# Donor and International Organizations in Ukraine in 2022–2024

## Report on Research's Results

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The analytical review presents the study results of donors and international organizations activities in Ukraine in 2022—2024. Based on desk research, a survey of civil society organizations (CSOs), and in-depth interviews with representatives of the organizations surveyed. For the study, we collected information on the specifics of support provided to Ukrainian CSOs, approaches to defining strategic areas of work, methods of coordination, etc.

This analytical review is an attempt to map donor organizations and provide a systematic description of their activities and support trends.

The review will primarily be useful for:

- Civil society organizations planning to engage donor funding.
- Donor and international organizations active in Ukraine.
- Local government and national executive authorities.

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**Methodology:**

**Organizations list**

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# Abbreviations

| | |
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| **IAA** | Institute for Analytics and Advocacy |
| **IDPs** | Internally Displaced Persons |
| **ENRD** | European Bank for Reconstruction and Development |
| **EIB** | European Investment Bank |
| **EUACI** | EU Anti-Corruption Initiative |
| **GIZ** | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| **IBRD** | International Bank for Reconstruction and Development |
| **IF** | International Fund |
| **IFA** | International Financial Assistance |
| **IFI** | International Financial Institutions |
| **IPRSA** | Institutional Policy Reform for Smallholder Agriculture |
| **ITA** | International Technical Assistance |
| **CSO** | Civil Society Organizations |
| **KfW** | Kreditanstalt für Wiederaufbau |
| **NDICI** | Neighbourhood, Development and International Cooperation Instrument |
| **NEFCO** | Nordic Environment Finance Corporation |
| **SDG** | Sustainable Development Goals |
| **SF** | State Budget of Ukraine |
| **UNDP** | United Nations Development Programme |
| **USAID** | United States Agency for International Development |

# Introduction

Donors and international organizations have been working in Ukraine since the country gained its independence. Some programs, such as the UNDP, started working in Ukraine in the early 90s, while the European Commission began supporting projects in Ukraine a little later. Many international and donor organizations started operating in Ukraine in 2014 or 2022, in response to the armed aggression of the Russian Federation on Ukrainian territory.

Since the beginning of the full-scale invasion, the assistance of international partners, especially grants and technical assistance, has become a vital component to support Ukrainians. Although most donors do not support activities directly related to the country's defense, their projects[1] and programs help to meet the humanitarian and other needs of the population. Ukrainian CSOs act as mediators between them and the beneficiaries of assistance.

It is worth mentioning that the system of cooperation between CSOs and donor organizations is well-established and operates under similar mechanisms all over the world. Ukraine's peculiarity is that the russian invasion in 2014 and its escalation in 2022 resulted in a burst of civic activity and increased donor attention to Ukraine. In other words, in response to the increase in problems, there was an almost immediate increase in organizations that were ready to address them and donors who were willing to support Ukrainians in doing so.

For the non-governmental sector typical ways of cooperating with international partners and donor organizations are grant support and developing project activities. The results of a quantitative survey of CSOs conducted by KIIS with the support of ISAR Ednannia showed that donations, membership fees, and charitable contributions remained the main sources of funding for 2/3 of organizations in 2023[2]. International grants ranked second (22%). In addition, a significant proportion of organizations use income from their economic activities (18%). At the same time, when assessing the areas of funding for the next year, CSOs point to international grants as the most promising direction (59%).

In this study, we have considered several classifications of donor organizations, namely: by country of origin (Ukrainian and foreign); by sector of economy (governmental, non-governmental, business). We also categorized donor organizations by their role in a particular project:

**Donor** — a governmental or state entity, non-governmental or business organization that initiates a project and allocates funding for it.

**Administrator** — an organization that receives funds from donors. It administers funds, provide grants, cooperate with implementors. Administrators can be special agencies or organizations like USAID or GIZ.

**Implementer** — an organization that directly implements the project. Depending on the specific project, the implementer can actually be any entity — donor, manager, NGO. For example, IAA may implement the project with the support of ISAR Ednannia and has an implementing role in it.

The nature of support from international partners for Ukrainian CSOs has been transformed quite a bit over the past two years. The spectrum of issues that required immediate resolution has expanded dramatically, including evacuation, humanitarian aid, physical reconstruction, etc. At the same time, the need to support long-term initiatives aimed at developing economic and human potential has become more acute.

In contrast to budgetary funding, support from international organizations and donors in Ukraine does not have a common coordination mechanism and data base. Therefore, the study of trends and peculiarities of donor organizations' activities in Ukraine, as well as their cooperation with CSOs, has limited tools and conclusions that cannot be extrapolated to the entire sector.

In this document, we have collected

1 In this study, the definitions of 'project', 'program', and 'initiative' may be used synonymously. Given the methodology and objectives of the study, this will not lead to a misrepresentation of the content or data.

2 'Civil Society of Ukraine in the Context of War: Report on a Comprehensive Sociological Study - ednn.link/y02fL0

and analyzed data on 162 organizations that provided non-repayable assistance to Ukrainian CSOs, businesses and government agencies in 2022—2024. We also conducted 10 in-depth interviews with representatives of international, donor and non-governmental organizations selected using the same approach. Based on these data, as well as the results of the desk research, we describe the specifics of the assistance provided by these organizations during the full-scale invasion, the mechanisms of coordination, priority setting, and practices of adaptation to work in a country at war.

# Section 1. Ways and Forms of Support

Ukraine's cooperation with international and donor organizations providing financial assistance dates back to the time of independence. Resources from such organizations are the cheapest source of funds, as they are usually provided at relatively low interest rates or even in the form of non-repayable financial assistance.

Ukraine receives financial resources from such international and donor organizations as the International Monetary Fund, the International Bank for Reconstruction and Development, the United States Agency for International Development (USAID), the Nordic Environment Finance Corporation (NEFCO), the International Renaissance Foundation, etc.

Such cooperation has advantages, as it enables to launch reforms, implement individual investment projects, or support the development of civil society.

Financial assistance from international and donor organizations can be divided into two types:

- Repayable financial assistance provided to the government.
- Non-repayable financial assistance provided to both government agencies and non-governmental organizations.

Below, we present a brief overview of each type, taking into account that the focus of our study is on non-repayable financial assistance.

## Repayable international financial assistance

The key feature of repayable financial assistance is that it is mandatory to repay it, including interest on the use of the funds provided. This type of international financial assistance is provided as loans and credits. According to Ukrainian legislation, such external borrowings are one of the sources of budget financing[3]. In addition, funds from IFIs can be attracted not only by the country directly, but also by other business entities under state guarantees. This type of financing is also used to attract investment loans to Ukraine.

Repayable financial assistance is divided into two categories:

1.1. Loans to finance the budget deficit, implement reforms, improve the balance of payments, etc.

It should be noted that the specifics of this type of assistance is that the purpose of these loans is complex and multifaceted, and it is impossible to clearly define their intended budgetary purpose, since these funds are received by the general fund of the State Budget. An example of such financing is loans from the International Monetary Fund, the European Commission, and partially the International Bank for Reconstruction and Development.

1.2. Loans raised for the implementation of investment projects for social and economic development.

Specifics of this type of assistance is the clearly defined nature of its allocation. This type of international financial assistance most often goes to a special fund of the State Budget. Loans from IFIs for the implementation of investment projects are attracted by the government under international agreements of Ukraine and are classified as state external borrowings.

The list of investment projects to be implemented is annually presented in the relevant annex to the law on the State Budget[4]. It should be noted that each year, the required amount of funds is budgeted to pay interest and repay existing investment loans.

Main creditors are IBRD, EBRD, EIB, KfW. It is important to note that these organizations can also provide non-repayable financial assistance alongside loans.

## Non-repayable international financial assistance

Another common practice is to provide aid to countries in the form of non-repayable financial assistance. As a rule, such funds should be used to implement projects agreed with the donor organization.

3 zakon.rada.gov.ua/laws/show/2456-17#Text

4 zakon.rada.gov.ua/laws/file/text/110/f530966n247.xlsx

Non-repayable IFA is divided into two categories:

1. Funds received under EU assistance programs to the general and special funds of the State Budget.

In 2006, Ukraine and the European Commission signed the Framework Agreement, which declared that Ukraine is a country that has met the requirements and can receive external assistance from the EU.

Signing the Association Agreement with the EU marked the beginning of a new phase of cooperation with Ukraine. Since then, the level of financial support for Ukraine has been steadily increasing.

In 2014 — 2020, the EU provided assistance to partner countries, including Ukraine, mainly through the European Neighborhood Instrument (ENI)[5].

In 2024, Ukraine and the EU finalized a new package of financial assistance to facilitate reforms to support resilience, economic growth, and recovery — the Ukraine Facility, which also comes partly in the form of grants. This mechanism replaces the previous support provided to Ukraine as micro-financial assistance (MFA+) and the financial support of the Neighborhood, Development and International Cooperation Instrument (NDICI). However, the programs that have already been approved under the NDICI will continue to operate, but no new assistance will be provided under the NDICI after the Ukraine Facility comes into force.

2. International technical assistance projects from IFIs

Other type of non-repayable financial assistance is international technical assistance, of which is regulated.

The specifics of this type of assistance is that the funds are provided on a non-refundable and non-repayable basis and are targeted following the purpose of the project (program).

ITA may be provided in the form of money (grants), or any property, works, services or other resources.

The procedure for attracting, using, and monitoring ITA is determined by a separate regulation[6] (hereupon referred to as the Regulation). According to the Regulation, the Cabinet of Ministers of Ukraine (CMU) Secretariat has to submit official requests for ITA to donors. In addition, the CMU Secretariat coordinates the implementation of projects and develops strategic ITA programs.

According to the Government, as of April 2024, 564 ITA projects were registered. At the same time, 375 projects have been launched since the start of the full-scale invasion, 164 projects (44%) of which were launched in 2022, 200 projects (53%) in 2023, and 11 projects (3%) in Q1 2024.

The specifics of such projects is that they are complex and include several forms of support, first of all institutional, expert, and technical. It is also important to note that the projects are mainly aimed at supporting central executive authorities (e.g., ministries, agencies, etc.) and local authorities (military administrations).

We have identified three main categories of international partners within the framework of ITA projects:

- **Countries** (e.g., Denmark, Canada, South Korea, the Netherlands, etc.) are implementing 117 projects in various areas, including energy efficiency, human rights and freedoms, strengthening the institutional capacity of central and local authorities, etc.
- **International financial organizations** (EBRD, EIB, IBRD, NEFCO) are implementing 14 projects primarily aimed at supporting the energy and logistics infrastructure of the oblasts.
- **Global organizations** (UN agencies as funds administrators) and multilateral partners (EU) are implementing 244 projects. The projects' topics are diverse and include economic and innovative community development, gender studies, research and training activities, etc.

Below, we would like to look at the forms of support available to Ukrainian NGOs from donors.

5 Olena Dmytrenko, Viacheslav Kurylo, International financial assistance to prevent the spread of COVID-19: assessment of transparency and access to information, 2021, Institute for Analytics and Advocacy.

6 zakon.rada.gov.ua/laws/show/153-2002-%D0%BF#Text

## Forms of support for Ukrainian civil society

There are various ways to provide support to Ukrainian CSOs. After analyzing nearly 600 projects launched between 1997 and May 2024, we found that the most common types are program grants and service contracts. They cover 33% of the total number. In addition, the most common forms of support include:

**Grants for business or government** focus on supporting companies or authorities to implement projects aimed at economic development, addressing priority issues, etc. Examples of such programs include USAID's Competitive Economy of Ukraine or Investing for Business Sustainability projects and the EIB's grant to the state to meet urgent needs for the modernization of Ukrzaliznytsia.

**Humanitarian aid** — assistance in meeting the immediate needs of the population affected by military aggression. Most often, it is provided in the form of goods or services, depending on the specialization of the organization, but it can also be provided in cash. For example, the French organization Handicap International — Humanity & Inclusion network has launched a program to provide health and protection services at the community level.

**Institutional grants** are mainly aimed at supporting the development of CSOs through training, support of operational expenses, purchase of equipment, etc. For example, the Zagoriy Foundation launched an institutional grant 'Supporting the sustainability and development of organizations in times of war'. Such grants usually allow organizations to increase their own capacity, including to implement projects and programs.

**Program grants** are more specialized and aimed at implementing concrete projects designed to improve the situation of a particular area or group of society. Funding in this case is linked to the implementation of agreed goals and objectives.

Service contracts provide funds for specific works or services under the contract. For example, UNDP, through the ECHO4SCHOOLS-UA program[7], finances the repair and/or modernization of schools in war-affected oblasts, NEFCO provides funds to restore crucial infrastructure in the Borodyanska community, etc.

**Supporting beneficiaries directly, rather than CSOs**, involves direct funding or implementation of projects for the final recipients of assistance, bypassing intermediaries such as CSOs. This form of support is usually typical for projects in the field of humanitarian response, healthcare, or youth policy. Examples include the following projects: the Czech organization People in Need provides support to improve the living conditions of IDPs, and the German Renovabis e.V. finances access to clean water in frontline villages.

**Support for experts and consultations** involves the allocation of funds to engage experts (including foreign ones) to conduct research or provide advisory services to address specific issues. For example, GIZ is funding a project to support the implementation of a greenhouse gas emissions trading system in Ukraine, whose experts are helping to develop and launch an emissions monitoring system. The Swiss Agency for Development and Cooperation funds support for experts from the International Atomic Energy Agency's missions in Ukraine to help with nuclear safety.

**Technical support** involves the supply of equipment, software, and other technical facilities for the organization's work or the implementation of a specific project. For example, Norway's Nordisk Sikkerhet AS supplies dosimetry and dosimetry-related equipment to the State Enterprise 'ECOCENTER', and Rotary International has provided ambulances and dental equipment to hospitals in several oblasts of Ukraine.

In analyzing the studied projects and programs, we also noted that some donor organizations tend to use a mix of several or many forms of support. For example, some donors provide both program and institutional grants and support training initiatives.

## The specifics of funding

In many cases, the project is implemented not by the donor itself, but by a different organization or a group of them. For example,

7 The beneficiary of the project is the Ministry of Infrastructure, and the recipient is a particular educational entity

the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, a German development agency, works in Ukraine with the cooperation of the German government.

The larger the project, the more funding it requires, which means that co-financing is common among donors. Joining forces allows to expand expertise in a specific area, and strengthen control over the project's funds and progress. The European Commission, for example, has considerable experience of cooperation — co-financing and direct participation in more than 40 projects in 2022—2024 in Ukraine.

