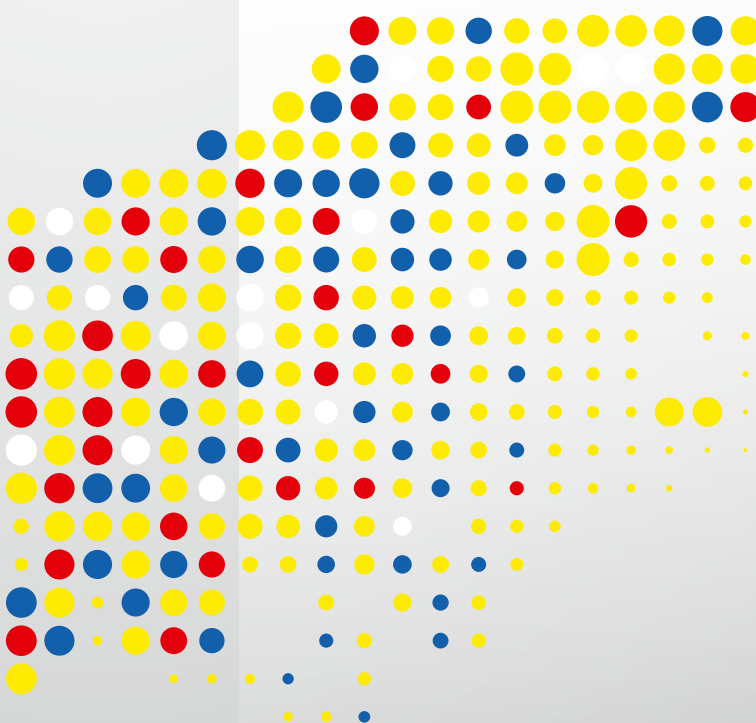


THE ARCHITECTURE OF HELP

Support for Ukrainian
refugees in the
Volyn Oblast after
Russia's invasion
of Ukraine

Structure of the aid
and factors of resilience



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POLISH NATIONAL AGENCY
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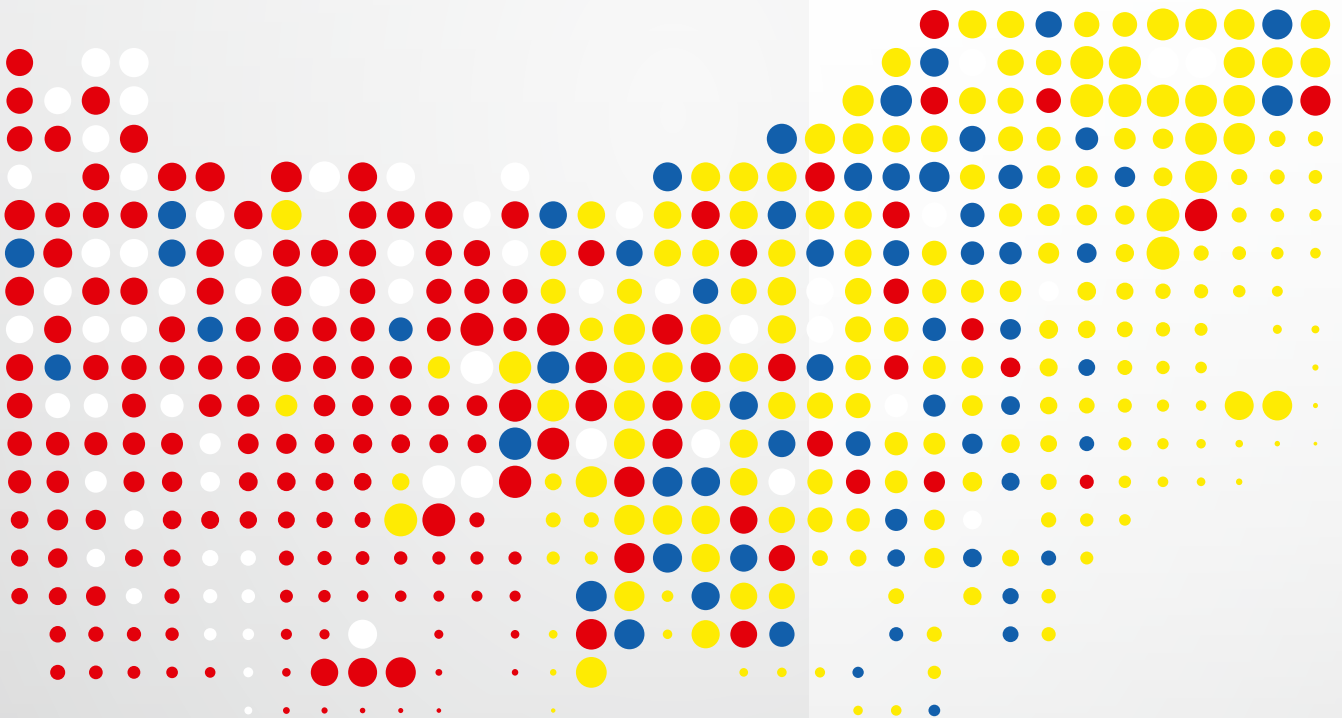
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Introduction and methodology



