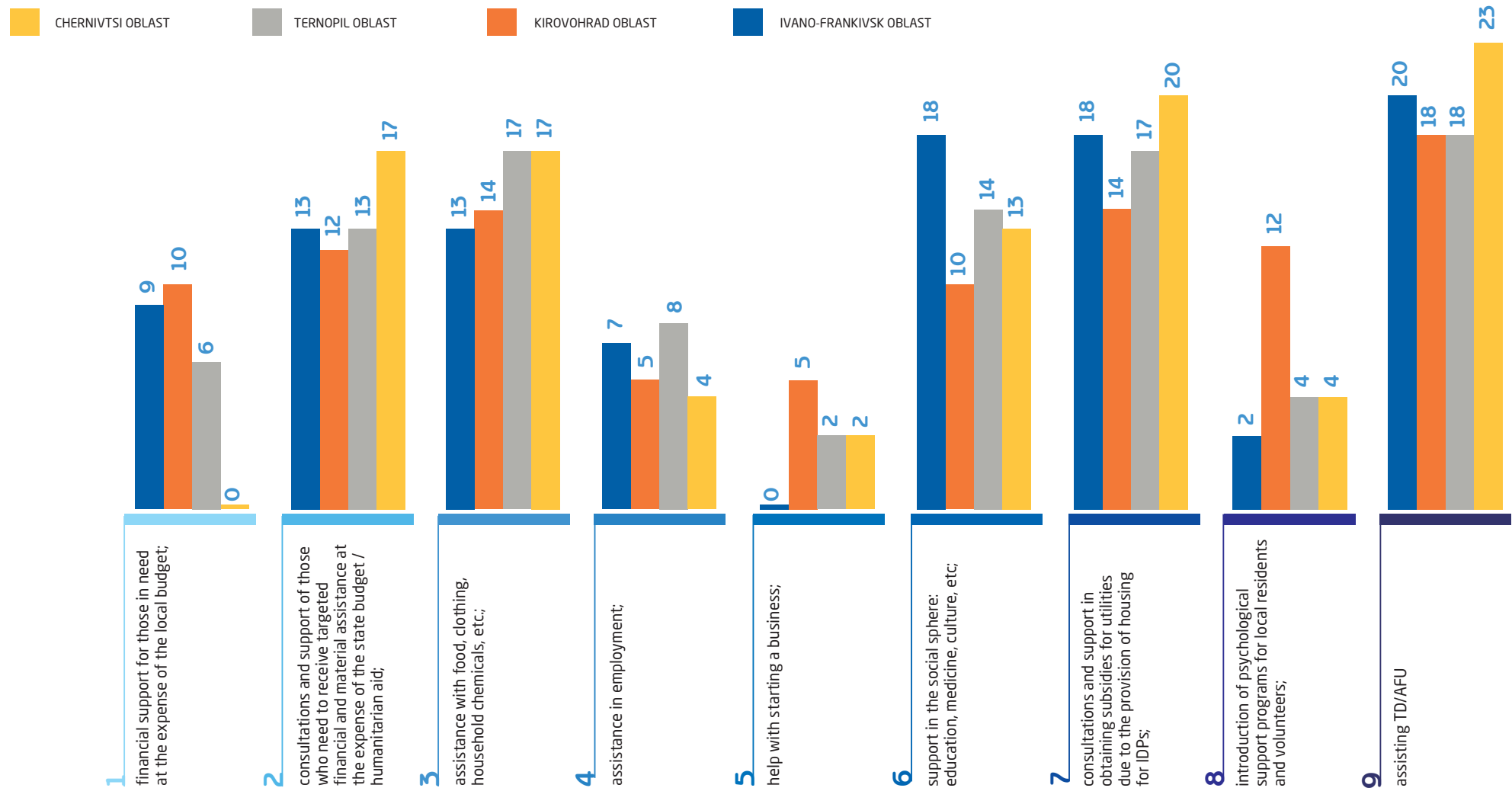
WHICH CHANNELS OF COMMUNICATION AND INTERACTION WITH GOVERNMENT BODIES, LOCAL POPULATION, AND ACTIVISTS DO IDPS USUALLY HAVE?

Some interesting differences were found when comparing the key communication channels used by LSGBs to interact with the local residents and IDPs, from the one hand, and those used by IDPs, from the other. Thus, in the first case, electronic and remote forms dominated – websites, chats, and social networks. Instead, IDPs primarily focused on the direct contact – personal appeals to the authorities, visiting the consultation points and meeting with the officials during the visiting hours. Noteworthy was the gap between the preliminary results of the answers and the opinions voiced during the interview – with a rather low rate of IDPs involvement in community activities and rather low level of priority of this activity for local communities – the participation of IDPs in the events remains quite a powerful tool of interaction between them.



4. OVERCOMING CHALLENGES. COMPARATIVE ANALYSIS RESOURCES AND CAPACITY OF THE COMMUNITIES

WHAT ADDITIONAL SUPPORT FOR LOCAL RESIDENTS HAS BEEN INITIATED SINCE THE END OF FEBRUARY 2022?



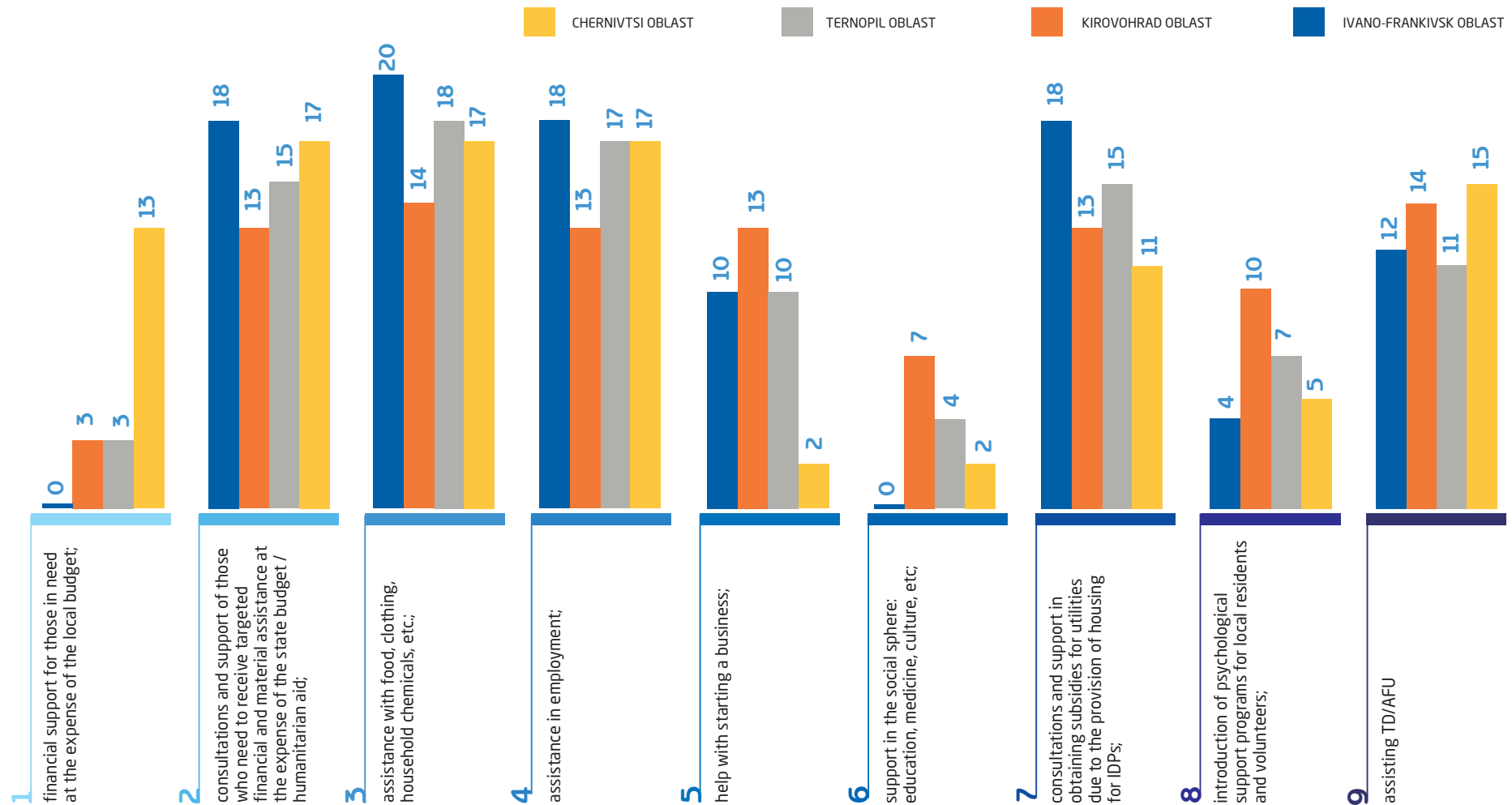
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When comparing the answers, in the vast majority of cases, a significant gap between the results in different areas was not observed. That is, we are dealing with the recurring trends, a fairly similar assessment of the situation and a typical set of reactions to the current challenges. Accordingly, as already noted, all communities of the four regions indicated the assistance to TD/AFU. Accordingly, 1/5 of community's total activity accounted for this. The rest 80% of activities touched mostly IDPs. Here, assistance with obtaining housing and necessary services were came