In addition to the basic ones, we have identified some additional characteristics related to the terms of cooperation between donors and grantees. For example, grantees may be selected:

- as a result of negotiations between the donor and the grantee. In such case, a donor may support an organization based on negotiations with the organization and the project it has suggested. A wide range of organizations may be invited to negotiate, and the donor will then choose among them;
- based on the results of a competition. In this case, the donor announces a call for proposals, and organizations interested in participating in it prepare and submit their proposals. The donor then selects the winners.
- These processes could be open and closed, meaning that the results are announced publicly or confidentially. However, documentation and media publications often contain incomplete information on these criteria, so its applicability to most projects is a rather controversial issue.

Some partners, especially in the area of business development, use a co-financing mechanism. That is, the donor covers part of the funding required for the project, while the initiator must provide the rest. In this way, the costs of certain project tasks are delegated to other partner organizations, local authorities, institutional or private donors, or are passed on to the grantee.

Another issue that donor organizations do not usually mention in their calls for proposals is consultation with civil society representatives. On the one hand, this is a method for explaining the terms and conditions and answering questions from participants in grant competitions. For example, within the framework of the Partnership for a Strong Ukraine Fund, implemented by the Chemonics International Inc., there was organized an online meeting with potential applicants[8]. On the other hand, public consultations are an effective way to identify community needs. Within the framework of the project 'Strengthening social cohesion and establishing a social contract in the war-affected Chernihiv oblast'[9] the NGO Dobrochyn Centre held a brainstorming session with civil society activists to develop ideas for the local authorities on how to restore Chernihiv[10]. Read more about how donor organizations coordinate with civil society in the next section.

8 Call for proposals to increase trust between local authorities, institutions, and citizens' GURT, January 2024, gurt.org.ua/news/grants/95112/

9 Strengthening Social Cohesion and Establishing a Social Contract in Chernihiv Oblast' Dignity Space, 2023, surl.li/ugrwv

10 Restoration of Chernihiv: public activists formulate a work plan NGO Dobrochyn, 2024 dobrochyn.org.ua/news/vidnovlennya-chernigova-gromadski-aktyvisty-formuyut-plan-roboty/

# Section 2. Types of Donor Organizations

Donor support since the beginning of the full-scale invasion has been one of the main drivers of recovery and a resource for meeting the country's needs in general.

However, effective donor cooperation with society and the government is only possible if all sides have a clear understanding of the context. For this purpose, we have mapped and compiled a database of donors working in Ukraine in 2022—2024.

The list includes 162 organizations (Appendix 1), but we assume that this is not the final number. In 2022—2024. Ukraine will be supported by donors from at least 26 countries. Most of them are from the United States, the United Kingdom, and Germany, which account for 48% of all organizations under study.

The analysis of donor organizations that support projects in Ukraine allows us to classify them according to several criteria.

## Types of donor organizations

1. According to the country of origin, donor organizations can be divided into **Ukrainian** and **foreign**.

Ukrainian donors include organizations registered and operating in Ukraine. For example, the Eastern Europe Foundation, ISAR Ednannia, ect.

Foreign donors are those established and operating in foreign countries. A more detailed breakdown may include:

- **International non-governmental organizations** that, in addition to their headquarters abroad, have regional offices in several other countries and support grant projects. For example, such organizations include the International Organization for Migration. This type of donors is the most numerous and implements the majority of projects in Ukraine.
- **Foreign NGOs**, whose main difference from international organizations is that they have only a central office through which all communication with recipient organizations is carried out. For example, such organizations are British-Ukrainian Aid, Czech People in Need, etc.
- **International financial institutions** are important donors and finance mostly large infrastructure and business support projects. For example, the EBRD finances projects in the areas of economy and employment, ecology, environment, and energy, NEFCO focuses on the restoration of crucial infrastructure in the oblasts, and KfW Entwicklungsbank finances business development and energy programs. For IFIs, grant support is not the only way to finance projects, as they often also provide loans to countries.

A separate mention should be made of the European Commission's projects, which are mostly focused on the education and science sector, and are funded in the form of program grants. In addition, there is a project in the field of anti-corruption policy - EU Anti-Corruption Initiative in Ukraine (EUACI) and in the field of agricultural support - Institutional and Policy Reform of Smallholder Agriculture in Ukraine (IPRSA).

2. Another approach to classifying donors is to categorize them by economic sector: **governmental, non-governmental, and business organizations**. The following types of organizations are described here:

- **Government entities and state agencies** are funded from the budget and focus on large-scale, long-term projects that usually cover the entire country. Moreover, such donors can be both foreign and national. The first type may include the U.S. Embassy in Ukraine, the Swiss and Italian development and cooperation agencies, etc. An example of a Ukrainian donor of this type is the Ukrainian Cultural Foundation, which was established in 2023 to support the initiatives of Ukrainian youth.
- **Ukrainian CSOs** also have a set of projects to support education, culture, CSO institutional development, and physical reconstruction. Such organizations may include family foundations (Zagoriy Foundation, Victor Pinchuk Foundation), big business foundations (Epicentr for Children), and foundations of universities (KSE Charitable Foundation), etc.;

- **Business and commercial organizations** also support a range of projects in Ukraine, although their share is not very large compared to other organizations. In particular, ViiV Healthcare, a pharmaceutical company working on HIV/AIDS medicines, provides healthcare grants in Ukraine as part of its global Positive Action program, and the Phillips Foundation operates in a similar field, providing humanitarian and technical assistance.

3. Donors can also be classified by their role/function in a particular project, including

- **Donor** — a governmental or state entity, non-governmental or business organization that initiates a project and allocates funding for it.
- **Administrator** — an organization that receives funds from donors. It administers funds, provide grants, cooperate with implementors. Administrators can be special agencies or organizations like USAID or GIZ.
- **Implementer** — an organization that directly implements the project. Depending on the specific project, the implementer can actually be any entity - donor, manager, NGO. For example, IAA may implement the project with the support of ISAR Ednannia and has an implementing role in it.

## Classification of donor projects and programs

To clarify the specifics of donor operations, we also collected data on completed and ongoing projects and programs for the period under study. We managed to identify almost 600 of them. In particular, we identified their thematic focus, funding amounts, year of start, area of implementation, etc.

It is worth emphasizing that each donor or partner organization has its approach to classifying projects and programs. They usually group initiatives in terms of:

- **Thematic area**.
- **Geography** where the project is implemented.

Thus, based on the specifics of their activities and capacity, donors determine where to focus their efforts.

## Donor thematic areas of work

In designing thematic areas, donors and partners are usually guided by statutory and generally accepted values and principles. In addition, the Sustainable Development Goals (SDGs) often serve as a reference point[11]. In practice, several goals are combined within a single project or program, which contributes to a comprehensive solution to related problems. However, this approach makes it difficult to identify the direction of a project. After analyzing almost 700 reports and other supporting documents, we mapped out 14 main areas of focus and outlined the most common tasks within each of them.

### Table 1. Indicative tasks of donor projects and programs by focus area[12]

| Thematic area | Tasks |
|---|---|
| Anti-corruption | • Help the public sector and local governments to comply with the principles of transparency and accountability. |
| Security, humanitarian demining | • Establish of bomb shelters.<br>• Collect and dispose of explosive substances and objects. |
| Humanitarian response | • Including psychological support.<br>• Provide of food, hygiene kits, non-food items and other essentials to the affected population, including IDPs.<br>• Resettle of IDPs and other victims of hostilities.<br>• Supply drinking and process water, promote hygiene.<br>• Monetary multi-purpose aid to the population. |

11 United Nations. 2015. "Sustainable Development Goals" sdgs.un.org/goals

12 The given ranking of the categories has no connection with priority, amount of support or other indicators

| | |
|---|---|
| Democracy and good governance, reforms | • Expert support for reforming state institutions in line with European standards.<br>• Support for European integration processes.<br>• Community development, local governance.<br>• Decentralization.<br>• Digitalization, development of e-services. |
| Ecology, environment and energy | • Promote the development of alternative energy sources.<br>• Modernize Ukraine's energy system in line with EU environmental standards.<br>• Educational initiatives on responsible environmental management.<br>• Legislative regulation of the "green" course of the reconstruction process. |
| Economy and employment | • Direct investment in various sectors of the economy: industry, construction, trade, agriculture and financial services, etc.<br>• Support for small and medium-sized businesses, in particular, in their relocation, restoration, development (excluding veteran businesses). |
| Culture and youth policies | • Support for individual artists, CSOs and cultural and artistic institutions.<br>• Involve youth in socio-cultural, public, political, economic life and decision-making. |
| Education, science | • Material and technical support to educational institutions and CSOs to organize the educational process.<br>• Professional development of scientific and pedagogical staff.<br>• Improve and implement educational programs and products.<br>• Promote reforms in the scientific and educational sectors. |
| Healthcare | • Provide medical and social services directly to the community.<br>• Educate and train medical staff.<br>• Finance and provide medical equipment and supply for the coherent operation of medical institutions and CSOs in the field.<br>• Provide advice on medical-related legislation. |
| Support veterans | • Physical and psychological rehabilitation.<br>• Training and retraining.<br>• Institutional support to veteran CSOs.<br>• Support for veteran businesses. |
| Human rights, gender equality | • Ensure inclusion and access to social services for all groups of the population.<br>• Protect human rights.<br>• Ensure equal rights for women and men in all spheres of life. |

| | |
|---|---|
| CSO and media development | • Provide CSOs and media with the necessary material and technical resources.<br>• Improve legislation on CSOs and media.<br>• Conduct educational events for representatives of CSOs, media and state actors on the legal regulation of their relations. |
| Judicial system | • Identify and document war crimes.<br>• Access to justice, including newly liberated areas.<br>• Professional development of legal experts. |
| Physical reconstruction, infrastructure | • Reconstruct of infrastructure facilities.<br>• Introduce energy-saving technologies in the repair and reconstruction of damaged property. |

*Source: compiled by the IAA based on the analysis of CSO websites, the ITA register, information on project implementation, etc.*

In addition, each area includes work on legislation by sector to ensure its in coherent functioning and compliance with European standards. These tasks are closely related and interdependent with the forms of support that we described in this section below.

In 2022—2024, donors most frequently addressed the topic of humanitarian response — 17.2% of the analyzed projects. At the same time, 9.4% were devoted to reconstruction and infrastructure, and another 31.6% were divided between the areas of 'democracy and good governance, reforms', 'ecology, environment and energy' and 'healthcare'.

Anti-corruption projects e.g., the EU Anti-Corruption Initiative in Ukraine (EUACI)[13], the Swiss-funded E-Governance for Accountability and Participation (EGAP) program[14] and projects aimed at supporting veterans account for a small share - approximately 1% each. However, it is worth noting that these types of activities are often included in other projects as an additional component.

13 EU Anti-Corruption Initiative in Ukraine (EUACI), euaci.eu/ua/

14 Programme 'E-Governance for Government Accountability and Community Participation' (EGAP), egap.in.ua/about

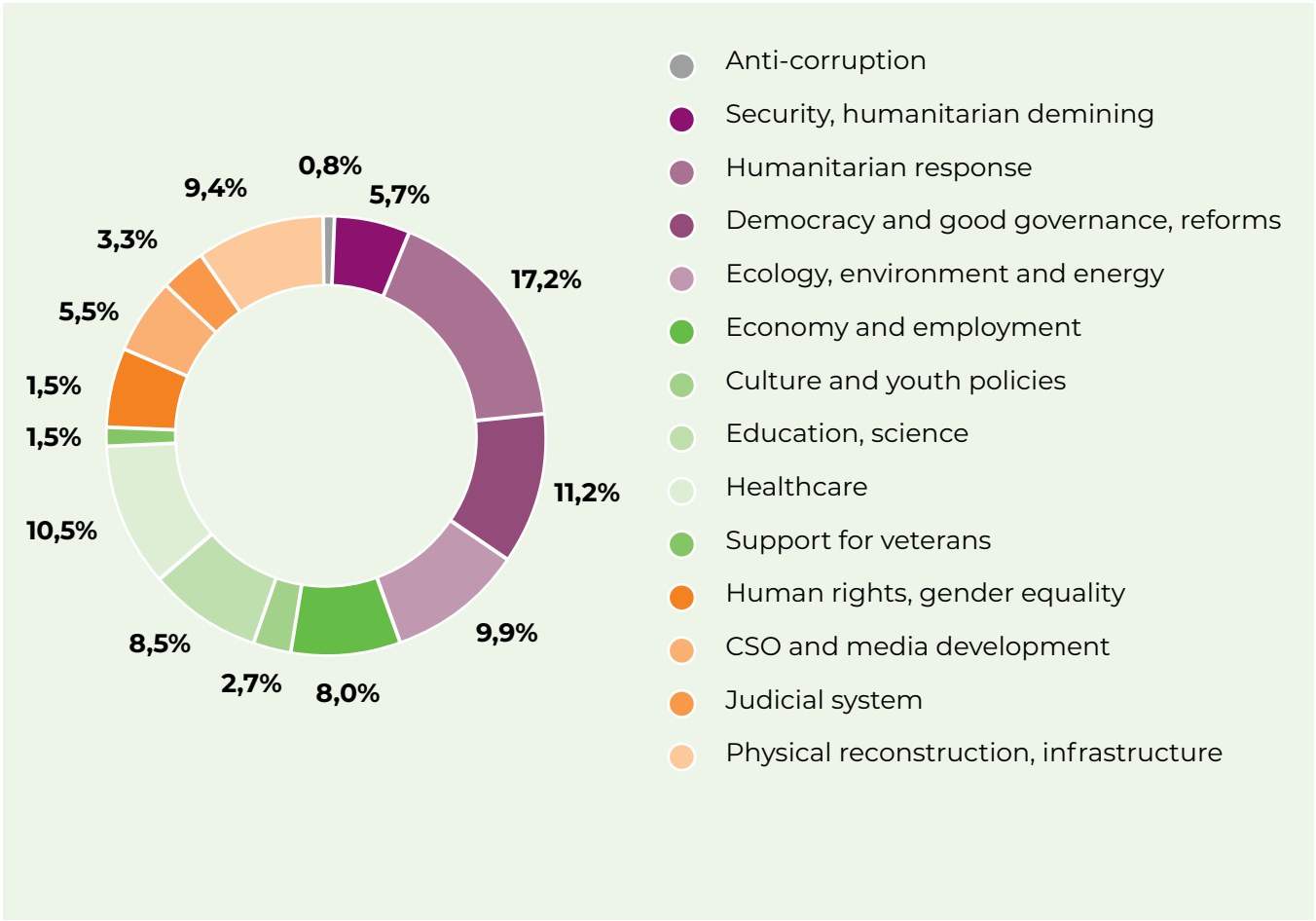


**Fig. 1. Breakdown of existing projects in 2022—2024 by focus areas, (%)**

*Source: compiled by the IAA based on the analysis of CSO websites, the ITA register, information on project implementation, etc.*

## Geography of project implementation

A common characteristic of donor segmentation is the territorial coverage of their projects — the whole country or a particular oblast or community.