This report is the outcome of research conducted between October 2022 and March 2023. The objective of the research was to characterise aid activities that were conducted in the Volyn Oblast in relation to the influx of war refugees from Ukraine arising from the military aggression of the Russian Federation, commenced on 24 February 2022. In particular, an attempt was made to specify what entities were engaged in aid efforts, and in what extent, and what mechanisms of cooperation and aid management have emerged in the course of the aid activities. Detailed research questions included such issues as:

- the characteristics of entities performing aid activities
- the range of activities that were conducted
- the range and forms of cooperation between various entities
- the means of communication and the flow of key information
- the resources being used
- the changes in the sphere of aid efforts taking place concurrently with the progressing situation
- the methods of activity management and coordination
- the key problems and sources of tensions
- success factors, good practices
- the assessment of the effectiveness of the activities being conducted and the developed aid management system.

Volyn Oblast is a border region, bordering the Republic of Poland and the Republic of Belarus. For some refugees, the region and the city of Lutsk were a transit point when moving to other countries and provided temporary shelter, while for some it became a long-term residence. Some refugees who arrived in the Volyn region are returning home after the de-occupation of some parts of Ukrainian territory.

The research was conducted in two stages. The first one entailed a quantitative study featuring 25 local-government institutions based on an electronic survey distributed by e-mail. As a result, it was possible to conduct the preliminary mapping of entities engaged in aid and gain a general overview of the activities that were performed.

The next and the key stage included a qualitative study. As part of the project, 63 individual and group interviews were conducted. A total of 69 respondents were interviewed (some interviews were conducted with several (2–3) representatives of the organization/institution at the request of the respondents themselves). Among all the respondents, we distinguish the following categories of participants interviewed: representatives of state authorities, representatives of local government bodies, representatives of non-governmental organizations, representatives of business, representatives of the media, representatives of church, representatives of educational institutions, representatives of volunteer initiatives. Two focus

group discussions were held with the participation of various actors providing humanitarian assistance to IDPs in Volyn Oblast.

The criteria for selecting potential respondents are based on the type of entity providing assistance to IDPs (state authorities, local governments, non-governmental organisations, businesses, media, churches, educational institutions, volunteer initiatives).

All interviews and focus groups were conducted in a stationary location. Interviews were recorded on a dictaphone. All participants of the survey and focus groups provided written consent to participate in the study and to store the data recorded in the Data Archive of the Polish Academy of Sciences (PAS). All ethical requirements have been met while developing the interview and focus group tools. Coding and analysis of the recorded interviews and focus groups was carried out using the Dedoose tool ensuring the anonymity of respondents.