first, followed by (with a gap of 5–7%) the provision of basic needs – targeted assistance, distribution of food and other basic necessities. The smallest activities and efforts were observed in the field of business assistance and provision of psychosocial support. Here, in general, we had fluctuations of 2–4% of the total activity. The Kirovohrad Oblast was the only exception; due to the proximity to active hostilities, the constant flow of people and the activity of various programs, about 12% of the activities were aimed at psychological assistance.

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WHAT ADDITIONAL SUPPORT FOR IDPS HAS BEEN INITIATED SINCE THE END OF FEBRUARY 2022?



Despite the specificity, opportunities and conditions in which the communities found themselves as a result of the full-scale invasion of the Russian Federation, their reactions and actions remained typical both in relation to the local population and

in providing assistance to IDPs. Local residents and IDPs demonstrated a remarkable difference in the priority topics about the involved support. Thus, in the general section, which also included the issues of assistance to IDPs, consulting in

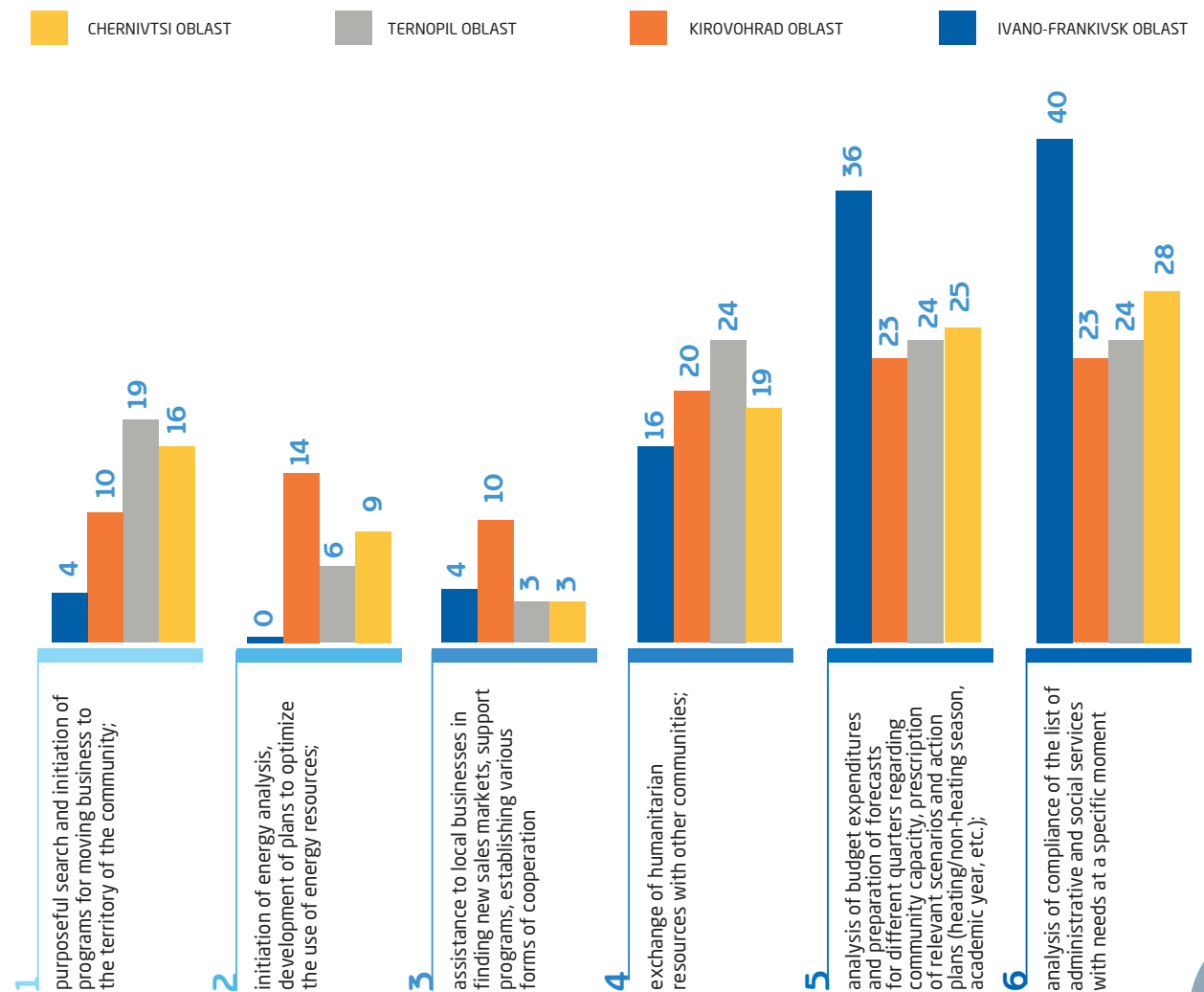
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finding housing, provision of social and administrative services prevailed. But the provision of material support needs, the distribution of food and other goods were driven back to the second level, albeit by a small margin. However, when

answering a focused question about meeting the needs of IDPs, the situation actually leveled out. At the same time, the non-priority of psychological help and business support remained in both cases.