In 2022—2024, the number of all-Ukrainian projects exceeded the number of local ones by 1.5 times. The key role in choosing a location is played by closeness to the frontline, effect, target audience, available resources, and a range of other factors.

All-Ukrainian projects include both national and local projects implemented in all oblasts (except for the temporarily occupied territories). For example, the LEGO Foundation funds Create with Anything, which is open to teachers, parents, and preschool children from all over Ukraine[15]. Local projects, on the other hand, are concentrated in certain territories and communities. The largest number of such projects, nearly 128, was noted in the Kyiv oblast, which suffered from the first weeks of the full-scale invasion in 2022. In this oblast, for example, the Nordic Environment Finance Corporation (NEFCO) is implementing the 'Restoration of Critical Infrastructure, Ukraine' program with funding from the European Union. Its objective is to repair and upgrade heating, water supply, and wastewater treatment systems. An agreement with NEFCO has been signed by 12 cities and villages in the Kyiv oblast. According

15 Create with Anything", The LEGO Foundation, June 2024, createwithanything.legofoundation.com/uk/vstup/

to Yulia Shevchuk, NEFCO's Chief Investment Advisor[16], utilities have already been laid in four of them as of the end of November 2023. It is known that the program is expected to end by 30 July 2024.

In addition, Dnipro and Kharkiv oblasts stand out among other oblasts in terms of project coverage (60 and 58 projects, respectively), probably due to the increased threat of damage to the population and infrastructure. In the Lviv oblast, 58 projects are known, which indicates that donors pay close attention to this relatively safe area where IDPs are accepted and injured people are treated.

## Project start year

Ukraine's cooperation with some donor and partner organizations dates back to the 1990s. These include, for example: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the United Nations Development Program (UNDP), the United States Agency for International Development (USAID), etc.

In 2022, the number of projects launched increased almost by four times (175 projects in 2022 vs. 45 in 2021). The positive trend towards an increase in the number of new projects continued in 2023.

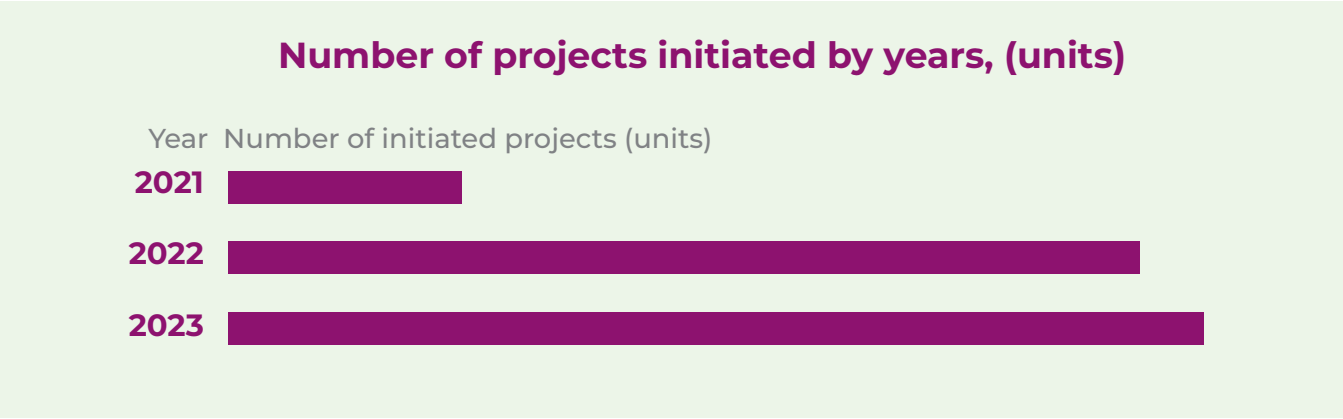


**Fig. 2. Number of projects initiated by years, (units)**

*Source: compiled by IAA based on data collected during the study*

The largest number of projects launched in 2022 were related to humanitarian response — 33% of all projects. Another 34% of the total number of projects are in the areas of security and humanitarian demining; democracy and good governance, reforms; healthcare, education and science. Support for veterans counts for only 3% of the total number of projects launched in 2022. The smallest number of projects were related to the anti-corruption sector.

16 Oksana Hryshyna, 'NEFCO is implementing the Green Recovery Programme for Ukraine, our projects comply with ESG principles - Yulia Shevchuk, NEFCO Chief Investment Advisor', Interfax Ukraine, November 2023, interfax.com.ua/news/interview/951256.html

## Breakdown of initiated projects in 2022-2023 by focus areas, (units)

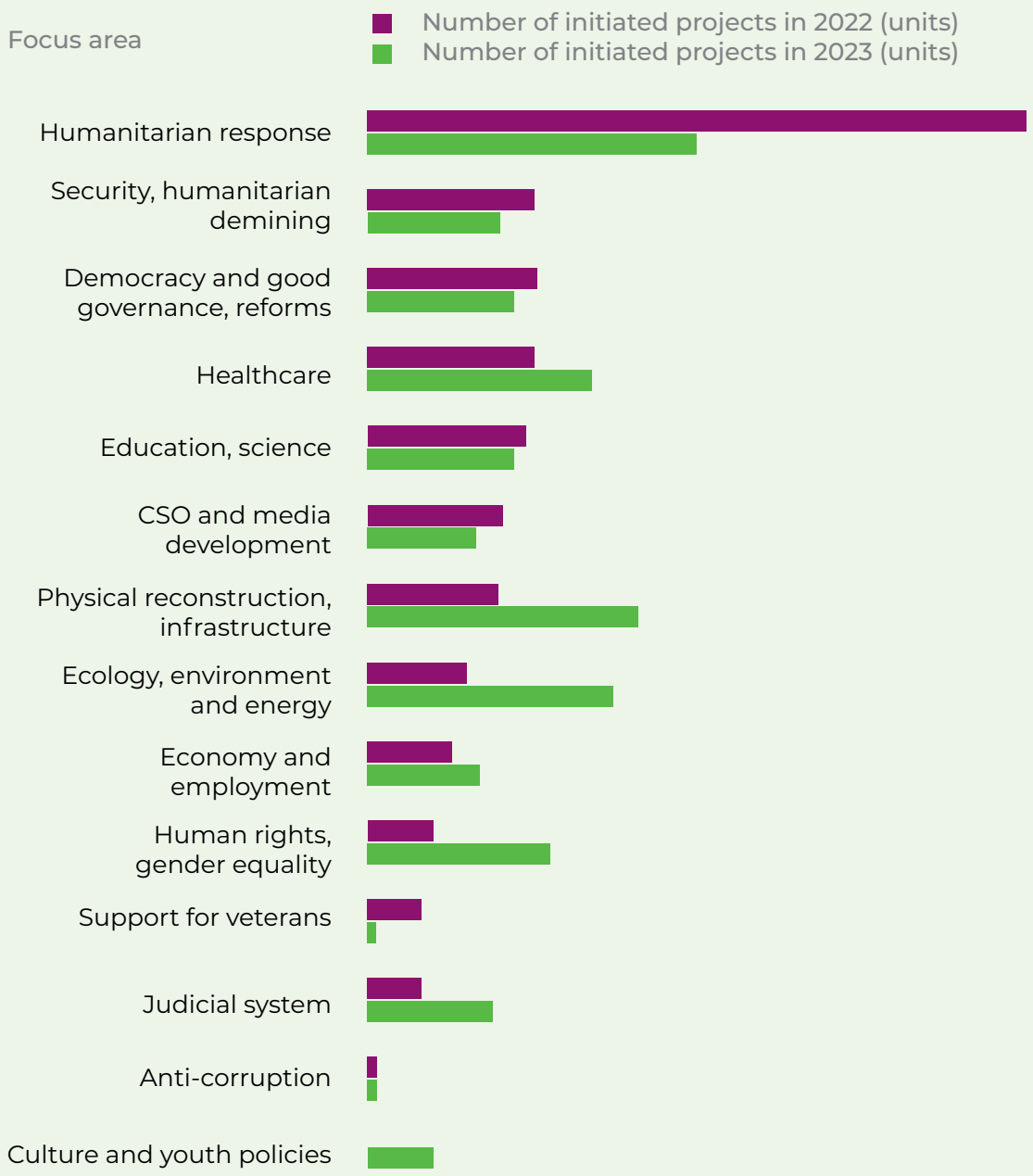


**Fig. 3. Breakdown of initiated projects in 2022—2023 by focus areas, (units)**

*Source: compiled by IAA on based on data collected during the study*

In 2023, projects related to humanitarian response also ranked first. At the same time, the number of projects on physical infrastructure reconstruction has doubled. In

2023, there were also projects launched in the field of culture and youth policy. Support for projects aimed at veterans and anti-corruption projects remained low.

# Section 3. Priorities of Donor Support

Within the study, a series of in-depth interviews were conducted with 10 representatives of donor and international organizations and programs operating in Ukraine, namely:

- The United States Agency for International Development (USAID) Mission in Ukraine;
- Initiative Center to Support Social Action 'Ednannia';
- International Renaissance Foundation;
- Delegation of the European Union to Ukraine;
- Friedrich Naumann Foundation for Freedom in Ukraine;
- United Nations Development Program in Ukraine;
- MATRA Program of the Embassy of the Netherlands in Ukraine;
- Eurasia Foundation;
- PACT Ukraine;
- UNICEF Ukraine.

## Identification of areas and projects for grant support

It is worth noting that each donor has its unique mission. For example, for one donor, it may be the development of civil society, while for another it may be youth policy. By this mission, the donor has a defined large sector of work, where the strategy focuses on certain topics in more depth.

Donor representatives informed us that they use different approaches to setting priorities, which we have summarized in six different groups:

### Table 3. Main approaches to setting key support priorities

| | |
|---|---|
| "Traditional" sectors | In most cases, donors already have selected sectors that are relevant to the mission. The priorities may change over time and the current context. |
| Current conditions in Ukraine | Organizations strive to be in the context of the current situation in the country and focus on the actual needs. This includes communication with the authorities and understanding the priorities of the government. At the moment, Ukraine's top priority is defense, but donors are not able to finance the purchase of weapons or other items for military needs, while trying to address other issues: humanitarian, public administration, digitalization, etc. |
| Sector research | Use of analytics, available open data and other sources of information that provide an overview of the current situation in the civil society sector. |
| Priorities of the original donor | This is more relevant to fund-managing organizations in terms of focusing on the priorities of key donors. The flexibility of fund administrators depends on who is funding them. The larger the donor, the higher the requirements, terms of cooperation and financing. |
| In-house expertise | Each donor has its own experience and expertise in a particular area. Therefore, priority setting is also based on where the donor has expertise that will help achieve better results. |

| | |
|---|---|
| Communication with CSOs | In the interviews, donors indicated that they take into account the opinions and needs of CSOs when planning their work, specifically in the local context. |

*Source: compiled by the IAA based on in-depth interviews with donor representatives.*

Areas of work and projects are identified by the strategies of each donor, which are mostly public, such as the International Renaissance Foundation's Strategy for 2024. Donor organizations operate within their mandate and, following it, develop comprehensive strategies that define goals and a plan for their implementation.

One of the key themes that unite donors is support for Ukraine's integration to the EU. Although not all donors are able to provide direct assistance, given their declared apolitical nature, the reforms that are being undertaken for integration correlate with their sectoral priorities. One interviewee noted that, according to their internal analysis, Ukraine's reforms in the European integration vector coincide with the UN priorities by around 70–80%.

## Strategy development

In terms of strategy development, medium- and long-term planning for three — five years prevails. The format and duration of the strategy varies from donor to donor. For example, one representative of a UN agency indicated that their strategy is a five-year strategy, anchored in a framework agreement with the government, and it is reviewed and adjusted annually when planning for the next period. Some donors have supervisory boards that are involved in the development of the strategy and setting of priorities. The priorities are reviewed at least once a year, unless there are force majeure circumstances. In crises, the review may occur more frequently.

## Donor responsiveness to meet urgent needs

Donors seek to be in the context and understand the situation in the country to respond quickly to certain challenges. As some donors mentioned, at the beginning of the full-scale invasion, they provided funds immediately with almost no conditions, relying on the honesty and reputation of grantees. For example, during the interview, one of the interviewees mentioned that on the evening of 24 February 2022, his organization opened a grant call for humanitarian response for CSOs. At the same time, some donors stressed that such a complete reorientation is not possible for them. Instead, they applied simplified application procedures and shorter deadlines for selecting winners.

Regular meetings are held to keep in touch, both between donors and with CSOs. Communication with local organizations is valuable for donors to get information about the situation on the ground.

The donor community is aware of the need to support the non-governmental sector in general and offers grants for CSOs' organizational development. For example, organizations can receive funds to hold a strategic session, develop a website, or participate in international events.

## Grant calls for proposals

***Grant competitions***

The terms of project implementation directly depend on two components:

Policy of the organization holding the grant competition.

Requirements of the original donor.

One of the interviewees who manages donor funds indicated that their organization has an electronic system for submitting grant applications and communicating with CSOs regarding grants. Co-financing by two donors was rarely observed, except in situations where co-financing is a direct requirement for grantees.

Although the donor community is united, and representatives join each other's activities, holding joint grant competitions on co-

financing terms is problematic in most cases. The main reason for this is the differences in donor policies on funding, competitions, application forms, etc.

## Areas of donor support

The areas of support for CSOs include the following:

| Type of support | Description |
|---|---|
| Project funding | The donor, following their priorities, announces a grant competition for projects with certain requirements. CSOs that can offer an idea can apply and receive funding to implement the project. |
| Organizational/ basic support | Some donors provide funding for the 'internal' processes of an organization. As mentioned above, this includes creating a website, organizational development training, holding a strategy session, and more general support, such as paying for office rent, purchasing equipment, etc. |
| Training | Often, the donor will hold training events (lectures, workshops, etc.) in advance on the topic regarding future grant competition announcement. The knowledge gained allows the applicants to fill out the application more efficiently and is also generally applicable in further cooperation with the donor. |
| Advocating for initiatives | Supporting campaigns to advance legislative, regulatory or other changes. |

## Ways and practices of coordinating grant support

Grant support can be provided in several stages. For example, the organization that launches the project and allocates funding may directly award grants to implementers, or there may be other organizations in between that have used the subgranting tool in their projects. In this way, the administration and coordination of projects become more decentralized, but in many cases, the process is regulated by the policies and rules of the organization that launched the project. Therefore, there are three ways in which donors and implementers coordinate in the process of providing grant support:

- The donor holds a grant competition without involving third-party organizations, and the selected CSOs work directly with the donor.
- The donor involves a managing organization that administers the project. The manager is not allowed to make adjustments to the priorities of the call for proposals, but takes on the role of the call for proposals manager.
- The donor selects, through negotiation or competition, one or more implementers of the project, which may announce calls for subgrants to other organizations within their own projects. Sometimes in these cases, the organizations that announce subgrants may do so under their policies and procedures and may set priorities for these calls for proposals.