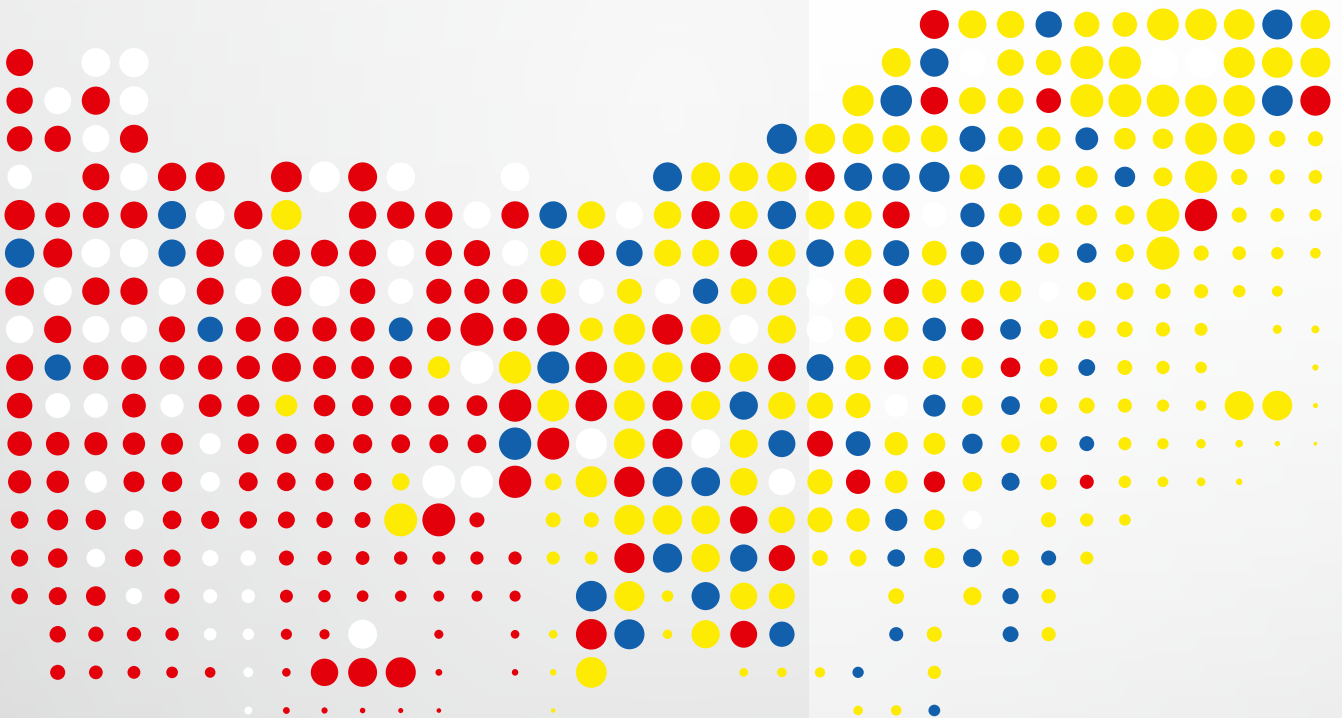
As the research was preliminarily of a qualitative nature, and its objective was to provide in-depth understanding of the processes being studied, not to measure engagement levels, it is not representative in statistical sense. Therefore, not all activities and entities acting in the territory of the province have been described in this report.

Preparing for the implementation of the project, we also conducted preliminary research in Lutsk. It included 23 interviews held between May and September 2022. The materials have also been indirectly used in the analysis of the situation¹.

¹ A detailed study on the results of the Lutsk research can be found in the article: K. Podgórska; A. Jekaterynczuk; O. Yarosh; O. Kuzmuk; V. Liubchuk (2023). Support for Ukrainian refugees after Russia's invasion of Ukraine: aid structure and resilience factors. Case studies of Lublin and Lutsk, European Societies, <https://doi.org/10.1080/14616696.2023.2206892>

PART 1

Mapping of the actors



Russia's large-scale invasion of Ukraine has led to a humanitarian crisis and extensive displacement of people. The government, business and civil society representatives have become involved in providing various types of assistance to internally displaced persons.