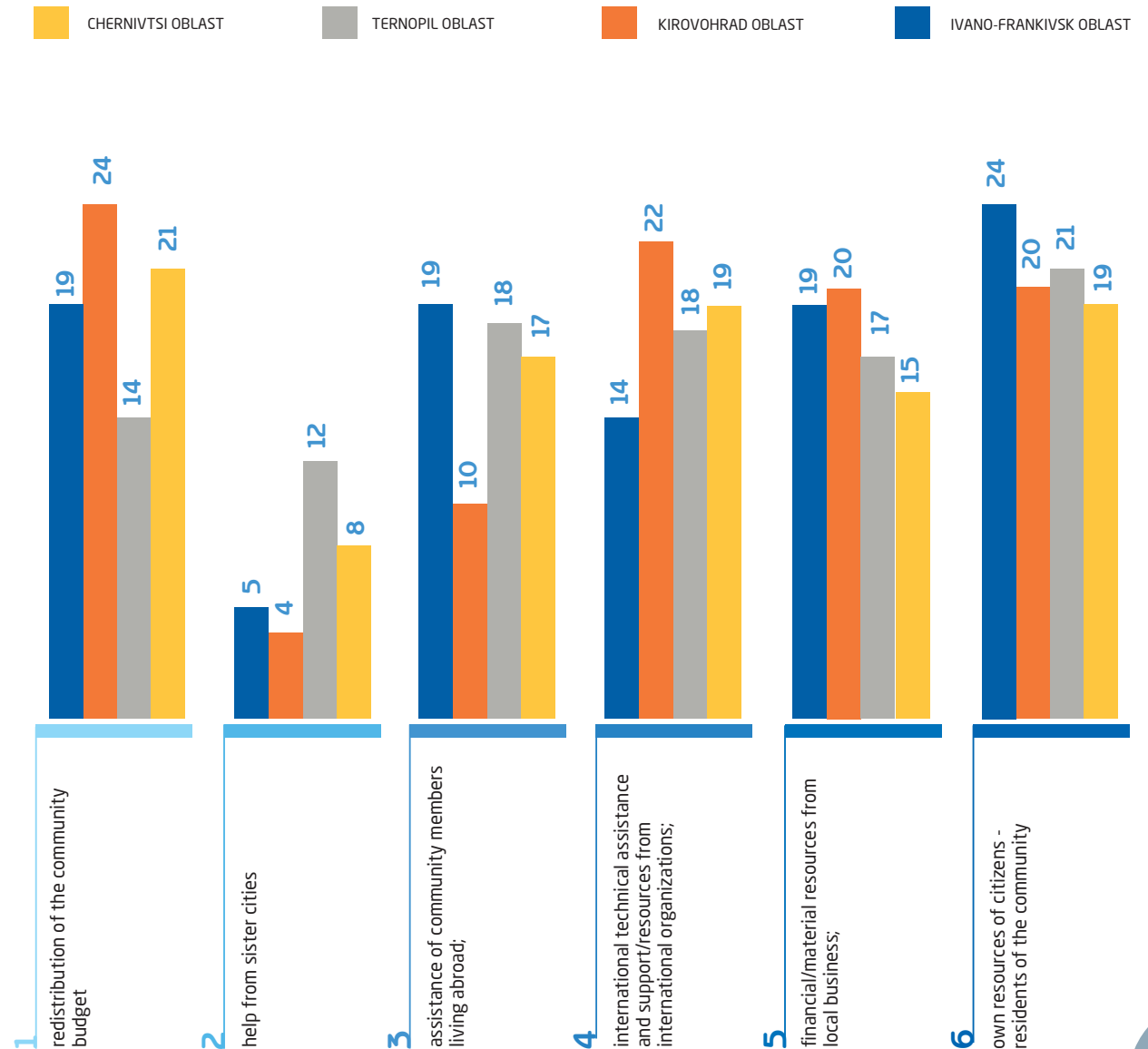
WHAT ACTIVITIES HAVE BEEN INITIATED TO BUILD THE CAPACITY OF THE COMMUNITY IN THE CONTEXT OF THE CRISIS?

The primary steps for stabilization and finding options for meeting the challenges amid full-scale invasion in February 2022 were quite unanimous in all communities. Particularly, the processes of redistribution of funds from local budgets and optimization of expenditures were launched. The communities of the Ivano-Frankivsk Oblast carried out this work in the most active way. On average, the response indicators of three different communities were within 23–25% for two aforementioned steps, the communities of Ivano-Frankivsk Oblast pointed to the analysis of budget expenditures by 36% and spend analysis by 40%, respectively. The least attention was paid to the energy efficiency and business development block.



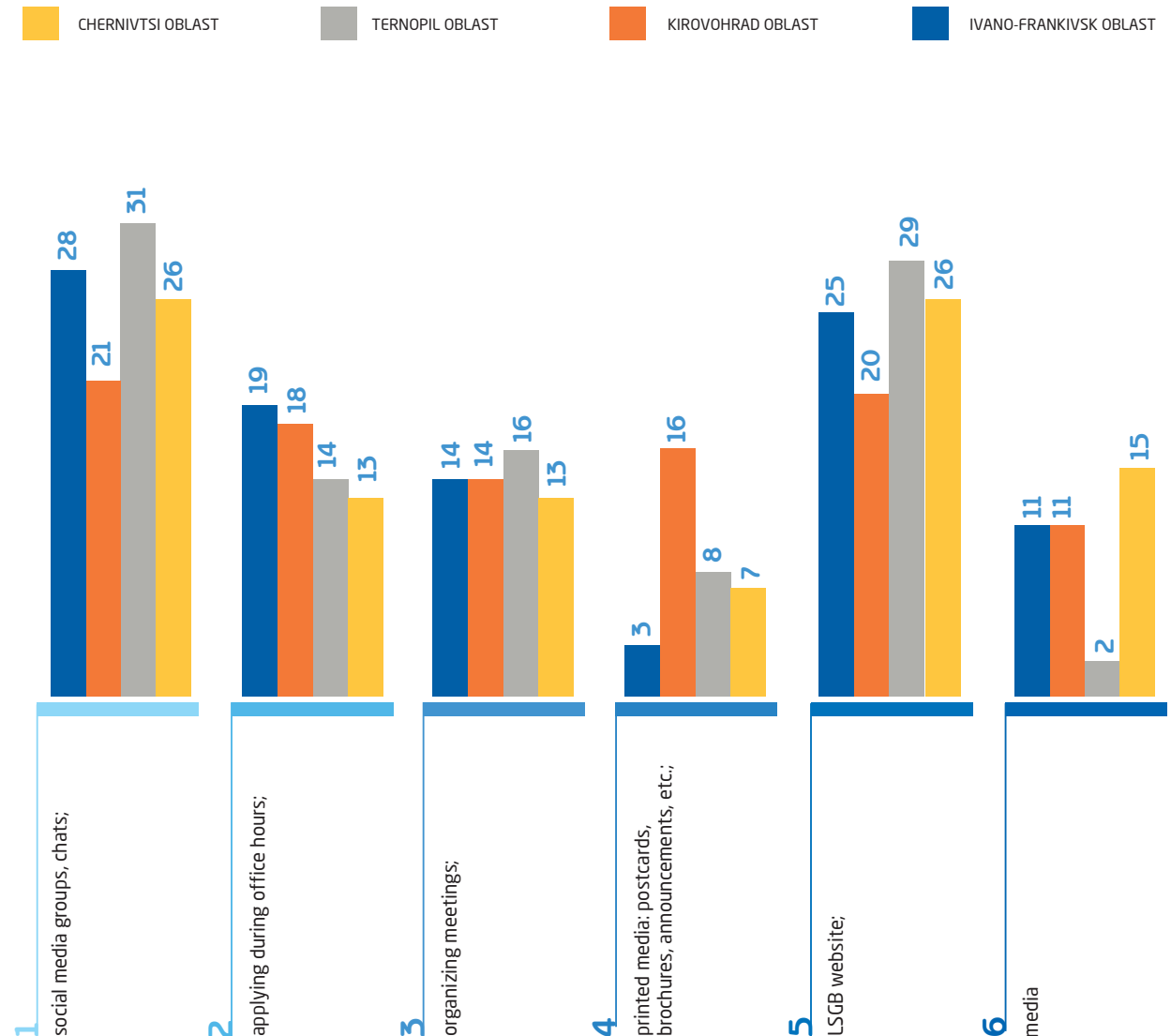
WHAT RESOURCES TO OVERCOME THE CONSEQUENCES OF THE RUSSIAN INVASION HAVE BEEN GARNERED SINCE THE END OF FEBRUARY 2022?

When determining the absolute figures, we outlined certain levels of the engagement priorities, however, after converting to a percentage measurement, this ranking actually disappeared. Consequently, all communities used the resources from various financial sources, namely from the local budget, foreign residents of communities, international technical assistance and donor organizations, local businesses and citizens' own resources, more or less proportionally. The help from the sister cities became the sole exception. In war conditions, official channels of local self-government were not as proper as direct human contacts and interaction.