## Coordination with CSOs

Donors have noted the importance of communication with CSOs, so they devote various activities to this:

- Establish supervisory boards for projects that involve CSOs.
- Hold group or individual consultations with CSOs.

- Networking activities - for example, participation in civil society forums.
- The most intensive communication between the donor and CSOs takes place during the implementation of projects when CSOs provide up-to-date information on the project's progress and the situation in the sector as a whole.

## Coordination with the government and local authorities

For donors, their strategic goals should coincide with and complement the government's priorities. However, some of them note that the government does not consult them on this issue. When the priorities of both sides cross cut, donors help with funding and their own expertise.

The Department for Coordination of International Technical Assistance of the Secretariat of the Cabinet of Ministers of Ukraine acts on behalf of the Government for ITA projects. Coordination can also take place in the form of collaboration at partnership forums, where urgent issues of attracting assistance, funding priorities, etc. are discussed.

The ministry—donor relationship is partly represented by a donor coordination platform or partnership coordination offices. Such groups typically operate to facilitate communication and sharing of information, tracking needs, and funds to avoid underfunding or double funding.

Donors can rarely finance the activities of the authorities, so such assistance is provided through intermediaries — companies that carry out work under the project or CSOs. Assistance is also provided by hiring experts and purchasing equipment or goods and services for the authorities, which are then transferred to the beneficiaries as part of ITA.

During their work, donors keep in touch with the government and synchronize their efforts. Since donor programs usually last for several years, the priorities set in the first year can be modified. Regular consultations are held during the implementation of the programs to keep them up to date.

Many of the responders said that their communication with local authorities is limited. They have projects on the ground, but such communication takes place directly between CSOs and local authorities. One of the donor fund managers indicated that they are working on building communication with local authorities and have developed a system of cooperation that allows them to fund local government projects directly, for example without involving intermediaries.

One of the main problems of local authorities in the oblasts (rayon centers, villages) is the lack of awareness of how the non-governmental sector works and the benefits it can bring to the community. While the non-governmental sector is strong and visible at the level of oblast centers and large cities, there are gaps in smaller or rural areas. Donors realize this and try to reach out more to small towns and communities, for example, by engaging CSO and charity funds representatives to advise local authorities on writing and submitting project applications or supporting youth social programs.

## Coordination with other donors

Donors working in the same sector are interested in developing it holistically, and their activities are not duplicated with other donors. For this purpose, they communicate and coordinate activities in advance.

In most cases, such communication takes place at donor meetings, approximately once every two — three months. They are mostly attended by the top management of organizations. This is where experience is shared and areas of work and joint activities are planned.

In addition, donors also monitor the activities of other important stakeholders. If the support

of different donors overlaps thematically, the donors meet to agree on this and may organize joint calls for proposals. Holding joint calls for proposals with other donors helps to achieve common program objectives, although this practice is not widespread. They also conduct stakeholder mapping, research, surveys, and share experiences.

If an applicant provides information about working experience with other partners or organizations as part of the application process for a particular project, donors often contact such organizations to verify the information.

Also, some respondents noted that they know other donors at the operational level and contact each other for advice or to find a specialized CSO or contractor when needed.

## What needs to be improved in coordination?

Donors shared the following views on improving coordination:

1. One donor representative noted the lack of communication at the lower level, i.e., among the staff involved in project implementation.

2. There have been cases where some donors have a stronger influence on setting the overall agenda. Consequently, this limits the opportunities for ither donors to contribute to these issues.

3. Coordination platforms should move into the realm of discussing and developing common ideas, creating a common vision and setting priorities.

4. There may be a competitive spirit in the donor community — a desire to offer their own mechanism, methodology or format of support. For example, when some donors want to have new and unique format, despite the fact that there is already another one that is proven and effective. Accordingly, double expenditure of funds for the same result occurs. Some respondents emphasize the need to change this mindset in the donor community and to borrow more from others' experience and work products.

5. As for coordination with the government, donors realize that a country at war is focused on urgent issues, so they also help to develop policy documents and political decisions. Given this, it is not always possible to ensure the full involvement of the public sector in consultations. One example of how this problem was addressed is the process of developing the Ukraine Facility Plan.

6. According to the responders, donors should set the agenda for their activities inside Ukraine, not outside it.

To summarize, coordination between donors and other stakeholders is at a sufficient level, but there is also some competition and unevenness in the degree of donor influence, in particular on agenda setting.

# Section 4. Cooperation between CSOs and Donor Organizations

The last component of the study was a survey of CSOs to understand how organizations assess the optimality of donor support and the relevance of the offered opportunities, etc. For this purpose, we used the method of online survey among Ukrainian CSOs. The sampling approach and limitations are described in detail in the research methodology. Also, a copy of the questionnaire used for data collection is available in that document. The survey was conducted between 9 April and 10 May 2024. As a result, we collected and analyzed data from 245 CSOs.

The surveyed CSOs defined their main focus area as some CSOs selected several main focus areas:

- social protection of vulnerable groups (IDPs, people with disabilities) and veterans — 29%;
- education — 13%;
- decentralisation and local self-government — 11%;
- volunteering — 8%;
- healthcare and mental health — 6%;
- environment and green recovery — 4%;
- economy — 4%;
- anti-corruption — 3%;
- architecture and urban planning — 1%.

## Personal version of the focus area:

- culture (cultural diplomacy) — 5%;
- law-related activities — 2%;
- support for community development — 2%;
- media — 2%; and
- gender equality — 2%;
- protection of children's rights — 2%;
- support for children and youth — 2%;
- other — 13%.

## Assessment of donor support

In this section of the survey, we asked CSOs' representatives to evaluate the donor support based on several criteria, in particular, whether it meets the demand of society, whether the respondents are satisfied with the focus, form, and amount of assistance, and whether the proposals from donors are relevant to the needs of the organization.

Less than half of CSOs (40%) believe that the current grant support from donors meets the needs of the society. Among them, 11% answered 'satisfies' and 29% said that mostly satisfies. Insufficient level of satisfaction of needs was noted by 18% of respondents, in particular, 5% of respondents answered 'does not satisfy' and 13% — 'mostly does not satisfy'.

At the same time, nationwide organizations are more likely to think that grant support is sufficient to meet the needs of the society than local ones (47% vs 35%). On the other hand, local CSOs consider the situation less positive — according to almost a quarter of respondents, the available amount of grants is not enough.

About 42% of the respondents have not decided on their assessment, which is the largest share. This may indicate that CSOs are currently unable to fully assess the needs of society in the context of war.

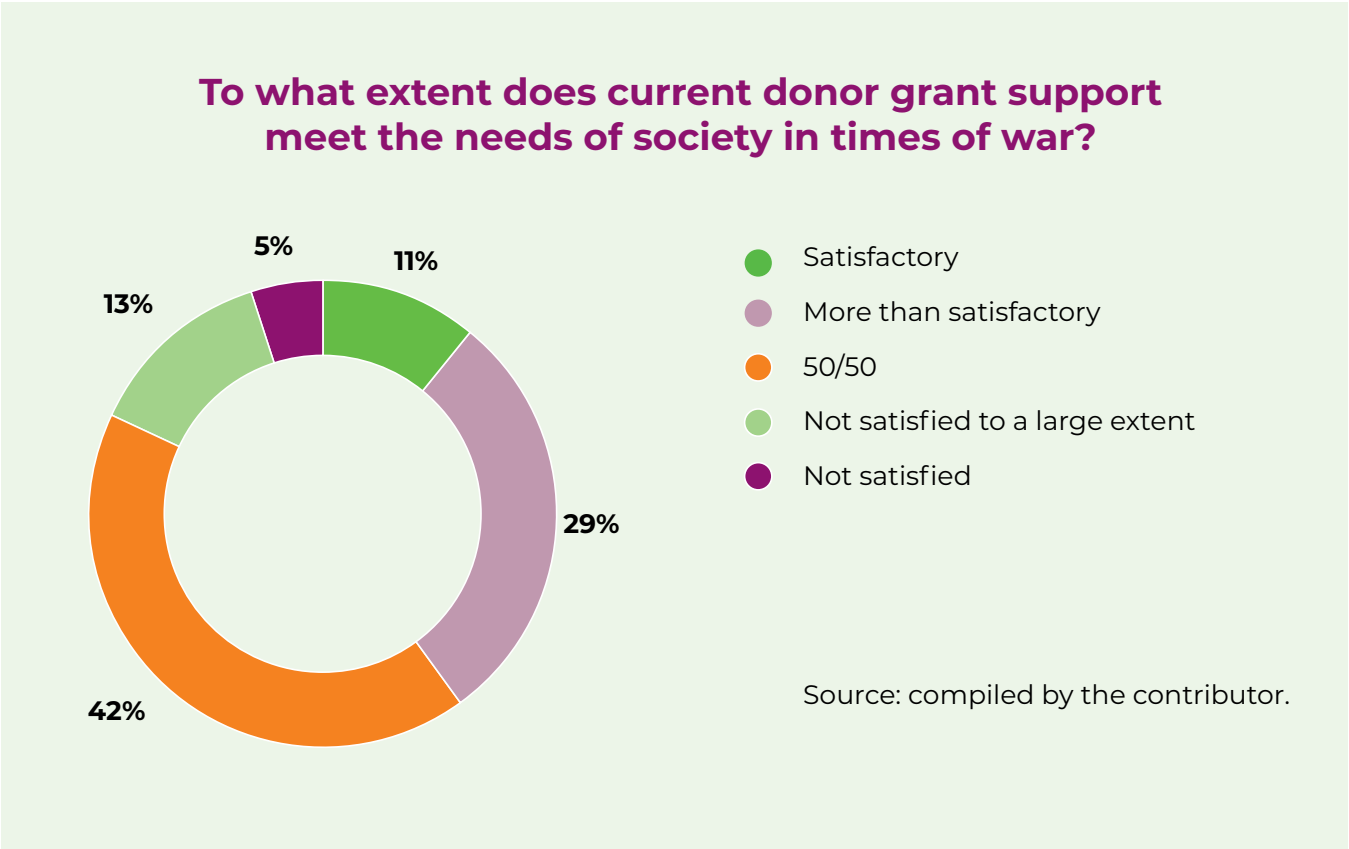


**Fig. 4. Assessment of current donor support in terms of meeting the needs of society, (%)**

*Source: compiled by IAA on based on data collected during the study*

The topic of grant support meets the needs of more than a third of respondents: 7% responded that it fully meets their needs, and 29% — mostly meets their needs. 23% of respondents said that the topics of support did not meet their needs, while 41% of respondents were undecided (36% of them were nationwide and 45% local). The nationwide respondents also gave more positive answers in this regard — 41%, while the local respondents' figure is 33%. The relatively low percentage of satisfied CSOs may be linked to the lack of donor coordination in their areas of activity. This should encourage donors to expand the areas of support taking into account current requests.

The format of grant support (i.e., the one offered by donors within projects — grants, training, professional development, purchase of equipment, etc.) is acceptable for 44% of respondents: 9% of CSOs are completely satisfied, 35% are mostly satisfied, on the other hand, 18% of respondents are not satisfied with the format of support, 38% of respondents have not decided on their assessment. For local representatives, the support format is more acceptable — 50%, for nationwide CSOs — 36%. The percentage of respondents who are undecided on this issue is lower for local CSOs (32% vs 46%).

The amount of grant support from donors meets the needs of 37% of surveyed CSOs: for 8% of respondents the amount of support is completely sufficient, and 29% of respondents said that it is mostly sufficient. The answer '50/50' was given by 36% of respondents, but national organizations showed more uncertainty — 46%, compared to 30% of local ones. National CSOs feel a bigger deficit in the amount of support, 32% of them are satisfied with it compared to 41% of local CSOs.

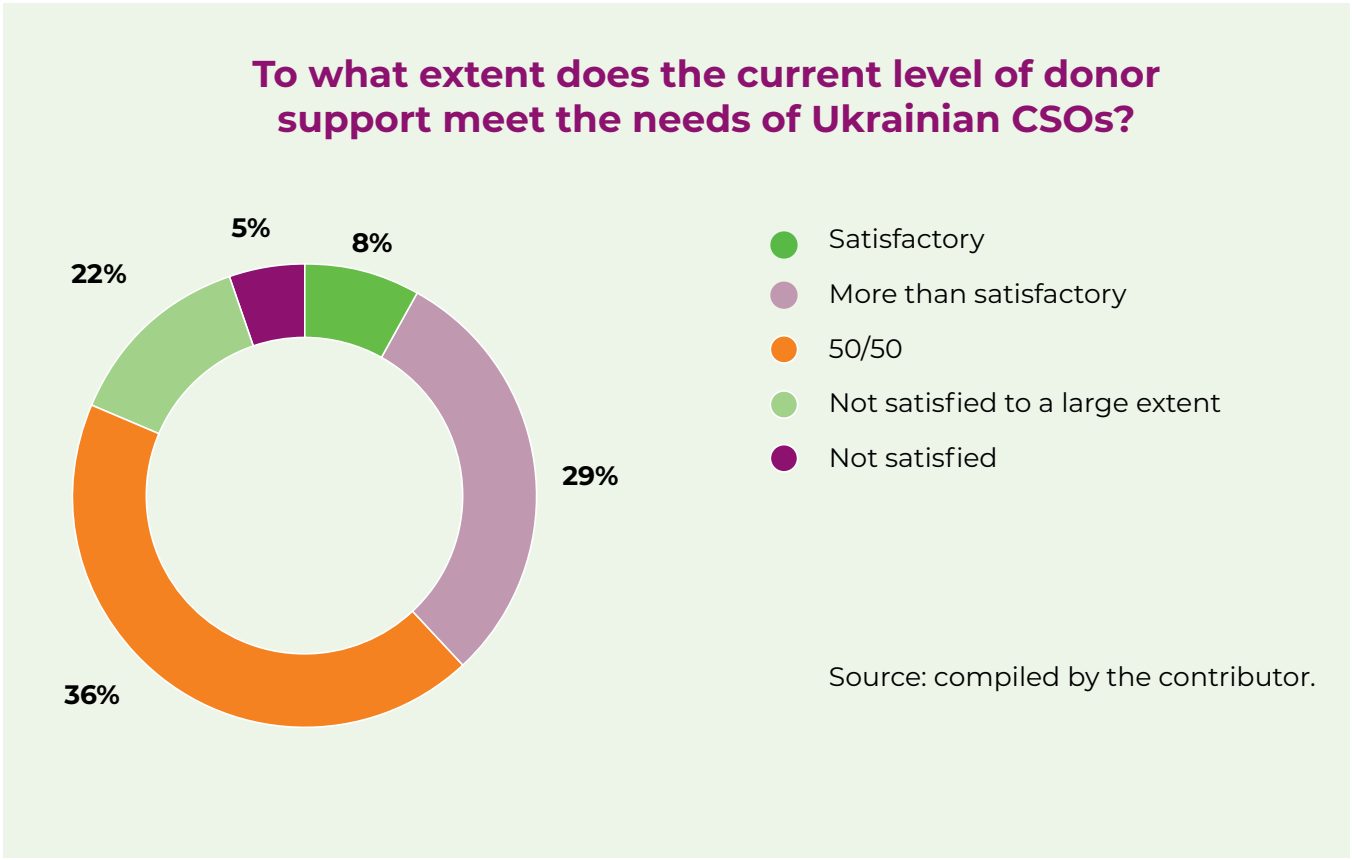


**Fig. 5. Assessment of the current grant support from donors in terms of satisfaction of CSOs' requests, (%)**

*Source: compiled by IAA based on a survey of CSOs*

Current grant proposals for support are considered relevant by 41% of surveyed CSO representatives: 6% — completely, and 35% — mostly. The current support offers are considered completely irrelevant by 3% and mostly irrelevant by 24%. The '50/50' option was chosen by 32% of respondents. Local CSOs consider current donor proposals more relevant — 46% compared to 36% of nationwide CSOs. The overall percentage of unsatisfied with this question coincides with the previous one, which may indicate the correlation between the amount of grant support and relevance to the activities of CSOs. Donor representatives should update their offers of support to CSOs for effective cooperation.