As part of the research objectives, 69 respondents were interviewed: 6 representatives of state authorities, 22 representatives of local government bodies, 12 representatives of non-governmental organizations, 7 representatives of businesses, 2 representatives of the media, 10 representatives of church organizations, 7 representatives of educational institutions, and 3 representatives of volunteer initiatives.

The actors providing assistance to IDPs started assistance activities on February 24, 2022. The vast majority of respondents, namely 56% (38 resp.), started their activities to help IDPs within the first few days of the large-scale war, 13% (9 resp.) started assistance activities immediately on February 24, while 14% (10 resp.) did it within a period of 1 week to 1 month, and 17% (12 resp.) within a period of 1 month to 6 months (Table 1).

Table 1. Beginning of activities

Actor type	Number of respondents	February 24	First days	1 week to 1 month	1 month to 6 months	After 6 months	Other
State authorities	6		5	1			
Local government bodies	22	8	14				
Non-government organizations	12	1	1	4	6		
Business	7		4		3		
The media	2		1	1			
Church	10		9		1		
Education	7		4	3			
Volunteer initiatives	3			1	2		
Respondents	69	9	38	10	12	0	0

An 8-criteria approach was applied to all assistance actors in terms of experience, as shown in Table 2. 28% of the respondents (19 resp.) had experience in the humanitarian sphere, 1% (1 resp.) had experience in response/crisis management, 36% (25 resp.) had experience in supporting migrants/refugees, and 20% (14 resp.) had other experience that was useful at the moment. This activity was new to 15% of the respondents (10 resp.), who had no previous experience in providing assistance to IDPs and humanitarian aid.

Table 2. Experience in providing assistance to IDPs

Actor type	Total number of respondents	Humanitarian field	Experience of activity in Ukraine	Experience in Eastern Europe beyond Ukraine	Experience in response/crisis management	Experience of work in the field of migrant/refugee support	Other useful experience at that moment	Other	No experience
State authorities	6					6			
Local government bodies	22	5				12	4		1
Non-government organizations	12	4				5	1		2
Business	7				1		3		3
The media	2					1	1		
Church	10	8					2		
Education	7					1	3		3
Volunteer initiatives	3	2							1
Respondents	69	19	0	0	1	25	14		10

According to the criterion of the actors' territorial location, all of them can be divided into two categories: those who provided assistance in the city of Lutsk, which is the administrative centre of Volyn Oblast, and those who provided assistance on the periphery. Both categories are represented almost equally. 46% of respondents (32) provided assistance in the centre, and 54% (37) on the periphery.

Table 3. Territorial dimension/Location of the assistance providers' activities

Actor type	Total number of respondents	Assistance in the oblast centre	Assistance on the periphery
State authorities	6	5	1
Local government bodies	22	1	21
Non-government organizations	12	9	3
Business	7	2	5
The media	2	2	
Church	10	4	6
Education	7	6	1
Volunteer initiatives	3	3	
Respondents	69	32	37