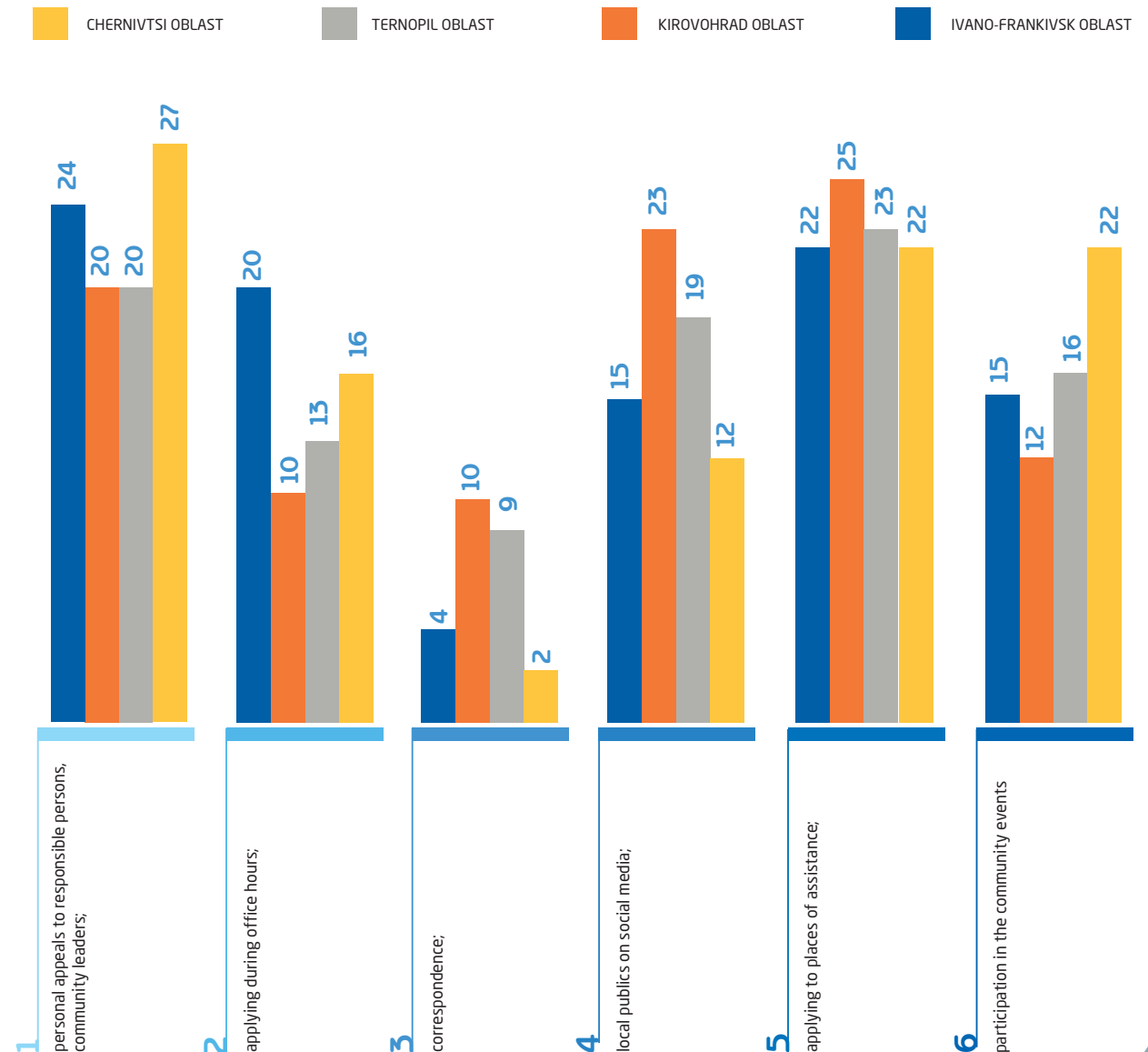
HOW DO YOU SPREAD INFORMATION AMID WAR, COMMUNICATE WITH COMMUNITY RESIDENTS, WITH IDPS, WHICH CHANNELS DO YOU USE?

A study of the application of local self-government communication with residents and IDPs revealed differences between the western regions and representatives of the country's central part. Online forms of communication – chats, social networks, and local websites – prevailed in all pilot regions, however, the data show a significant gap in the Kirovohrad Oblast in this regard. In both cases, the gap between the leader of this point and Kirovohrad Oblast remained at the level of 9–10%. Another feature was the extremely low, compared to other communities, level of involvement of mass media for communication in Ternopil Oblast – 2%.



WHICH CHANNELS OF COMMUNICATION AND INTERACTION WITH GOVERNMENT BODIES, LOCAL POPULATION AND ACTIVISTS DO IDPS USUALLY HAVE?

As already mentioned, despite the respondents were representatives of LSGB, their own priority channels did not coincide with the feedback channels that, according to the LSGB, IDPs used for requests. Direct appeal and interaction remain IDPs' leading channels within all communities. And this was regardless the fact that LSGB premises were actual places where IDPs come to appeal – either directly in administrative buildings, or indirectly in places of assistance provided by them. Significantly, most of the appeals were oral; correspondence received the lowest level of interest and was not limited to official reception hours of responsible officials. Local publics and involvement in certain events at the community level still remain the basis for communication, rather than submitting a request.



5. RESULTS OF THE ANALYSIS OF RISKS AND PROBLEMS

Within the framework of the study, we asked the respondents to identify the key expected risks and challenges concerning the livelihood of the community, choosing not the usual quarterly format for budget planning, but the seasonal one. The respondents set the framework for key challenges: for example, the beginning of the school year process or the heating season. The underpinning thematic clusters included:

- peculiarities of financial planning;
- issues in spheres of social care and humanitarian support;
- challenges in adapting and establishing cooperation with IDPs;
- concerns/unexpected burdens on housing and utilities.

ANALYSIS OF FINANCIAL RISKS

The main problem in the financial sphere, as emphasized by the majority of pilot communities, was the reduction of tax revenues to the local budget, which might lead to a reduction of subventions, primarily educational ones, crucial for the community's effective functioning. The specifics of each community affected tax expectations, but they were key

ones – termination or significant reduction fuel sales tax, a single tax for groups I–II due to the suspension or cancellation of payment, a reduction in the tax rate for taxes of group III, land tax, personal income tax (PIT), and reduction in education subsidies from the state budget to replenish the state budget reserve fund, which in aggregate would increase the burden on the budget of the community. In fact, all pilot communities faced a significant reduction in system revenues to local budgets and fear that this trend would only increase. The communities noted a significant reduction in these revenues, while demonstrating an understanding that the reduction in funding from the national budget would continue in the future. Against the background of the growing financial and administrative burden on the community due to providing housing and aid to IDPs, price for strategic components, primarily, fuel and lubricants, energy, as well as costs for arranging shelters for IDPs, were also expected to increase.

For some communities, this was already ground for assuming a significant 2022 local budget failure and a rapid increase in accounts payable. The key factors in the decrease in revenues included the exemption of business from paying taxes, the delay in the payment of mandatory fees, the emergency migration of the able-bodied population (resulted in the PIT

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change), the decrease in educational subsidies, the fall in the purchasing power of the population, and the delay in the utility bills payment.

Only a small part of the respondents defined the curtailment of development programs and measures to update local infrastructure as a problem. Some of the programs, subjected to reductions, might give a short-term effect of savings, however, they might lay the foundation for increased future expenditures, primarily initiatives to switch facilities to energy-efficient heating.

Some communities indicated isolated cases, but with the prospect of a downturn, when paying financial obligations to counterparties under current contracts and making timely calculations of wages for employees of budget institutions and ensuring payment holidays become problematic.

It is worth noting that at the level of financial planning, the selected chronological blocks – summer/autumn/winter - did not significantly affect the analysis and description of the key challenges. The only exception was that some respondents emphasized three problems. The first was the increase in the price of energy sources and challenges of the heating season – both for the community and in terms of providing housing for IDPs. The second was the search for reserves to provide education workers with monetary payments in terms of a decrease in educational subvention. The third was the burden on the local infrastructure and expenditure on

financing services for IDPs. This also applied to the burden on the budget due to covering the IDPs' utility bills and for those households that do not receive compensation for the expenses of accommodating IDPs, the need to provide additional places for the provision of educational or medical services, etc.

An essential feature of the financial risks analysis was the almost complete absence of questions related to the preparation of communities for the challenges caused by a full-scale invasion of the Russian Federation. This activity was not considered to fall under the attention of local authorities. Only certain communities of the Kirovohrad and Chernivtsi Oblasts indicated additional expenditures in war conditions – the arrangement of shelters in educational institutions, which plan to continue the offline educational process from September 1, 2022.

But these were isolated cases. So far, the analysis of the questionnaires made it possible to make an assumption about the lack of strategic analysis and differentiation of financial risks at the level of territorial communities.