The amount of donor support was considered optimal by 9% of respondents, 38% said it was satisfactory, and 54% of respondents said the amount of support was insufficient. Nobody believes that the amount of support exceeds the need. Local CSOs consider the amount of support to be more optimal — 11% compared to 6% of national CSOs. It is obvious that the majority of CSOs feel the deficit of donor support in their sphere of activity, therefore, it would be reasonable to review it by different indicators: scope, area, etc.

## Assessment of CSOs' interaction with donors

In this part of the survey, we asked CSO representatives to share their cooperation experience with grant-providers. In particular, they were asked to describe popular methods of communication, assess the amount of available information about the donor's activities, highlight problematic aspects in local cooperation and in donor support of the sphere in which the organization works in general. CSOs also had the

opportunity to make suggestions to the donors that, in their opinion, would make cooperation more effective.

62% of surveyed CSOs have consulted donors on their priority area of work, almost half of them indicated that their proposals were taken into account, and 18% said that their proposals were not taken into account. At the same time, local organizations are more often indicating in their responses that they were consulted as compared to nationwide organizations (64% and 59%). This may indicate that donors are less aware of the situation on the ground, so a higher number of consultations with CSOs is expected.

Among the consultation formats, the most commonly used was a personal meeting with a donor's representative (46%), followed by a video conference (42% of respondents). Written consultations via email were used by 27% of organizations, while communication via messengers was used by only ⅙ of the respondents.

A tenth part of CSOs participated in donor strategy meetings, national organizations — 13% of responses, local organizations — 8%.

In general, face-to-face methods of communication with the donor prevail, as they speed up the sharing of information and are more convenient for both parties.

Almost all surveyed CSOs confirmed that information on donor activities is fully available (50.6% of respondents) or partially available (47.6%), only 1.8% of CSOs said that such information is not publicly available. This result shows that donors tend to transparently and sufficiently highlight their activities by focus areas in public.

Most of the CSOs noted that the amount of information published by donors about grant support allows them to plan their activities. 63% of respondents agreed with this statement. For 18% of respondents such data is completely sufficient. Another 45% of CSOs said that additional consultations with the donor are necessary for planning.

11% of CSOs agreed with the statement that the available amount of information about grant support offers does not allow them to make effective decisions. The share of local organizations that think that the amount of information is not sufficient is 8%, and the share of nationwide organizations is 15%.

The study tried to identify the best method for donors to inform about activities. Most of the CSOs, 78%, chose email newsletters as the most relevant format for receiving information about the donor's work. This share is 82% among local organizations and 73% among nationwide ones.

Publications on the donor's official website were preferred by 75% of surveyed representatives of organizations.

Social media is another popular way to communicate information about the donor's activities, and 65% of surveyed CSOs consider this format to be relevant. It is quite effective, as social networks allow reaching a wide range of stakeholders.

Public presentations and webinars are also preferred formats by CSOs — 59% and 47% noted that respectively. There is a noticeable difference between local and nationwide CSOs: 59% of local and 44% of nationwide organizations choose the format of public presentations, and 40% and 47% choose webinars.

One-third of the respondents mentioned forums (31%) where the donor's activities are presented. Perhaps, this format is less popular today because it requires additional resources from donors to organize the event, as well as from CSOs and forum participants. Events similar to this format, but held online, are becoming increasingly popular.

Also, a little less than a third of respondents choose regular donor reports as the most relevant format for receiving information — 28% of respondents choose this. This is not a very popular method because the reports contain large amounts of detailed information.

Video presentations are considered to be a relevant format by 19% of CSOs, but local CSOs chose this option more often — 23% compared to 14% of nationwide organizations. The podcast format was considered relevant by only 8% of respondents.

When searching for grant opportunities, the largest number of respondents use specialized aggregators or platforms to obtain

information about competitions and grants — 74% of respondents. Naturally, the platform that contains almost all proposals from donors is the first to attract the attention of grant recipients.

## Fig. 6. Sources of information on grant funding, (%)

*Source: compiled by the IAA based on the survey of CSOs*

The percentage of respondents who named social media as a source of information about grants was 64% — 70% among nationwide CSOs and 60% among local ones.

61% of CSOs receive information about opportunities from donors through email newsletters. The share differs among national CSOs — 51% of responses and local CSOs — 68%.

The share of CSOs that receive information about open calls from their colleagues or partners from other organizations is 52% and from partner donors — 45%. This figure is slightly higher for nationwide CSOs (50%) than for local CSOs (42%). To increase the percentage of organizations that receive information through colleagues from other CSOs, it is

reasonable to support coalitions or other forms of partnership between CSOs. This will have other benefits, for example, more efficient distribution of grant proposals according to the areas of expertise of a particular organization.

As already mentioned, live communication between donors and recipients is effective. CSOs also receive information about new grant competitions during conferences, seminars, or webinars, which donors usually attended — 42% of organizations.

Specialized databases are used by 25% of surveyed CSOs to search for information on available calls for proposals. The websites of governmental or local self-government bodies are used by only a one-tenth of the respondents. This may indicate that organizations rarely search for information about grants from local authorities, or the government or consider these websites to be uninformative sources.

The last option in terms of popularity for searching for information about grant proposals is volunteers, donors, or followers on social media — only 6% of responses. This source is derivative from the main ones, where information about competitions is shared directly by representatives of donors.

Regarding the proposals that CSOs were able to express in the survey, the biggest number of responses was in the aspect of communication between the donor and CSO. The organizations would like to receive a response about the reason for the refusal of grant support to correct their mistakes when submitting the next applications. This problem was reported by 20% of respondents.

The second most common suggestion was for a more flexible donor position in project management, as well as simplified submission of applications and reporting. This option was chosen by 18% of respondents. There is a difference in the responses of local (13%) and national (24%) CSOs.

The respondents also proposed expanding and updating the areas of assistance, which was mentioned by 13% of organizations. In the context of war and uncertainty, new challenges arise, in particular for Ukrainian CSOs. Naturally, organizations facing them seek to find solutions. However, the existing areas of donor support may not fully meet this need.

The percentage of respondents who want donors to increase support for local projects and CSOs is 12%. Accordingly, 14% of local and 9% of nationwide organizations support this idea. Therefore, we can assume that most organizations consider donor support for local activities optimal.

8% of respondents would like to improve the efficiency of actions and decision-making from the donor. In this indicator, there is a big difference between local (12%) and national CSOs (2%). This suggestion from CSOs is aimed at improving the planning of their activities.

7% of CSOs mentioned an increase in the amount of funding and the number of grant proposals, as well as improved verification of assistance recipients. Most organizations mentioned that these are local ones. As for the increase in funding and number of proposals, 10% of local CSOs answered positively compared to 3% of nationwide CSOs. In terms of improving the verification of grant recipients, the figures are 9% and 5% respectively. The insufficient amount of assistance, in particular funding, has already been mentioned above, and the proposal to more thoroughly check recipients is a request for fair distribution of assistance.

6% of CSOs each propose improving institutional support and reviewing budget lines, in particular, salaries of employees and increasing administrative expenses.

The same number of organizations suggest increasing support for long-term projects. In their opinion, in addition to improving the planning of their activities, this will increase the organizations' internal efficiency.

Helping and supporting young CSOs is recommended by 5% of respondents. In contrast to this statement, 3% advocate prioritizing cooperation with trusted organizations that already have a reputation.

The rest of the responses regarding changes in donor activities can be found in the figure below.

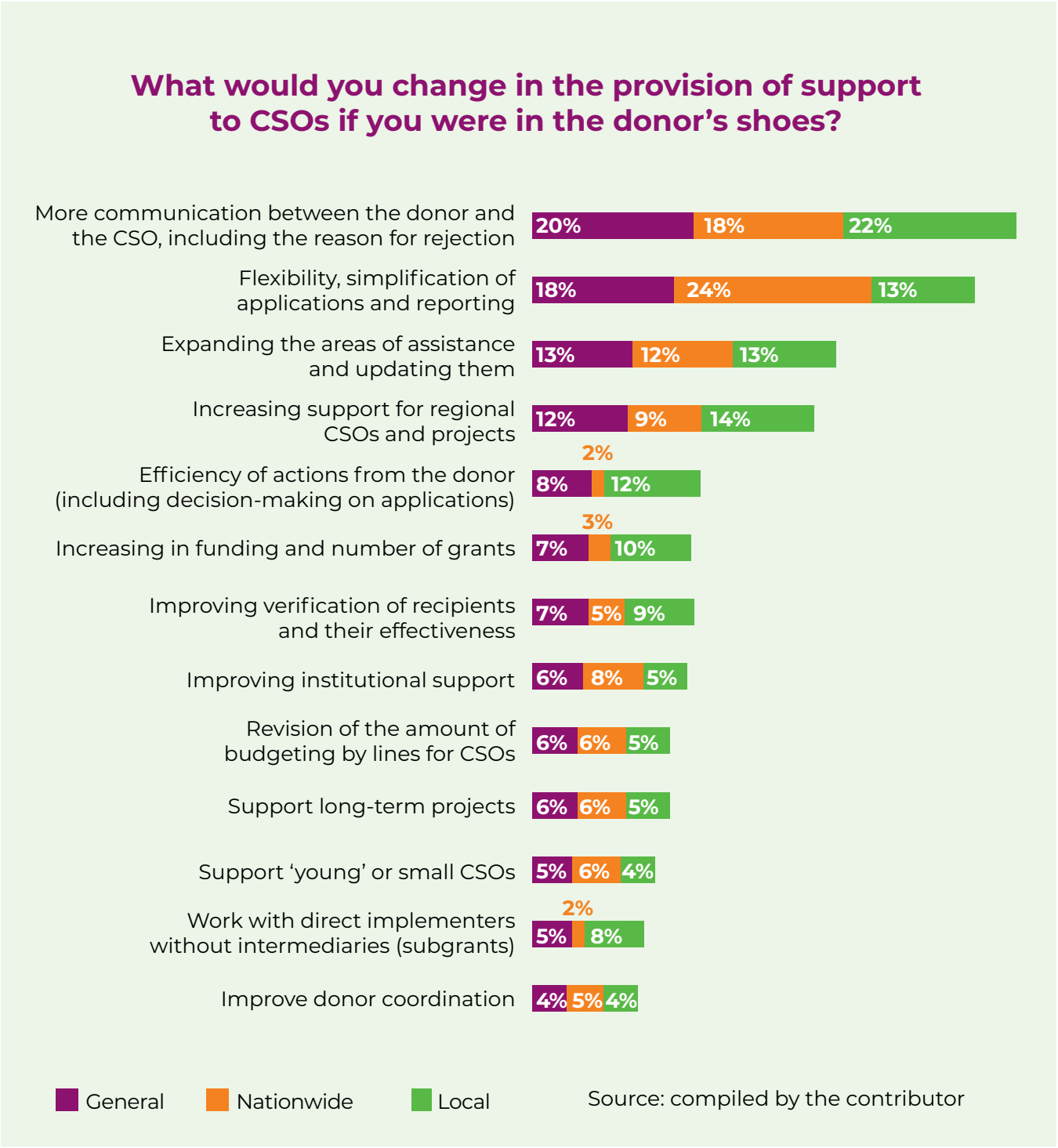


**Fig. 7. Areas of improvement of donor support to CSOs, (%)**

*Source: compiled by IAA based on a survey of CSOs.*

To sum up, less than half of CSOs believe that grant support meets the needs of society, and most of them noted that the amount of provided assistance is insufficient for their areas of activity.

Most of the CSOs consulted donors on the areas of assistance, but almost one-third of them said that their recommendations were not taken into account by the donor. These consultations were most often provided via live

communication, through personal meetings, or a video conference. Less popular ways of communication are email and messaging. This may indicate a willingness to provide and receive feedback from both sides.

Almost all CSOs claim that information about the areas of donors' work is available, but the amount of data does not always satisfy the organizations' requests. The respondents were also asked about the amount of information about grant support from the donor. Almost two-thirds of the respondents said that this information allows them to plan their activities.

The most relevant ways of delivering information from a donor to a CSO are email newsletters, publications on the official website or social media, and webinars. Less popular are offline meetings such as forums and public presentations.

Among the proposals for donors that CSOs named the most urgent need is to increase the level of communications. Firstly, CSOs are concerned about clarifying the reasons for rejection of applications, which was highlighted by one-fifth of respondents. Almost the same number of responses concerned increasing donor flexibility and simplifying project applications and reporting. This may be due to a general trend in society towards reducing bureaucracy, as well as the need to adjust projects more often than before the full-scale invasion.

The survey shows that CSOs need more communication from donors and more flexible cooperation procedures. It is worth paying attention to expanding the areas of assistance. The respondents want more opportunities related to institutional capacity building, sustainability, recovery and humanitarian response projects, mental health, culture, and arts. The issue of project localization is also important, particularly for those implemented in the de-occupied or frontline areas. It is advisable to review the budgeting of CSOs for needs that are not directly related to project implementation, such as administrative costs, salaries, institutional support, etc.

# Conclusions

Based on the results of in-depth interviews with donors and a survey among CSOs, this study describes the main aspects of donor support to CSOs in Ukraine in 2022—2024.