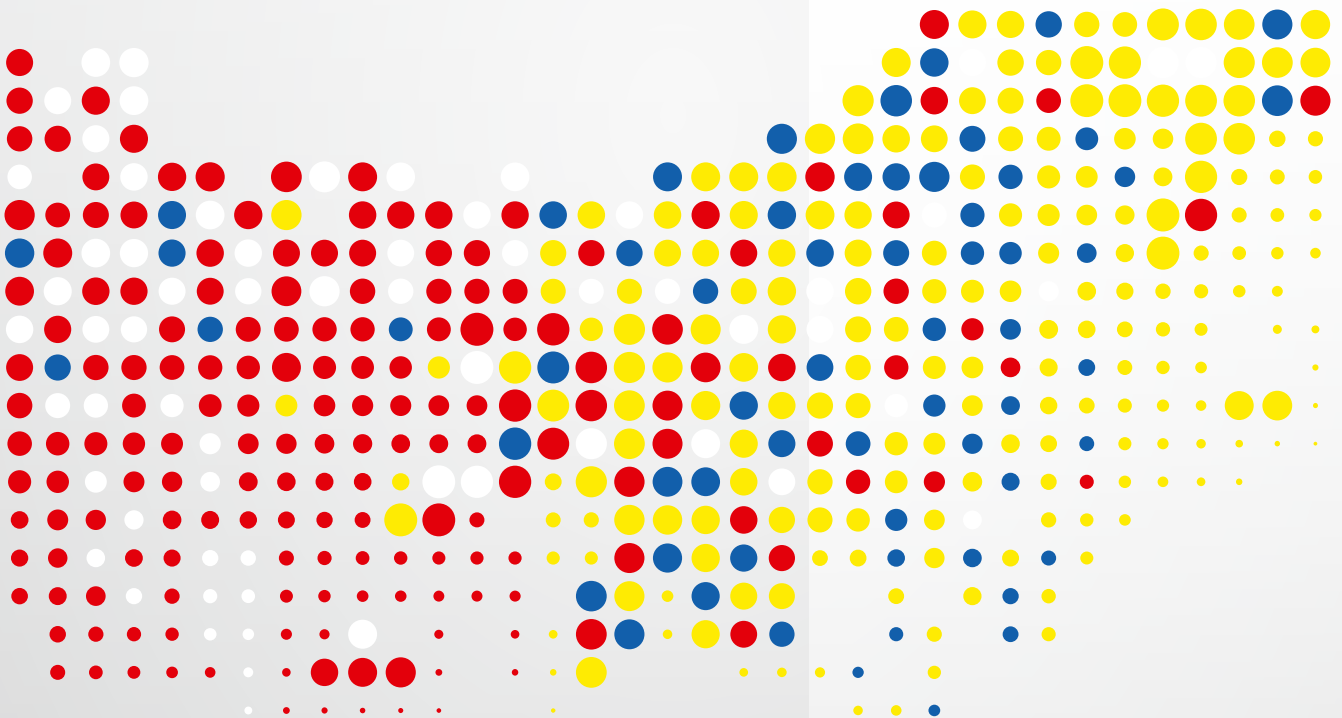
In terms of geographic reach, the actors of providing assistance to IDPs can be divided into two groups: local actors (40) and regional ones (29). Non-governmental organizations include branches of national and international agencies, but their geographical reach is limited to the regional (Volyn Oblast) or local level.

Table 4. Geographic range of the actors providing assistance to IDPs

Actor type	Total number of respondents	Local level	Regional level	National level	International level
State authorities	6	1	5		
Local government bodies	22	22	0		
Non-government organizations	12	3	9		
Business	7	2	5		
The media	2		2		
Church	10	7	3		
Education	7	3	4		
Volunteer initiatives	3	2	1		
Respondents	69	40	29		

PART 2

Characteristics of assistance provision



2.1. MOTIVATION FOR PROVIDING ASSISTANCE

One of the dominant motivations for the participation of representatives of state and local government authorities in providing assistance to IDPs was to fulfill their direct duties aimed at helping vulnerable populations.

“ Our main issue was internally displaced persons, and we are putting all our efforts into examining them and helping them in any way we can, as they say, putting all our cases aside for the benefit of internally displaced persons. This is a category of people who really need our attention and support at the moment. (UA_37_AS_WI_G_TH)

The range of motives of other actors providing assistance is quite diverse. To summarize some generalized strategies in the system of motivation for participation in the assistance to internally displaced persons, we will focus on the following:

- representatives of informal initiatives and volunteer organizations often acted at the call of their hearts, as they could not stand aside and sought to provide assistance and support to vulnerable populations who were particularly affected by Russia’s full-scale invasion of Ukraine;
- for some non-governmental organizations, the motive for their participation in the system of providing assistance was to continue their activities within their statutory obligations, as people in difficult life circumstances are one of the priorities of both social protection services and civil society organizations of the relevant profile. Among the NGOs, there were also those that reshaped their activities and focused on helping internally displaced persons;
- representatives of businesses were involved in providing assistance to internally displaced persons because, firstly, they did not want to stay away from all the processes related to the migration of large numbers of people and, secondly, they had resources and capacities, sometimes quite significant, which contributed to their ultimate integration into the assistance system and allowed to make this system more efficient (in terms of targeting assistance as well as coordination and optimization), which has led to creating an adequate system of assistance and support for all those who are registered and need this assistance.