Only one community in each of the Ivano-Frankivsk, Ternopil, and Chernivtsi Oblasts mentioned the need to facilitate business relocation in the financial or key challenges section. In addition, one of the communities expected to face a food crisis, while another pointed to potential problems with paying fees for the leased land shares.

ISSUES WITH SOCIAL AND HUMANITARIAN SPHERES

Territorial communities emphasize that the provision of the majority of social, educational, and cultural services may be significantly limited, if not impossible. The key problem of this section, not mentioned in the financial section, is the lack of proper shelters in educational, health care institutions, social service centers, etc. At the same time, the awareness of this problem had almost no effect on financial planning. Therefore, it could be assumed that communities expected to weaken these requirements or to eventually ignore them. In addition, the increase in energy costs might cause the suspension of work of some state institutions or their transfer to the remote mode.

A significant problem, from the point of view of the communities, was the gradual decrease of external humanitarian aid (from international organizations and communities) and certain issues with its provision at the expense of budgetary resources. Thus, some communities indicated the impossibility of purchasing social packages for vulnerable community groups due to the lack of mandatory payments approved by the Cabinet of Ministers. At the same time, this reduction occurred against the background of a certain stabilization of the movement of IDPs, an increase in the number of citizens and areas that required additional support due to increasing workload. Another worrying trend was that the number of specialists in the social sphere reduced; on the one hand, it

happened due to their movement to some safer place amid war, and on the other hand, an expected reduction in the budget capacities to maintain such specialists.

The beginning of the new academic year, which is related to the proper preparation of the premises and meeting the requirements for shelters arrangement, financing of the educational sphere and staffing would become a substantial problem for most of the communities. In addition, some communities faced an urgent need to resettle those IDPs who were placed in educational premises in the first days of the war. Consequently, the communities were considering the options of transition to distance learning, transformation of the educational institutions system, transportation of teaching staff and students to places of study, etc. At the same time, the latter variant might be complicated by a significant increase in the fuel and lubricants prices and conveying of vehicles for the needs of the TD/AFU.

Social problems and challenges already present in the community became a «blind spot». For the most part, they were perceived through the prism of aid and support for IDPs, without considering the system of social services and anti-crisis response comprehensively. Some categories of victims and members of their families were not included in the lists of those who need the support – deceased, war-traumatized (physically/psychologically), demobilized service persons and members of their families. Only certain communities indicated challenges related to an increase in the number of those who

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would find themselves in difficult life circumstances, out of the IDP status.

The same held true when communities declared their understanding of war's impact on the deterioration of the economic situation, the reduction of citizens' incomes, their ability to provide for their own needs – there was no vision of approaches to solving these problems. The same was applied to the unemployment issues, the disappearance of traditional areas of employment, and inflation, which hardly fell into the field of analysis. Accordingly, it could be assumed that they were not among the tasks of preparation and response on the part of local authorities either.

Only certain communities of the Ivano-Frankivsk, Kirovohrad, and Ternopil Oblasts paid attention to the needs of IDP children, in particular with regard to conducting a national multi-subject test for them, providing internally displaced children and children in difficult life circumstances with school supplies for the new academic year, general adaptation of the internally displaced children. Some communities pointed out specific problems, such as the lack of necessary medical equipment to provide care for residents and IDPs in the primary healthcare center or the extra load on the social dining due to the increase in the number of IDPs. One of the communities of the Ternopil Oblas pointed to a security risk when providing shelter for socially dangerous clusters of the population from other regions under the guise of IDPs on the territory of the community.

CHALLENGES OF ADAPTATION OF IDPS AND ADJUSTMENT OF INTERACTION

IDPs who had found themselves in places of compact residence were often kept under LSGB's review. And for many communities, it became clear that the idea of concentrating people in closed spaces and environments should be abandoned. For the most part, when describing the problems or tasks to be solved, emphasis was placed on this. Although during the in-depth interviews, the respondents noted that most of the IDPs were settled on the territory of the community. However, based on the questionnaires and interview results, a comprehensive vision of approaches to the organization of work with them was not developed yet. The main reasons given were preservation of certain dynamics of changes in the number of IDPs in the community, the familiarity/simplicity of the work of the authorities with compactly accommodated or organized groups, as well as the unwillingness of a certain part of IDPs to register in the local social protection bodies, the lack of information about their stay in the territory of the community, which complicated communication with this category of citizens.

Provision of basic needs – housing and employment – prevailed among the list of challenges faced by communities and IDPs. Communities from all regions point out to this. At the same time, based on the results of the interview, it could be assumed that finding a job became a significant challenge for the local population. Accordingly, quite high level of competition for the limited resource would only grow, increasing the tension.

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Similarly, the space and opportunities for finding adequate housing are also narrowing. The existing premises, which could potentially be adapted for human habitation, mostly require capital re-equipment to meet the relevant sanitary and hygienic requirements. The degree of the first response to the war is reducing, while locals did not have the ability and opportunity to provide their own housing for a long time.

Issues related to accommodating the IDPs in educational institutions, where the educational process should begin on September 1, would soon require an urgent solution. Many communities actively adapted educational institutions for temporary shelter under the influence of the need for an emergency response and considering distance education until the end of the academic year. However, this model is no longer applicable to the current moment, while alternatives have not yet been developed.

Some of the communities also noted a set of problems regarding the adaptation of the population to new living conditions, different expectations and visions among both IDPs and community residents. Accordingly, there was a need to establish conflict-free communication, primarily between residents of the compact settlement and the locals, dialogue between IDPs and local authorities. There were issues of language adaptation of the IDPs and adaptation of territorial communities to the current. The nature of the rhetoric and the proposed support models/mechanisms did not always take into account the request and the psychological state of the IDP, lessons of 2014 remain

unlearned. There was a significant need for integration and social adaptation of both IDPs and the local population to the current situation. However, the local government did not always have enough financial and, most importantly, human resources for this. For example, some communities reported a complete lack of psychological aid specialists who could help old/new residents adapt to life in conditions of displacement and full-scale war.

In disregard of the fact that the mechanisms of support and assistance to IDPs developed by the central authorities were adjusted and improved in accordance with the new challenges, delays and inconsistencies still existed. Thus, responsibility for unresolved problems at the national level was automatically transferred to the local self-government, which did not contribute to the establishment of constructive dialogue and cooperation.

One of the communities of the Chernivtsi Oblast indicated that they considered the issues of socialization of IDPs, establishment of mutual relations, creation of a comfortable stay settled. In particular, they noted the introduction of certain projects for socializing, togetherness and gaining trust, psychological relief of the IDP families, especially children. Some communities also supposed that by winter they would be able to cope with the issues of adaptation of IDPs and establishment of communication. Here it is important to note the fact that focusing not only on basic needs, but also on socialization measures was an extremely important component of the sustainability of host communities. It is equally important to understand that the process of adaptation of IDPs could last for years, so waiting for short-term general or

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one-time formats of socialization and togetherness could lead to disappointment and feelings of ingratitude and injustice.

Some communities indicated the reluctance of IDPs to participate in the socio-cultural life of the community, even though the behavior assessed as "reluctance" might reveal psychological, social or other reasons for which people could not participate in the socio-cultural life, such a situation could significantly increase tension in communities. One of the communities of the Ternopil Oblast indicated that in the conditions of adaptation of IDPs, the maximum manifestation of symptoms of helplessness and the occurrence of psychosomatic disorders was often observed. But, as was mentioned above, most communities did not have specialists in psychosocial support, and therefore, an understanding of the possible reasons for particular kind of behavior of both IDPs and local residents. According to the results of the interviews, we could see that in some communities the use of certain engagement practices made it possible to make this "engagement" both visible to the community and acceptable to the IDPs. However, it sometimes happened that when individual IDPs offered their involvement in solving the needs of the community, local government organizations were not ready to offer them even some volunteer activities. It is necessary to take into account the fact that the awareness and realizing that some of the IDPs would return and were already returning to those cities that were not destroyed, but some would stay for a much longer time, would come gradually. In addition, in the interview, the

representatives of LSGB also pointed out that if IDPs do not get proper conditions, then more socially and economically active would go further, in particular abroad, due to which resources would be lost not only for a specific community, but also for the country as a whole.