Through mapping, we found that at least 162 organizations from 26 countries have supported Ukraine over the past two years through about 600 projects. Donors have paid great attention to humanitarian aid and infrastructure reconstruction, which are the most relevant in a full-scale war.

In 2022—2024, cooperation with partners covered the entire territory of Ukraine, but the highest concentration of projects was noted in Kyiv, Dnipro, Kharkiv, and Lviv oblasts. All-Ukrainian projects accounted for 58% of the total number, while the rest were local, covering specific oblasts or communities.

The forms of support provided to Ukrainian CSOs vary, but the most common are institutional and program grants, contracts for services or works, and technical assistance. As for the type of organizations that support CSOs, the largest number are international non-governmental organizations, and less often — international financial organizations. The first support projects on a wide range of topics, while IFIs are more focused on infrastructure projects and business support.

In-depth interviews with donors allowed us to analyze their vision of the sector's development and strategies for operating in a full-scale war. The flexibility and speed of donors' responses to the challenges of war are also remarkable. Although the strategic plans are usually approved every 3—5 years and reviewed once a year, some organizations opened grant programs to cover the priority needs of the population in the first days of the full-scale invasion. Many donors noted that they remain flexible to changes in the current situation in the country and are ready to open the necessary grant calls in the future. Donor organizations highlighted the need for better communication between them and the non-governmental sector, which would help to achieve program goals more effectively. One of the main platforms for the more efficient coordination between donors and CSOs is annual group events, such as the Civil Society Development Forum, the importance of which was noted by several responders.

Often, donors' goals and priorities are aligned with the strategic directions of the state's national development (e.g., in the area of European integration), which contributes to prompt and comprehensive progress at the state and regional levels. However, the challenge is still to establish effective cooperation in the donor— CSO— local authorities triangle, as the last ones do not always understand the role and capacity of civil society in the recovery and development of the oblasts.

Donor coordination among themselves has both formal and informal dimensions, and horizontal communication between program specialists is an important component. For some donors (e.g., embassies or foreign development agencies), donor coordination meetings are the main platform, while other donor organizations experience a lack of similar platforms.

About 40 % of CSOs said that in their opinion, grant support meets the needs of the society. Most of them think that the amount of assistance provided is insufficient for their field.

More than 60% of CSOs participated in consultations with the donor, but one-third of them emphasized that their recommendations were not taken into account by the grant providers. At the same time, only one-tenth of the respondents joined the donors strategic meetings. This may indicate that donors are generally open to consulting and communicating with a limited number of CSOs.

For consultations, the most frequently preferred format is a meeting or a video call, and less often — an email. Instead, to receive up-to-date information, including information about grant opportunities, CSOs prefer emails to in-person events.

Regarding the openness of donors in general, CSOs note that information about the areas of work of donors is freely available, but its completeness is controversial. However, in the opinion of CSOs, donors publish enough information about grant support to help organizations plan their work.

Among the main suggestions expressed by CSOs to improve their cooperation with donors, the most frequently mentioned was the enhancement of communication. First of all, a fifth of organizations are concerned about the issue of feedback on rejected applications, namely the reasons for such a decision. The scale of this problem may be varied for organizations with different experiences and cause more challenges for young CSOs that have no grant history. Instead, it is surprising that emails are preferred over face-to-face communication to receive information about grant opportunities. Donors often hold special events to explain the specifics of application before announcing calls for proposals. It is important for CSOs to participate in such events before submitting applications, as it can change the approach to prepare the application and provide a better understanding of the common reasons for possible rejection.

Another suggestion from CSOs was to increase donor flexibility and simplify project applications and reporting. In these cases, it is also difficult to define the reasons and predict the consequences of implementing such proposals. On the one hand, CSOs in the survey mentioned the need for careful selection of project implementers, while on the other hand, they seek to simplify procedures, which may be contradictory. Therefore, it is worth paying attention to a thorough study of the application and reporting aspects to identify the underlying causes of the problem and ways to address it.

# Suggestions

## Suggestion 1:

To expand communication between the staff of CSOs and donor organizations regarding post-project feedback and evaluation of grant applications. In particular, it is reasonable to collect the main reasons for rejections into general categories and publish them on the donor's website.
**Recipients:** donor organizations, project implementers.
**Justification:** Taking into account feedback from both donors and project implementers will help improve the efficiency of project implementation. In particular, both parties pointed out in their responses that there is a need for closer communication and consideration of CSOs' opinions when choosing priority areas for funding, as well as better communication of the reasons for grant rejection.

## Suggestion 2:

## To expand institutional support programs for CSOs aimed at training staff in project management, digital skills, and foreign languages.

**Recipient:** donor organizations.
**Justification:** Donors highlighted the importance of increasing the capacity of CSOs, in particular in project management and grant writing. This will improve the results of donor programs in general.

## Suggestion 3:

To simplify the bureaucratic procedures for submitting a grant application by implementing a two-stage selection process. At the first stage, it is reasonable to request a minimum set of documents that will confirm the most important specifics of the project or organization for the donor. After the preliminary selection of CSOs, it is useful to request all the necessary supporting files, a detailed description of the project, etc. from chosen organizations.
**Recipient:** donor organizations.
**Justification:** Both the interviewed donors and CSOs expressed the requests to reduce the list of documents. It is not only about simplifying the procedures but also about the need to submit only those documents that are necessary when reviewing applications. This may relate to cases when CSOs submit as many documents as possible despite a clear list established by the donor. This practice is sometimes typical for young CSOs, while on the other hand, it increases the workload for relevant specialists of donor organizations. Thus, this will help to relieve the workload of both donor staff and CSO specialists, reduce bureaucracy, and speed up the selection process.

## Suggestion 4:

To involve representatives of CSOs, including local organizations, in setting the agenda for donors in Ukraine. In particular, to discuss the formats of donor support and areas of project implementation.
**Recipient:** donor organizations.
**Justification:** This proposal will allow obtaining more information about current needs and avoid duplication of funds for projects aimed at the same result. Also, systematic communication between donors and CSOs will ensure a higher level of trust and mutual understanding between them, which will have a positive impact on the sustainability of joint projects.

## Suggestion 5:

To expand the areas of support based on current requests.
**Recipient:** donor organizations.
**Justification:** The survey showed that respondents are seeking more opportunities related to institutional capacity building, sustainability, recovery and humanitarian

response projects, mental health, culture, and art. The issue of project localization is also worthy of attention, particularly for those implemented in the de-occupied or frontline areas. It is advisable to review the financing of CSOs for needs that are not directly related to projects, such as administrative expenses, salaries, institutional support, etc.

## Suggestion 6.

To conduct a further study of the presence of donor organizations at the local level and their cooperation with local authorities.

**Recipients:** Non-governmental think tanks, research institutions.

**Justification:** The study showed that the distribution of donor support lacks a common mechanism and is likely to be uneven. Therefore, there is a risk that the communities that need help the most do not receive it in full and vice versa. The results of such a study will allow to regroup projects if necessary and meet the needs on the ground in a more balanced way.

# Appendix 1

## List of Organizations Participating in the Study

| Organization name | Website | Focus areas of activity in Ukraine | Forms of support of Ukrainian organizations |
|---|---|---|---|
| Abilis Foundation | abilis.fi/?lang=en | Human rights, gender equality | Grants, institutional support and training |
| ACTED | acted.org/en/ | Humanitarian response | Humanitarian aid |
| ADRA International | adra.org/ | NGO and media development | Institutional grants |
| Aidsfonds | aidsfonds.org/ | Humanitarian response | Programmatic grants |
| All Hands and Hearts | allhandsandhearts.org/programs/ukraine-crisis-relief/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| American Jewish Joint Distribution Committee | jdc.org/ | Humanitarian response | Humanitarian aid |
| arche noVa - Initiative für Menschen in Not e.V. | arche-nova.org/en | Humanitarian response | Humanitarian aid |
| Atlas Network | go.atlasnetwork.org/campaign/ukraine-freedom-fund/c394061 | Humanitarian response | Humanitarian aid |
| BHP Foundation | bhp-foundation.org/en/ | Ecology, environment and energy | Institutional grants |
| BINANCE | binance.com/uk-UA | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| BrandVoice | forbes.ua/ru/brand-voice | Economy and employment | Grants for business or government |
| British Council | britishcouncil.org.ua/ | Education and science | Training options |
| British-Ukrainian Aid | british-ukrainianaid.org/ | Support for the military or veterans<br>Education and science | Humanitarian aid<br>Technical support (equipment/software, etc.) |
| Bureau Of Educational and Cultural Affairs | eca.state.gov/ | Education and science | Grants, institutional support and training |
| CARE International | care.org/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Caritas Internationalis | caritas.org/ | Humanitarian response | Technical support (equipment/software, etc.) |
| Central Project Management Agency (CPMA) | cpva.lt/en | Reconstruction and infrastructure | Service contracts |

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|---|---|---|---|
| CESVI | cesvi.org/ | Democracy, good governance and reforms | Working directly with beneficiaries without involving an intermediary (NGO) |
| ChildFund Deutschland | childfund.de/de/home.html | Healthcare<br>Ecology, environment and energy | Humanitarian aid<br>Service contracts |
| Community Organized Relief Effort (CORE) | coreresponse.org/ukraine/ | Reconstruction and infrastructure | Service contracts |
| Congressional Office for International Leadership | openworld.gov/ | Education and science | Programmatic grants |
| Corteva Agriscience | corteva.com.ua/ | Humanitarian response | Programmatic grants |
| COSME | wayback.archive-it.org/12090/20210412124426/ec.europa.eu/easme/en/cosme-0 | Humanitarian response | Grants, institutional support and training |
| Council of Europe | coe.int/uk/web/kyiv/home | Democracy, good governance and reforms<br>Judicial system<br>Human rights, gender equality | Service contracts<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Support for experts<br>Grants, institutional support and training<br>Technical support (equipment/software, etc.) |
| Crown Agents International Development (CAID) | crownagents.com/ | Reconstruction and infrastructure | Service contracts |
| Czech Development Agency | czechaid.cz/en/ | Education and science | Grants for business or government<br>Service contracts |
| DanChurchAid | danchurchaid.org/ | Humanitarian response<br>Security, demining<br>Economy and employment<br>Human rights, gender equality | Humanitarian aid<br>Service contracts<br>Institutional and programmatic grants |
| Danish Refugee Council | pro.drc.ngo/where-we-work/europe/ukraine/ | Humanitarian response<br>Security, demining | Support for experts<br>Technical support (equipment/software, etc.)<br>Working directly with beneficiaries without involving an intermediary (NGO) |

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|---|---|---|---|
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH | giz.de/en/worldwide/136224.html | Democracy, good governance and reforms<br>Ecology, environment and energy<br>Reconstruction and infrastructure<br>Humanitarian response<br>Economy and employment<br>Healthcare<br>Education and science | Support for experts<br>Grants, institutional support and training<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Technical support (equipment/software, etc.)<br>Humanitarian aid<br>Grants for business or government |
| Deutsche Welthungerhilfe e.V. | welthungerhilfe.org/ | Humanitarian response | Humanitarian aid |
| Disasters Emergency Committee (DEC) | dec.org.uk/ | Humanitarian response | Programmatic grants |
| Dorcas | dorcas.org/countries/ukraine/ | Humanitarian response | Humanitarian aid |
| Dutch Jewish Humanitarian Fund | jhf.nl/ | Humanitarian response | Humanitarian aid |
| East Europe Foundation | eef.org.ua/program/proyekt-tapas/ | Democracy, good governance and reforms<br>NGO and media development<br>Ecology, environment and energy<br>Economy and employment<br>Security, demining<br>Education and science | Grants, institutional support and training<br>Service contracts<br>Working directly with beneficiaries without involving an intermediary (NGO) |
| Eastern Europe Energy Efficiency and Environment Partnership (E5P) | e5p.eu/ | Ecology, environment and energy | Grants for business or government |
| Elton John AIDS Foundation | eltonjohnaidsfoundation.org/ | Healthcare | Programmatic grants |
| Embassy of the Czech Republic in Ukraine | mzv.gov.cz/kiev/uk/x2010_05_17/x2010_08_20_1/x2011_02_23/x2022_10_14.html | Humanitarian response | Grants for business or government |
| Epicentr for Children | epicentr-children.org/ | Culture and youth policy<br>Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| ERIKS Development Partner (ERIKS) | eriksdevelopment.org/ | Humanitarian response | Programmatic grants |
| Eurasian Harm Reduction Association (EHRA) | harmreductioneurasia.org/ | Healthcare | Grants, institutional support and training |

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|---|---|---|---|
| European Bank for Reconstruction and Development (EBRD) | ebrd.com/home | Reconstruction and infrastructure<br>Ecology, environment and energy<br>Economy and employment<br>NGO and media development | Grants for business or government<br>Programmatic grants<br>Service contracts |
| European Commission | commission.europa.eu/index_en | Economy and employment<br>Anti-corruption<br>Education and science | Service contracts<br>Grants, institutional support and training |
| European Education and Culture Executive Agency | european-union.europa.eu/index_en | Education and science | Programmatic grants<br>Service contracts |
| European Investment Bank | eib.org/en/index.htm | Reconstruction and infrastructure<br>Economy and employment<br>Ecology, environment and energy | Service contracts<br>Programmatic grants<br>Grants for business or government<br>Working directly with beneficiaries without involving an intermediary (NGO) |
| Expertise France S.A.S. | expertisefrance.fr/en/web/guest/accueil | Democracy, good governance and reforms<br>Judicial system | Support for experts |
| Federal Ministry for Economic Cooperation and Development (BMZ) | bmz.de/en | Democracy, good governance and reforms | Support for experts |
| Fooksman Family Foundation | fooksmanfoundation.org/ | NGO and media development | Programmatic grants |
| Foreign, Commonwealth & Development Office | gov.uk/government/organisations/foreign-commonwealth-development-office | Economy and employment | Institutional and programmatic grants |
| FOUR PAWS International | four-paws.org/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Friedrich Naumann Foundation for Freedom | ukrajina.fnst.org/ | Human rights, gender equality | Programmatic grants |
| Friedrich-Ebert-Stiftung | fes.kiev.ua/ | Support for the military or veterans<br>Human rights, gender equality | Programmatic grants |
| Fund Peace Movement PAX | paxforpeace.nl/ | Culture and youth policy | Programmatic grants |
| Fundacja Nestor | fundacja-nestor.pl/ | Healthcare | Humanitarian aid |
| German Marshall Fund of the United States (GMF) | gmfus.org/ | Democracy, good governance and reforms | Institutional and programmatic grants |