PROBLEMS / UNEXPECTED STRESS ON HOUSING

All the communities from four pilot regions pointed to excessive burden on the infrastructure and networks due to the increase in the population of the community as one of the key challenges. De-conservation of public buildings, rearranging them to compact living spaces, filling with electrical equipment led to unexpected problems in housing and utilities. The established legal restrictions on the use of local budget funds narrow the possibilities of local authorities for prompt response to the new challenges. During February – March, the consumption of electricity and gas supply was increased, in addition, old buildings that did not have modern heating increased had to be provided with solid fuel.

The peculiarities of the natural conditions and the related problems of housing and utilities are clearly observable from the answers of the interviewees. The results of the survey show how communities overcame housing and utilities issues caused by natural factors. So, for the communities of Kirovohrad and Chernivtsi Oblasts, suffered from water shortage, providing people with drinking water was quite an acute challenge.

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This all came against a backdrop of a progressive trend towards the deterioration of the level of provision of water supply services to consumers, an increase in emergency situations in water supply systems, significant losses of electricity required for the operation of pumping groups of the water intake station, technological losses of drinking water due to the emergency state of water supply networks.

In addition, the need to refurbish communal facilities for the residence of IDPs, to ensure minimum sanitary and hygienic conditions for residents in unsuitable premises led to the need for urgent updating and modernization of existing networks; the community did not always have and would not have enough resources for it. These problems require a complex solution, at the same time, updating networks, switching to new, energy-efficient technologies require significant financial costs. Regarding the actual implementation of all these measures, the respondents testify to a rather high level of doubts as of now.

Accordingly, the second major problem, noted by almost all communities without exception, was related to the previous issue – the preparation and start of the heating season amid mass aggression of the Russian Federation and the economic crisis. After all, it would be necessary to ensure the proper temperature rate in the communal institutions, in the community, in particular in places of temporary stay of IDPs, not designated for that purpose, as well as to provide heating services to local low-income residents, whose number was growing. Therefore, the issue of the heating period, the cost of various types of energy

for budgetary institutions and compliance with limits were among the toughest challenges for the community leaders.

With the beginning of the full-scale invasion, LSGB has got some new responsibilities, for example, registering the destruction caused. In addition, the long-standing problem of bringing protective structures of civilian institutions into compliance with state construction standards has become more acute.

The economic crisis and the drop in the standard of living of the population, in particular due to the job loss, were already affecting the housing and utilities sector. Communities recorded the increase in debt and delay in payment for utility services received. And they expected an increase in the number of households with debt in the period when one of the biggest expenses – bills for heating services – would be added to the payments.

Only a few communities paid attention to the increase in the amount of garbage and municipal solid waste (MSW), hence the need to solve the problem of financing their cleaning, removal or disposal, as well as increasing the fee for the removal of solid waste for the population by 23%. The communities were thinking about the importance of alternative energy sources or the search for ways of energy efficiency, the issues of new approaches to garbage disposal and processing remained a “blind spot” for now.

The same was applied to the shortage of personnel in the social sphere, at least one community of the Kirovohrad Oblast noted the outflow of labor from housing sector both abroad and to the ranks of TD/AFU.

6. KEY REQUESTS OF TERRITORIAL COMMUNITIES

We asked the respondents to identify the most urgent needs and requests of the communities to respond to the crisis, based on the description of the problems. Based on consolidation of the provided answers, several sections could be distinguished.

ENERGY EFFICIENCY AND HOUSING

First of all, communities voiced a request and need to receive support in purchasing a sufficient amount of energy carriers. The need to switch to energy-saving technologies and the use of alternative types of fuel to properly ensure the conditions for uninterrupted learning in educational institutions and the work of communal institutions ranked second. Some communities noted the urgent need to build fuel and lubricants reserves. Traditionally, communities from the Chernivtsi Oblast were requested to solve problems with a lack of drinking water and water for technical needs. The issue of arranging shelters in relevant institutions and organizations came as a separate section.

SUPPORT FOR IDPS

After a detailed analysis and comparison of answers, we identified several main sections. The first concerned humanitarian issues and provision of basic living conditions for IDPs. There was a need for a sufficient number of food kits, hygiene products, and the expansion of the housing fund suitable for human settlement, including the location of modular houses. In the future – obtaining solid fuel materials and energy carriers. Some communities emphasized the need to switch to targeted assistance. The second section was the establishment of effective communication with IDPs, building contacts within places of compact residence, between IDPs and the local population, between IDPs and the authorities. The third section mainly included issues of employment and finding opportunities for self-employment and self-sufficiency of IDPs.

EMPLOYMENT

It is important to note that almost all participants of the in-depth interview, emphasized the issue of providing of all residents without exception with work at the community level.

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When working with the questionnaire, the respondents mostly focused on issues of providing a place of work, primarily for IDPs, which once again objectified the issue of a strategic and comprehensive solution to this problem and the situation in general.

As for ways to increase the level of employment, the respondents see an increase in jobs due to evacuated production facilities, enterprises, activation of the government's actions on business relocation and support for starting one's own business.

FILLING THE BUDGET AND ENSURING VIABILITY OF THE COMMUNITIES

All communities equally faced the complications with fulfilling the revenue part of the budget to ensure the capacity of the community in the conditions of martial law. Some of the respondents pointed to the problems with the payment of even protected items of budget expenditures, as a result of which the communities face a significant lack of financial resources to ensure the fulfillment of the tasks and responsibilities assigned to the community. In contrast to the previous blocks, which partially contained options for actions and a vision of the necessary steps to solve the issues, apparently in this matter the communities almost completely transferred responsibility to the central authorities and international organizations.

EDUCATION

The change in the composition of the population of the communities, the need to accommodate people who left their homes due to the danger to their lives, primarily IDPs with children, added hassle of the local authorities regarding arrangement of additional places in kindergartens/schools for the children of IDPs. Equally important were the issues of adaptation of IDP children to the educational process and, in general, the launch and implementation of the actual educational process in wartime conditions. Separately, questions have been raised about ensuring teachers and kindergarteners with salaries and corresponding payments.

NEED FOR SPECIALISTS AND DEVELOPMENT OF HUMAN RESOURCES

The communities frequently indicate the need for psychological adaptation and support for IDPs, somehow missing that the local population also needed support amid war. Several communities noted the need to receive consultations and strengthen the capacity of local civil protection specialists, train community specialists on humanitarian and psychological support of IDPs.

**QUESTIONS/PROBLEMS WHICH
REQUIRE EXTERNAL EXPERTS
AND CONSULTANTS RECRUITMENT**

When responding to this section, representatives of territorial communities gave the least replete answers. Finance, energy efficiency and communications were in the lead. However, it was quite difficult to grasp what was relevant, which expertise could be useful or targeted. Only a small number of questionnaires contained clear guidelines and specific requests, in particular regarding the peculiarities of the management and organization of the work of enterprises in wartime conditions (the specifics of the work of communal enterprises and institutions, consultations and clarification of changes in legislation); attracting additional resources through various channels and models (international technical assistance during martial law, projects preparation and submission to grant programs, humanitarian aid, attracting investments and relocation of businesses from other communities); expertise and assistance in psychosocial support for work with IDPs and military personnel who returned from the war zone.

**SUPPORT LSGBS EXPECT
FROM INTERNATIONAL PROGRAMS
AND CIVIL SOCIETY**

From international non-governmental organizations

The vast majority of communities expected to obtain various forms of material support from international non-governmental organizations. Mostly, this was direct humanitarian aid in the form of food, medical and hygiene goods, primarily for IDPs and low-income community members. Equipment and assistance with arranging premises for IDPs (repair of communal facilities, location of modular houses), construction of shelters were in the second place. A separate section covered requests for financial support in solving problems that existed in the community before the full-scale invasion of the Russian Federation and were actualized in recent months amid war. For the most part, this concerned the solution of infrastructural problems, housing and utility services, transition to energy-efficient and alternative energy sources.

Communities also often pointed to a request for experience sharing and advisory support, communication assistance, but without specifying the details.

From national and regional non-governmental organizations

A request to Ukrainian civil society resembled the request to international organizations, but rather narrowed and less specific. Analysis of the answers implied an insufficient level

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of awareness of the respondents with the specifics of the activities of national non-governmental organizations and the possibilities that could be involved. Humanitarian needs, provision of resources and support of community life activities at a specific moment prevailed. The same held true for the section on assistance to IDPs – from solving humanitarian problems to employment and psychological support.

From local non-governmental organizations

The results of in-depth interviews indicated that some communities extremely actively involved the potential of local civil society organizations (CSOs) and initiative groups, but it

did not influence the results of the survey. Informal public hubs (meeting places, joint activities and communication) appeared at the level of communities to respond to the challenges associated with the full-scale invasion of the Russian Federation, however, they were perceived as a humanitarian response, rather than a development tool. The only feature was the dominant perception of local non-governmental organizations as service organizations for IDPs. The request to them concerned the solution of certain IDPs issues. Local CSOs were not considered as a resource for community development, and establishing effective interaction between IDPs and residents.

7. SOLUTIONS AND PRACTICES

Based on the results of the interviews with representatives of local self-government bodies and displaced persons, we could summarize the decisions the communities made and what practices they used to overcome the challenges.

1. WORK OF LSGB IN ENGAGEMENT OF BUSINESS

The city communities of the western regions did not always have infrastructural possibilities for the relocation of large enterprises from Kharkiv, Dnipro, and other industrial cities.

However, some of them were able to fully use their resources and opportunities to attract small and medium-sized businesses. For example, one of the communities offered benefits for these enterprises in a form of year-long free accommodation for employees. Or enterprises were already starting to work at the stage of registration, gradually fulfilling the established requirements, if the conditions for employment were created.

“We had an investment passport, we understood where we have available land and a catalog of premises where they could be accommodated. A relocation group was developed – someone

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communicated with the displaced people, someone made a catalog» (from an interview with a head of a community). One of the entrepreneurs shared her impressions of the work of the LSGB team: "Now they accompany us on many issues, they select a working team for us. They posted an announcement on the labor exchange and spread the information that way. Please, here are the jobs, just work. Maybe not everyone knows about the state program, state support, not all businesses are aware of it. I didn't know about this program... I was told about this program here. There was an expert who told us about this program, helped with documentation, various questions (that arose and seemed like stumbling blocks), and advised us... Each next step is easier than the previous one."

Therefore, the joint work of the LSGB team with business, understanding the opportunities of the state and local level for business are extremely important for the community, because it gets new jobs both for its own and for the displaced people, new sources of filling the budget.

2. WORK OF LSGB WITH LOCAL BUSINESS

In some communities, LSGB worked with local businesses, in particular, encouraged them to pay taxes in full, even those who had the right not to pay. According to the heads of the communities, the business responded and started paying taxes voluntarily. In other communities, LSGB took on the role of coordinator for proposals and finding additional jobs, and called on businesses to employ people as much as possible. Business,

in particular farming and processing of farm products, joined in providing IDPs and TD/AFU with food products, which were partly distributed by LSGB.

3. SOCIALIZATION OF IDPS

Many communities, which started accepting internally displaced people back in 2014 and continue to do it now, organize activities for the adaptation of the "newcomers", their integration and socialization into local communities. In one of the interviews, a head of a community emphasized the importance of such work: "We occupied 30% of their attention and 70% listened to them. And that's how it should be... They wanted to perform, a girl from Volnovakha was singing." That is, while talking about their community, its geographical, cultural, and historical features, the organizers of the get-to-know meeting also left space for the refugees themselves. "It should bring people together. The idea is that they should communicate more with us. For example, they submitted the idea of planting tulips. They all planted them together." That is, the opportunity to talk about the community and listen to people more likely creates a desire for joint actions.

In an interview, a retired refugee man spoke about the possibility of involving IDPs in the life of the community, emphasizing the desire to somehow thank the community, be useful to it, and willingness in a volunteer way to help where it is most useful to the community: «I don't think that everyone wants to receive money. There are a lot of conscientious people

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who would like to help, including pensioners who can be involved in some kind of activity... Maybe there are opportunities for social assistance to those who work, to provide them with some practical help... Our help should be free, for example, mowing the grass. Some civil society organization or a state institution might say that it is necessary to do this or that... The community should organize people, voice the tasks, what needs to be fulfilled. Someone has to lead it, and I would join with pleasure." That is, it is about the fact that retired migrants can also be a resource for the community, and not only "objects" of providing humanitarian aid.

Obviously, not all IDPs want or can actively participate, but those who could and would need organization and communication support about possible activities.

4. TOGETHERNESS AND TRUST

The majority of respondents noted the togetherness of their community in the conditions that needed to respond to the challenges of a full-scale invasion of the Russian Federation, and admitted how important the previously initiated cooperation practices of LSGB, civil society, and activists within donor programs turned out to be, how ordinary citizens, businesses, and the church sincerely responded to the needs of communities and IDPs.

One of the respondents from a LSGB noted: "Perhaps we do not agree with something, people can argue with the authorities, but when there is a problem, everyone unites, as the

most important thing is to defend our community... All villages began to support it, both deputies and opposition. There are collaborations with civic activists. The city has become younger, there are many projects for young people, playgrounds for parkour, street sports, the youth council is very active, they are involved in all projects... they have created a public space within the framework of the DOBRE Program. IT specialists from among IDPs are now able to work in this public space.»

Other representatives of LSGB also emphasized the effectiveness of cooperation with the civil society sector, since it gives a possibility to cover various needs for accommodation of displaced persons more flexibly and quickly.

Trust within LSGB and communities through the openness of LSGB, readiness to approach the solution of the problems of each resident and IDP individually, to jointly search for solutions and work for the benefit of local and new members of the community corroborate the stability and togetherness of the communities.

One of the IDP respondents said: "On the very first day, I spoke with the mayor, the head of the community. If he has a moment, he appoints everyone on any question. The same goes for city council employees. The city council is pleasantly surprising: they actually try to understand people's needs and help as much as they can. I am from Donetsk Oblast. Local officials and officials we used to have in our native community are just like heaven and earth. I talked easily with the mayor some five times, we can even talk on the street."

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However, although trust is an important component, it is not able to solve all problematic issues. The same IDP respondent pointed to the termination of funding, which makes it impossible to develop his farming business even with the support of the head of the community:

“I understand farmers who are afraid to invest. The mayor was not against it, but all grant programs were canceled. The mayor was in favor, he could help build a quail farm. But there are no finances. And so, the premises were chosen, where it could be located. It would be a unique farm. They want to install garbage sorting lines, but there are not enough resources, but it would bring money to the budget. People are very hardworking. There are buildings in the former collective farms, premises, cowsheds, pigpens – they are not damaged, they are still available to use. There is a small sausage production, yogurts, cheeses, everything you can do. People are hardworking, they don't steal.”

The respondent stated that after serving in the Armed Forces, he plans to return to this community and develop his farm with the hope that there would be resources for the implementation of his ideas, in particular, due to the fact that he saw a contrast

in the work of LSGB of the host community compared to his previous experience.

Another respondent, IDP and a businessman, having received comprehensive support and help in starting and developing his business, noted that “when you see that people are interested in you and give a helping hand, you feel confident... They help a lot, you conclude that they are interested in you not only as in business, but there is a cool social component. You understand that you will feel comfortable here. They try to take care of those who have neither money nor business. In a difficult situation, this is an excellent indicator, you understand that you will not have any problems, they will help you. We need this now.” Therefore, not only investment attractiveness or market opportunities, but also the attitude towards people and the development of communities are important for those who choose whether to stay in a particular community, whether to develop their business in it, whether it will be comfortable to live with these people and these authorities.

8. RECOMMENDATIONS

TO INTERNATIONAL ORGANIZATIONS AND ACTORS OF INTERNATIONAL TECHNICAL ASSISTANCE

- Paying attention to programs aimed, in particular, at energy efficiency and other issues of housing and communal utility services.
- Direct expert and financial assistance to the development of small and medium-sized businesses in communities, self-employment programs in those areas that have priority in wartime, taking into account the possibilities of access to the markets of the European Union (EU), which are opened within the framework of Ukraine being granted the EU candidacy status.
- Initiating community-level psychological first aid and support programs for those in need, measures to prevent burnout and exhaustion of workers who work directly with the community's adaptation to the challenges of a full-scale war (providers of administrative and social services, volunteers, etc.).
- Striving to avoid approaches to solving the problems of providing housing for IDPs through the introduction of programs for the construction or reconstruction of compact living spaces.