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|---|---|---|---|
| Global Affairs Canada | international.gc.ca/global-affairs-affaires-mondiales/home-accueil.aspx?lang=eng | Human rights, gender equality | Support for experts |
| Global Empowerment Mission, Inc. (GEM) | globalempowermentmission.org/uk/mission/russia-ukraine-war/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Global Fund for Children | globalfundforchildren.org/ | Human rights, gender equality | Institutional and programmatic grants |
| Goethe-Institut | goethe.de/ | Culture and youth policy | Institutional grants |
| Handicap International — Humanity & Inclusion network | hi-us.org/en/index | Healthcare | Humanitarian aid |
| Hanns-Seidel-Stiftung | hss.kiev.ua/ | Democracy, good governance and reforms | Institutional and programmatic grants |
| Healing Scalpel | healingscalpel.com/ | Healthcare | Humanitarian aid |
| Helvetas Swiss Intercooperation | helvetas.org/en/switzerland | Education and science<br>Humanitarian response<br>Economy and employment | Training options<br>Humanitarian aid<br>Grants for business or government |
| HIAS | hias.org/Ukraine | Humanitarian response<br>Democracy, good governance and reforms | Service contracts<br>Training options |
| Hilfe zur Selbsthilfe | help-ukraine.org.ua/ | Healthcare | Technical support (equipment/software, etc.) |
| Hope and Homes for Children | hopeandhomes.org.ua/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Howard G. Buffett Foundation | victoryharvest.com.ua/ | Economy and employment | Working directly with beneficiaries without involving an intermediary (NGO) |
| Human Rights House Foundation (HRHF) | humanrightshouse.org/ | NGO and media development | Support for experts |
| iMMAP Inc. | immap.org/ | Humanitarian response<br>Security, demining | Technical support (equipment/software, etc.)<br>Service contracts |
| International Bank for Reconstruction and Development (IBRD) | eib.org/en/index.htm | Healthcare<br>Reconstruction and infrastructure<br>Ecology, environment and energy | Grants for business or government |
| International Development Law Organization | idlo.int/ | Judicial system | Technical support (equipment/software, etc.) |

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|---|---|---|---|
| International Labour Organization | ilo.org/budapest/countries-covered/ukraine/lang--en/index.htm | Human rights, gender equality | Grants, institutional support and training<br>Support for experts<br>Technical support (equipment/software, etc.) |
| International Renaissance Foundation | irf.ua/grants/contests/ | Democracy, good governance and reforms<br>NGO and media development;<br>Humanitarian response | Institutional and programmatic grants |
| International Rescue Committee | rescue.org/eu/country/ukraine | Humanitarian response | Training options |
| International Research and Exchanges Board (IREX) | irex.org/ | Support for the military or veterans<br>Democracy, good governance and reforms<br>Humanitarian response | Institutional and programmatic grants |
| International Trade Centre (ITC) | intracen.org/ | Economy and employment | Grants for business or government |
| Israeli friends of Ukraine | israfriends.org/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Italian Agency for Development Cooperation (AICS) | aics.gov.it/ | Humanitarian response | Service contracts |
| Japan International Cooperation Agency (JICA) | jica.go.jp/english/overseas/ukraine/index.html | Ecology, environment and energy<br>Education and science<br>NGO and media development<br>Reconstruction and infrastructure<br>Security, demining | Technical support (equipment/software, etc.)<br>Service contracts<br>Working directly with beneficiaries without involving an intermediary (NGO) |
| Japan Platform | japanplatform.org/index.html | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Joseph Project | josephproject.org.il/ | Humanitarian response | Humanitarian aid |
| KfW Entwicklungsbank | kfw-entwicklungsbank.de/Internationale-Finanzierung/KfW-Entwicklungsbank/ | Reconstruction and infrastructure<br>Humanitarian response<br>Economy and employment<br>Ecology, environment and energy | Service contracts<br>Grants for business or government<br>Institutional grants |
| King Baudouin Foundation | kbs-frb.be/en | NGO and media development<br>Humanitarian response | Institutional and programmatic grants<br>Humanitarian aid |

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|---|---|---|---|
| Konrad-Adenauer-Stiftung | kas.de/en/home | NGO and media development | Service contracts |
| KSE Charitable Foundation | foundation.kse.ua/ | Education and science | Training options<br>Institutional grants<br>Service contracts |
| Libre Ukraine Toulouse | ukrainelibretoulouse.com/ | Humanitarian response | Humanitarian aid |
| Lumos Foundation | wearelumos.org/ | Humanitarian response | Programmatic grants |
| Maltese Relief Service | malteser.ua/en/ | Healthcare | Working directly with beneficiaries without involving an intermediary (NGO) |
| MATRA | asser.nl/matra-ukrayina/ | Democracy, good governance and reforms | Programmatic grants |
| Medicos del Mundo (MdM) | medicosdelmundo.org/ | Healthcare | Technical support (equipment/software, etc.) |
| Mercy Corps | mercycorps.org/ | Economy and employment | Working directly with beneficiaries without involving an intermediary (NGO) |
| Ministry of Foreign Affairs of the Kingdom of Norway | regjeringen.no/en/id4/ | Democracy, good governance and reforms | Working directly with beneficiaries without involving an intermediary (NGO) |
| Ministry of Foreign Affairs of the Kingdom of the Netherlands (BZ) | government.nl/ministries/ministry-of-foreign-affairs | Security, demining | Working directly with beneficiaries without involving an intermediary (NGO) |
| National Endowment for Democracy (NED) | ned.org/ | NGO and media development | Grants, institutional support and training |
| NEFCO | dh-ukraine.nefco.int/ukr/ | Ecology, environment and energy<br>Humanitarian response<br>Reconstruction and infrastructure | Service contracts |
| Nonviolent Peaceforce International | nonviolentpeaceforce.org/ | Humanitarian response | Humanitarian aid |
| Nordisk Sikkerhet AS | nordisksikkerhet.no/projects/781/ | Security, demining | Technical support (equipment/software, etc.) |
| Norwegian Agency for Development Cooperation | norad.no/en/front/ | Security, demining | Humanitarian aid |
| Norwegian Refugee Council (NRC) | nrc.no/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |

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|---|---|---|---|
| Nova Ukraine | novaukraine.org/ | Humanitarian response<br>Reconstruction and infrastructure<br>Security, demining<br>Healthcare<br>Education and science | Grants, institutional support and training<br>Technical support (equipment/software, etc.)<br>Humanitarian aid |
| Open Society Foundations | opensocietyfoundations.org/grants/past | Human rights, gender equality<br>Anti-corruption<br>Democracy, good governance and reforms<br>NGO and media development | Grants, institutional support and training |
| Oxfam | oxfam.org | Economy and employment | Grants for business or government |
| Oxfam GB | oxfam.org.uk/ | Humanitarian response | Programmatic grants |
| PACT | pactworld.org/country/ukraine | Human rights, gender equality<br>Healthcare<br>Democracy, good governance and reforms | Grants, institutional support and training |
| People in need | peopleinneed.net/ | NGO and media development<br>Humanitarian response<br>Reconstruction and infrastructure<br>Healthcare<br>Education and science | Grants, institutional support and training<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Training options<br>Humanitarian aid |
| Philips Foundation | philips-foundation.com/a-w/support-ukraine.html | Healthcare | Humanitarian aid |
| Plan International | plan-international.org/ukraine/ | Reconstruction and infrastructure | Service contracts |
| Polish Humanitarian Action | pah.org.pl/en/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Première Urgence Internationale (PUI) | premiere-urgence.org/en/ | Humanitarian response | Humanitarian aid |
| Renovabis e.V. | renovabis.de/laender/mitteleuropa-osteuropa/ukraine/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Robert Bosch Stiftung | bosch-stiftung.de/de | NGO and media development | Institutional and programmatic grants |
| Rotary International | rotary.org/en/ | Humanitarian response<br>Healthcare<br>Reconstruction and infrastructure<br>Security, demining<br>NGO and media development<br>Education and science<br>Economy and employment | Humanitarian aid<br>Technical support (equipment/software, etc.)<br>Programmatic grants<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Training options<br>Support for experts |

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|---|---|---|---|
| Serhiy Prytula Charity Foundation | prytulafoundation.org/ | Support for the military or veterans | Working directly with beneficiaries without involving an intermediary (NGO) |
| SOCODEVI | socodevi.org/en/ | Economy and employment | Technical support (equipment/software, etc.)<br>Training options |
| SOLIDARITÉS INTERNATIONAL | solidarites.org/en/missions/ukraine/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| SOS Children's Villages International | sos-childrensvillages.org/ | Humanitarian response<br>Healthcare | Working directly with beneficiaries without involving an intermediary (NGO)<br>Service contracts |
| State Secretariat for Economic Affairs (SECO) | seco.admin.ch/seco/de/home.html | Economy and employment<br>Humanitarian response | Programmatic grants<br>Technical support (equipment/software, etc.) |
| Stiftelsen Radiohjälpen | radiohjalpen.se/ | Humanitarian response | Programmatic grants |
| Stiftung Erinnerung, Verantwortung und Zukunft (Фонд EVZ) | stiftung-evz.de/en/ | Culture and youth policy | Institutional and programmatic grants |
| Stiftung Mercator | stiftung-mercator.de/en/ | Healthcare | Technical support (equipment/software, etc.) |
| Street Child | street-child.org/ | Healthcare | Institutional and programmatic grants |
| Swedish International Development Agency (Sida) | sida.se/en | Democracy, good governance and reforms | Working directly with beneficiaries without involving an intermediary (NGO) |
| Swiss Agency for Development and Cooperation (SDC) | eda.admin.ch/sdc | Healthcare<br>Education and science<br>Security, demining<br>Humanitarian response<br>Democracy, good governance and reforms<br>Anti-corruption<br>Reconstruction and infrastructure<br>Economy and employment<br>Ecology, environment and energy | Support for experts<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Grants for business or government<br>Grants, institutional support and training |
| Swiss Solidarity | swiss-solidarity.org/ | Humanitarian response | Institutional and programmatic grants |
| The European Endowment for Democracy, EED | democracyendowment.eu/index.html | NGO and media development | Institutional and programmatic grants |

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| The European Wergeland Centre | theewc.org/ | Democracy, good governance and reforms | Training options |
| The Fix Media | thefix.media/ | NGO and media development | Relocation |
| The Global Fund to Fight AIDS, Tuberculosis and Malaria | theglobalfund.org/en/ | Healthcare | Programmatic grants |
| The Global Shelter Cluster (GSC) | sheltercluster.org/europe/ukraine | Security, demining | Humanitarian aid |
| The International Organization for Migration (IOM) | ukraine.iom.int/uk | Democracy, good governance and reforms | Programmatic grants |
| The LEGO Foundation | learningthroughplay.com/ | Education and science | Grants, institutional support and training<br>Support for experts |
| The Organization for Security and Co-operation in Europe (OSCE) | osce.org/uk/support-programme-for-ukraine | Judicial system<br>Security, demining<br>Anti-corruption<br>NGO and media development<br>Democracy, good governance and reforms<br>Healthcare<br>Culture and youth policy<br>Education and science | Working directly with beneficiaries without involving an intermediary (NGO)<br>Grants for business or government<br>Service contracts<br>Support for experts<br>Training options<br>Technical support (equipment/software, etc.) |
| The Sigrid Rausing Trust | sigrid-rausing-trust.org/ | Humanitarian response | Institutional and programmatic grants |
| The Ukrainian Veterans Foundation | veteranfund.com.ua/about/strategia/ | Support for the military or veterans | Programmatic grants |
| The Vadym Stolar Charitable Foundation | stolarfund.com/en | Healthcare | Programmatic grants<br>Working directly with beneficiaries without involving an intermediary (NGO) |
| The Victor Pinchuk Foundation | pinchukfund.org/ua/ | Healthcare<br>Culture and youth policy<br>Education and science<br>Support for the military or veterans<br>Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO)<br>Programmatic grants<br>Training options |
| Triangle Génération Humanitaire | trianglegh.org/index_en.php | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |

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|---|---|---|---|
| U.S. Embassy in Ukraine | ua.usembassy.gov/ | Education and science<br>NGO and media development<br>Judicial system<br>Culture and youth policy | Programmatic grants<br>Service contracts |
| UA Resistance Foundation | ua-resistance.org/ | Healthcare | Technical support (equipment/software, etc.) |
| UK Aid Direct | ukaiddirect.org/ | Democracy, good governance and reforms | Support for experts |
| Ukrainian charity Leroy Merlin Solidarity | lmsolidarity.com.ua/ | Humanitarian response<br>Reconstruction and infrastructure<br>Healthcare<br>NGO and media development | Humanitarian aid<br>Working directly with beneficiaries without involving an intermediary (NGO)<br>Technical support (equipment/software, etc.) |
| Ukrainian Cultural Foundation | ucf.in.ua/ | Culture and youth policy | Programmatic grants |
| Ukrainians of Colorado | ukrainiansofcolorado.org/ | Humanitarian response | Humanitarian aid |
| UN Women | unwomen.org/en | Human rights, gender equality | Programmatic grants |
| UNAIDS, the Joint United Nations Programme on HIV/AIDS | unaids.org/en | Healthcare | Programmatic grants |
| United Help Ukraine (UHU) | unitedhelpukraine.org | Support for the military or veterans<br>Humanitarian response<br>Healthcare<br>Human rights, gender equality | Working directly with beneficiaries without involving an intermediary (NGO) |
| United Nation Population Fund | unfpa.org/ | Human rights, gender equality | Working directly with beneficiaries without involving an intermediary (NGO) |
| United Nations | un.org/en/ | Reconstruction and infrastructure<br>Judicial system<br>Ecology, environment and energy<br>Economy and employment | Service contracts<br>Grants for business or government |
| United Nations Children's Fund (UNICEF) | unicef.org/ukraine/ | Culture and youth policy<br>Education and science | Working directly with beneficiaries without involving an intermediary (NGO) |
| United Nations Democracy Foundation | un.org/democracyfund/ | Ecology, environment and energy<br>Human rights, gender equality<br>NGO and media development | Programmatic grants |

| | | | |
|---|---|---|---|
| United Nations Development Programme | undp.org/uk/ukraine | Humanitarian response<br>Healthcare<br>Democracy, good governance and reforms<br>Reconstruction and infrastructure<br>Security, demining<br>Ecology, environment and energy<br>Human rights, gender equality<br>Economy and employment<br>Culture and youth policy<br>Education and science<br>Anti-corruption<br>Judicial system | Humanitarian aid<br>Service contracts<br>Technical support (equipment/software, etc.)<br>Support for experts<br>Grants for business or government<br>Grants, institutional support and training |
| United States Agency for International Development (USAID) | usaid.gov/uk/ukraine | Economy and employment<br>Security, demining<br>Healthcare<br>Democracy, good governance and reforms<br>NGO and media development<br>Culture and youth policy<br>Humanitarian response<br>Education and science | Grants for business or government<br>Service contracts<br>Technical support (equipment/software, etc.)<br>Grants, institutional support and training<br>Working directly with beneficiaries without involving an intermediary (NGO) |
| UNOPS | unops.org/ukraine | Security, demining | Service contracts |
| Veterinarians without Borders | vwb.org/site/europe/ukraine | Economy and employment | Grants, institutional support and training |
| ViiV Healthcare | viivhealthcare.com/ | Healthcare | Programmatic grants |
| Visegrad Fund | visegradfund.org/ | Education and science | Institutional and programmatic grants |
| War Child | warchild.net/ | Education and science | Technical support (equipment/software, etc.) |
| World Central Kitchen | wck.org/relief/activation-chefs-for-ukraine | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| World Children's Fund (WCF) | worldchildrensfund.org/site/ | Humanitarian response | Humanitarian aid |
| World Jewish Relief | worldjewishrelief.org/ | Humanitarian response | Humanitarian aid |
| World Vision International | wvi.org/ | Humanitarian response | Working directly with beneficiaries without involving an intermediary (NGO) |
| Zagoriy Foundation | zagoriy.foundation/ | NGO and media development | Grants, institutional support and training |