- Supporting the organization of initiatives and self-employment groups around volunteering, creative work or learning new professional or life skills.
- Promoting the transition of LSGBs, CSOs from reactive consolidation in crisis response to the development of medium- and long-term stabilization and development plans in war conditions.

TO NATIONAL AND REGIONAL EXECUTIVE AUTHORITIES

- Ensuring cooperation and effective exchange of information about the available requests of both IDPs and host communities (for example, regarding specialists who can be offered jobs), available resources and programs of international and national technical assistance, opportunities for joint use of equipment and equipment of LSGB and CSOs.
- Analyzing and, if possible, optimizing traffic schedules in order to increase the level of access of local residents and IDPs living in small settlements to available services and work in the community.

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- Initiating both horizontal (territorial communities) and vertical (regional authorities and communities) processes of analyzing the state and ability of communities to respond to challenges caused by the invasion of the Russian Federation. Providing the most transparent and reality-oriented procedure for the development of appropriate strategic and operational plans for the stabilization and development of communities in war conditions.

- Developing and informing local communities about changing protocols for key decision-making procedures, planning and provision of services to the population under martial law.

- Organizing and supporting a constant process of exchange of practices and approaches of stabilization and adaptation of local communities to actions in the conditions of martial law.

- Striving to avoid approaches to solving the problems of providing housing for IDPs through the introduction of programs for the construction or reconstruction of compact living spaces.

- Analyzing the opportunities and initiating programs for the development of small and medium-sized businesses, self-employment of the local population and IDPs with an orientation to the framework of Ukraine being granted the status of the EU candidate.

- Analyzing the possibilities of simplifying the procedures for transferring abandoned or unfinished housing, which has been preserved for a long time, to the ownership of LSGB.

- During the development of programs for the stabilization and adaptation of communities, proceeding from the standpoint of not only saving money, but also the prospects of medium-

term development, prevention of the growth of social tensions, and the need to introduce energy-efficient technologies.

- With the help of external expertise, developing programs to promote business involvement (audit of available resources, development of simplified and preferential procedures for obtaining access to these resources, assistance in establishing cooperation at the community and regional level, etc.).

- Considering possible forms of remote self-employment of local residents, taking into account their knowledge and skills, technical support and support for these forms of employment.

- Building an operational and flexible system of analysis and calculation, forecasting of community expenses in accordance with the key spheres of life support and infrastructure.

- Maximizing support for the transition of LSGBs, CSOs from reactive consolidation in crisis response to the development of medium- and long-term stabilization and development plans in war conditions.

TO LOCAL SELF-GOVERNMENT BODIES

- Concentrating efforts on the development of adaptation and integration programs for IDPs who have expressed a desire to remain in the community, with the optimization of targeted humanitarian aid, supplementing it with an appropriate package of social services and support. Avoiding gaps and imbalances in assistance and support programs between IDPs

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and the local population when allocating available resources in the community.

- Ensuring a progressive transition from the organization direct humanitarian aid to IDPs and other categories and groups to programs of adaptation and capacity development with the involvement of promising domestic and international experience.

- In order to build contacts between residents, ensuring joint activities, which would be based not only on one-sided familiarization with the culture and features of the host community, but also take into account the experience and potential of IDPs, and would focus on common interests or solving common problems.

- Introducing complex solutions of support and assistance to community residents, which should be based on an effective and permanent system of monitoring and collecting requests from residents, minimizing the isolation of IDPs as a separate group.

- Striving to avoid approaches to solving the problems of providing housing for IDPs through the introduction of programs for the construction or reconstruction of compact living spaces.

- Organizing a consultation point for receiving information about benefits, opportunities to receive services or assistance both from the host community, the government, and with the help of CSOs programs and international donors. The information should be algorithmized as much as possible and its constant

updating should be ensured in connection with monitoring and changes in the situation.

- Informing end-users (in particular, IDPs) about proceeding of key stages of document consideration, course of the process of issuing certificates, accompanying it with explanatory work.

- Ensuring cooperation and effective exchange of information about the available requests of both IDPs and host communities (for example, regarding specialists who can be offered jobs), available resources and programs of international and domestic technical assistance, the possibility of joint use of equipment and equipment of LSGB and civil society organizations.

- Analyzing and, if possible, optimizing public transport schedules in order to increase the level of access of local residents and IDPs living in small settlements to available services and work in the community.

- Actively using existing civil society networks and partnerships to focus domestic and international technical assistance engagement.

- Ensuring direct communication and interaction both with IDPs and the local population regarding clarification of the situation, vision of community action plans, prevention and, if necessary, prompt responding to problem and conflict situations arising in the community amid the aggression of the Russian Federation.

- Initiating programs for the provision of psychological first aid and support for those who need it at the community level,

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measures to prevent burnout and exhaustion of workers who work directly with the adaptation of the community to the challenges of a full-scale war (providers of administrative and social services, volunteers, etc.).

- Analyzing the opportunities and initiating programs for the development of small and medium-sized businesses, self-employment of the local population and IDPs with an orientation to the framework of Ukraine being granted the status of the EU candidate.

- During the development of programs for the stabilization and adaptation of communities, proceed from the position of not only saving money, but also the prospects of medium-term development, prevention of the growth of social tensions, and the introduction of energy-efficient technologies.

- Activating work on organizing initiatives and self-employment groups around volunteer, creative work or learning new professional or life skills.

- With the help of external expertise, developing programs to promote business involvement (audit of available resources, development of simplified and preferential procedures for obtaining access to these resources, assistance in establishing cooperation at the community and regional level, etc.).

- Initiating informal programs/initiatives of gratitude to both local residents and structures, as well as foreign citizens and institutions, which promptly joined the community in the conditions of a full-scale war.

- Ensuring the regime of a single office/window/responsible person who accompanies programs and initiatives supporting IDPs in their adaptation at the community level.

- Considering possible forms of remote self-employment of local residents, taking into account their knowledge and skills, technical support and support for these forms of employment.

- Building an operational and flexible system of analysis and calculation, forecasting of the community's expenses in accordance with the key spheres of life support and infrastructure.

TO REGIONAL AND LOCAL NON-GOVERNMENTAL ORGANIZATIONS

- Cooperating with LSGB in attracting and implementing international technical assistance programs.

- Assisting local government in informing, communicating, explaining opportunities for IDPs and other citizens – residents of the community who need support.

- Organizing support for employment centers informing the IDPs and the local population about opportunities for retraining and employment.

- Creating opportunities for the involvement of IDPs of various ages in the life of the community – from children to the elderly and solving issues related to the IDPs themselves (according to the principle “nothing about us without us”).

REPORT ON THE RESULTS OF THE RESEARCH ON THE NEEDS AND REQUESTS OF THE COMMUNITIES RELATED TO CHALLENGES THAT AROSE AS A RESULT OF RUSSIA'S FULL-SCALE INVASION

- Building contacts between residents, it is extremely important to ensure joint activities, which would be based not only on getting to know the culture and characteristics of the host community, but also take into account the experience and potential of IDPs, focus on common interests or solutions of common problems.

- Active using of existing networks and partnerships developed in civil society for focused engagement of domestic and international technical assistance.

- Coordinating at the community level the programs of psychological first aid and support for those who need it, measures to prevent burnout and exhaustion of workers who work directly with the adaptation of the community to the challenges of a full-scale war (providers of administrative and social services, volunteers, etc.).

- Activating work on organizing initiatives and self-employment groups around volunteer, creative work or learning new professional or life skills.

- With the support of international technical assistance programs and local self-government, employment centers, technical secondary education institutions, organizing the work of hubs for local residents to acquire certain professional skills and the possibility of using equipment and materials for self-employment or self-sufficiency.

- Initiating informal programs/initiatives of gratitude to both local residents and structures, as well as foreign citizens and institutions, which promptly joined the community in the conditions of a full-scale war.