# Appendix 2

## Research methodology

### Donor support in wartime

**Context:** ISAR Ednannia's 'Post-war Recovery Initiatives Research' (2023) shows that donors are open and willing to cooperate with the non-governmental sector, prioritizing such collaboration and identifying CSOs as partners and project implementers. Additionally,, donors also support the process of launching and developing new civic initiatives. The research of the Institute for Analytics and Advocacy 'Civil Society in Ukraine's Restoration' showed, among other things, that young local CSOs that grew up as a response to the full-scale invasion of russia had several difficulties with support from donor organizations. The study of CSO resilience and needs within the Enroot resilience project, published in July 2023, highlights that many CSOs faced the need for funding for initiated projects and in developing strategies to engage donors. An independent sociological survey of CSOs initiated by the East Europe Foundation 'Needs and Challenges of Civil Society Organizations in the Time of War' (2023) highlights the lack of funding as a problem for 63% of CSOs, making it the most common challenge faced by CSOs. Insufficient support from donors was assessed by CSOs as the second most common external challenge (39%). At the same time, CSOs tended to determine the level of relations with donors as 'primary' (25%) and 'initial' (19%). To sum up, the mentioned information shows that a big request for donors' assistance and a need to establish relations. This requires understanding the whole picture from both sides.

Coordination among the donor community, as well as priorities for reconstruction support, are also still debated. Although Ukraine currently has the support of many donors and international organizations, structuring and mapping donors and their initiatives could improve communication and optimize assistance. This would help to eliminate gaps and increase assistance in areas where it is most needed, avoiding duplication of efforts.

There are examples of mapping and studying donors' activities, such as the development of a donor mapping guide for attracting funding for CSO projects developed by the NGO STEP in 2021 and the mapping of donors, their priorities, and types of support in the field of post-war reconstruction in the ISAR Ednannia's Post-war Recovery Initiatives Research.

This research complements the work of the previous studies, contains a larger scope of donor organizations covered (due to the absence of a focus exclusively on recovery processes, a different approach to defining the concept of 'donor', forms of donor support, and its recipients) and analysis of the tactical and strategic aspects of the work of donor and international organizations, their correlation with the requests and needs of Ukrainian CSOs.

**Geography of the study:** Ukraine.

**Timeframe of the research:** February–May 2024. The online survey of CSOs was conducted from April 9 to 26, 2024. In-depth interviews with representatives of donor organizations were conducted from April 10 to May 10, 2024.
**Objective:** to map and study the activities of donor and international organizations operating in Ukraine.
**Subject:** priorities and initiatives of donor support in Ukraine in 2022–2024.
**Focus of the study:** projects implemented in Ukraine between 2022 and 2024 and supported by donors*, international financial organizations, or governments of other countries.

*For this study, we have defined 'donor' organizations as those that:

- Provide grants (including subgrants), humanitarian, technical, and expert

assistance to the Ukrainian state (central executive bodies, local self-government bodies, municipal institutions, and enterprises), business or the NGO sector on a non-repayable and non-refundable basis.
- Legal entities that may be residents or non-residents.
- Belong to any sector of the economy (government, business, NGOs).

Therefore, all donor organizations can be classified according to several criteria and segmented for a closer look. In this study, we have identified three most relevant approaches to classification by:
- Country of origin (Ukrainian and foreign).
- Economic sector (governmental, non-governmental, business).
- Role in a particular project (donor, implementer, fund manager), etc.

## Tasks:

1. Form a base of donor and international organizations operating in Ukraine and describe their basic characteristics.
2. Study the focus areas of donor and international organizations and organize the donor base according to the areas of activity.
3. Research the main forms of donor support in Ukraine.
4. Identify ways and methods of coordination between donors and international organizations.
5. Analyze the strategies of donor organizations in Ukraine and compare the priorities of donors with the priorities of the Government of Ukraine in the context of reconstruction.
6. Investigate the relevance and optimality of donor support in terms of thematic areas regarding the needs of Ukrainian CSOs and society in the context of war.

A special aspect was the study of the forms of donor support. Some of its types, such as ITA and humanitarian aid, are legally regulated. That is, such assistance has defined mechanisms, is registered, and can be fully researched.

At the same time, non-refundable and non-repayable aid can come in different forms and does not necessarily have the status of ITA. This makes it difficult to collect information, classify, and study such aid, as these projects do not have a common accounting system. This means that it is unknown for sure how many donor-supported projects and initiatives are running in Ukraine and how many ways and forms of such support exist.

## Methods:

- Desk research of the official websites of donor organizations and Ukrainian CSOs that provide subgrants to other organizations.
- In-depth interviews with representatives of donor organizations working in Ukraine.
- Online survey of Ukrainian CSOs.
- Regulatory analysis of the strategies of donor organizations in Ukraine, as well as Ukrainian legislation that regulates the provision or receipt of grants and other assistance and donor activities in general in Ukraine.
- Comparative analysis of thematic areas and forms of donor support with the requests and needs of Ukrainian organizations.

## Donors and CSOs Sampling:

In-depth semi-structured interviews were conducted according to a prepared guide that included five obligatory questions and 23 optional questions. In particular, the obligatory questions focused on the aspects of cooperation, communication, and strategy development:
- How do you identify the areas and projects that need grant support?
- How do you coordinate your assistance with grantees?
- How do you coordinate your assistance with state and local authorities?
- How do you coordinate your work with donors?
- What should be improved in the donor support coordination system?

The in-depth interviews were conducted

with representatives of 10 organizations operating in Ukraine and providing non-repayable and non-refundable assistance to the government, businesses, or CSOs, first of all in the form of grants for projects. In particular:

- The United States Agency for International Development (USAID) Mission in Ukraine.
- Initiative Center to Support Social Action 'Ednannia'.
- International Renaissance Foundation.
- Delegation of the European Union to Ukraine.
- Friedrich Naumann Foundation for Freedom in Ukraine.
- United Nations Development Program in Ukraine.
- MATRA Program of the Embassy of the Netherlands in Ukraine.
- Eurasia Foundation.
- PACT Ukraine.
- UNICEF Ukraine.

Several criteria were taken into account when selecting donor organizations for interviews: a wide range of activities, duration of work in Ukraine, openness to communication, publicity, etc.

To conduct the survey, we used targeted mailing of the questionnaire to CSOs that have cooperated in various ways with ISAR Ednannia or the Institute for Analytics and Advocacy and also distributed the questionnaire on social media using targeting tools necessary to reach the target audience.

The sample population for this study was not calculated, as there is no reliable data on the number of actual CSOs operating in Ukraine (i.e., it is impossible to determine the size of the general population).

The data on the number of registered organizations does not reflect the true landscape of Ukrainian CSOs, in addition, the specifics of the legislation include more than 11 organizational and legal forms in this sector, some of which only formally have some features of CSOs.

As a result, the survey collected responses from 245 CSOs, 146 of which (60%) identify themselves as local, while the rest operate throughout Ukraine.

## Warning:

1. The survey is not a representative sample of the general population of donor organizations or CSOs.
2. Apart from donor organizations, the study also includes some other types of institutions and individual programs that provide grant support to CSOs.
3. The definition of a donor organization has been expanded for this study (the criteria are described above in the methodology).
4. The study does not take into account other types of assistance provided by the organizations under study if it is repayable or provided on a paid basis (e.g., soft loans from IFIs).
5. The study does not include direct budgetary support, as well as programs that contain the transfer of grant funds directly to the state budget.
6. The research does not include a detailed study of the mechanisms for attracting and using ITA, as well as registered humanitarian aid. ITA projects are taken into account when forming the base of donor organizations' projects on general terms (along with projects that are not registered as ITA).
7. Despite the importance of funding CSOs' activities at the organizations' cost, through membership fees, by attracting donations, or by using special crowdfunding tools, projects funded in this way are not included in the scope of the study.
8. Projects and funding (including from donor organizations, such as foreign governments) for the purchase of weapons, ammunition, equipment, or other military purposes were not studied.

* At the same time, we would like to emphasize that traditional donor organizations, IFIs, humanitarian missions, and CSOs are not allowed to and do not support such expenditures by their policies.

## Research team:

**Olena Andrieieva,** IAA Head of Analytics, PhD in Political Science. For more than 5 years, she has been conducting research on the non-governmental sector and CSOs. She has 8 years of experience in the NGO sector as an analyst and head of the analytical department.

**Anna Kornyliuk,** PhD in Economics, IAA Policy and Data Analyst and Associate Professor of the Department of Corporate Finance and Controlling at the Kyiv National Economic University named after V. Hetman. She has worked as an analyst at the Financial and Economic Analysis Office of the Verkhovna Rada of Ukraine and the Centre for Public Finance and Public Administration Analysis of the Kyiv School of Economics. She has 13 years of experience in corporate and public finance research.

**Viacheslav Kurylo,** IAA Policy and Data Analyst, Master of Law. Since 2018, he has been practicing analytical research. He is the author and co-author of research in such areas as public finance, international relations, NGOs, and culture.

**Vitalii Nabok,** IAA Policy and Data Analyst, Master of Law, has almost 4 years of experience in policy analysis and data research and is the author and co-author of analytical materials in the areas of European integration, public finance, non-governmental sector, and participatory initiatives.

**Radchenko Ihor,** IAA Junior Analyst, is a practitioner in sociological research, particularly in various territorial communities of the Poltava oblast. He has 4 years of experience in coordinating and conducting analytical and sociological research.

**Valeriia Torianyk,** and Bohdan Radkevych are IAA Junior Analysts with a year of experience in collecting and analyzing data for analytical research.

## Approximate structure of the analytical report based on the research results:

Introduction

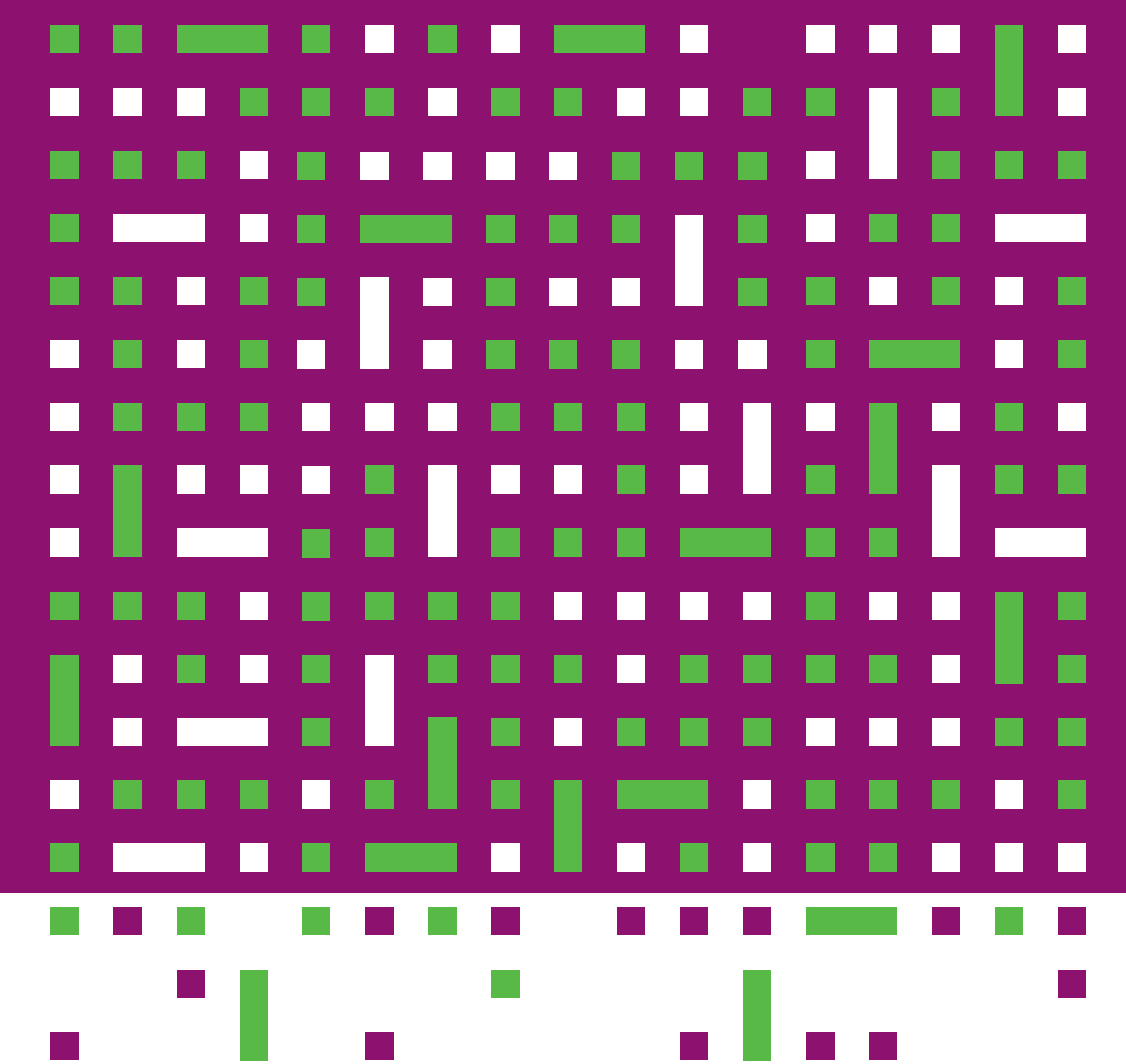
Section 1. Ways of Support

Section 2: Types of Donor Organizations

Section 3. Priorities of Donor Support

Section 4. Cooperation between CSOs and Donor Organizations

Conclusions and Suggestions

Appendices:

- Base of donor organizations
- Questionnaire for CSOs