“ I was sitting in the kitchen with my husband. And the owner of our hall suggested that our premises should not just be idle. It was on February 24, in the Thursday evening, and he suggested that our premises should not be idle. We could host refugees there, use it to good effect, and on Friday morning we consulted with all our

employees and decided that we would host refugees and, well, internally displaced persons. And on Saturday morning, our refugee shelter began to exist and we even started sending people by bus to Poland. (UA_60_BS_MI_M_OBLAST)

Internally displaced persons needed: registration to receive financial benefits, accommodation, food, and adaptation to the new conditions of the new reality. The nature of assistance to internally displaced persons has been varying over time. In the initial stages (immediately after the full-scale invasion and approximately until April), assistance was less organized and coordinated. During this period, assistance was focused on registration, accommodation, catering, and hygiene products.

“ *For the first half, during, say, the first 4 months, we were working with those who met internally displaced people at the front desk, identifying their needs, resettling them, and so on. And it was from these institutions and organizations that we could get a clear answer as to who needed help the most. (UA_27_NGO_MI_M_OBLAST)*

Since May, the process of providing assistance has been less spontaneous and more organized. Along with assistance with accommodation, food and hygiene products, the needs of internally displaced persons were shifting towards counseling and support. The issue of finding a job became an important one.

At the initial stages, an unprecedented level of community cohesion was observed, as well as mobilization of community residents' efforts to help internally displaced persons. The motivation of community residents to participate in the assistance system was high, with everyone trying to serve, be useful to the community and help those who were particularly in need. The desire to help, including internally displaced persons, was based on the desire to survive in difficult times and bring victory closer.

“ *A lot of people cooked food in their homes, made dumplings and pelmeni, fermented cabbage, made borscht kits because our city is small and could not accommodate so many people and provide everything. Schools, which have premises, educational institutions and a shelter, as well as sports facilities, where people could be accommodated, began to join in these processes. We must hand it to the residents of Rozhyshche, who did something in virtually every house, baking bread and everything else to feed the internally displaced people. The authorities could not do everything, and the residents helped a lot. (UA_06_NGO_MI_P_TH)*

“ We have our war, we have our struggle, and this struggle is for those people we can help. As long as we are fighting, we are defeating Putin. This is a collective struggle. Our guys are in the east, and we are here. (UA_31_BS_MI_M_OBLAST)

Religious organizations took active part in helping internally displaced persons as well. Church rectors organized and coordinated the activities of their parishioners in providing assistance to internal refugees, and in fact acted as intermediaries, mediators between IDPs on the one hand and representatives of the authorities and businesses on the other. That is, in the conditional triad of “IDPs – government – business” representatives of the religious sector occupy a middle position, accumulating business resources and the efforts of their parishioners and thus supporting the government’s initiatives to help IDPs.

“ In March of 2022, we started distributing food and hygiene kits for internally displaced persons. Where there was a greater flow of trains, and a more massive arrival of IDPs, our priests with active parishioners received them to feed them immediately at the station, we made sandwiches, cookies, tea, and coffee. (UA_42_REL_WI_G_TH)

The media also joined the organization of assistance to internally displaced persons.

“ Since the beginning of Russia’s full-scale aggression, we have realized that the issues and problems of internally displaced persons and refugees are a serious and urgent problem for the region. So we decided to cover it because we are interested in being where our audience is. And, accordingly, it is the same for internally displaced persons who are in Volyn Oblast, in order to give them relevant information, tell their stories and write about the opportunities they can use in Volyn Oblast to receive certain assistance, get registered, and so on. (UA_24_NGO_MI_M_OBLAST)

As far as regards active actions and innovations to provide support and assistance to IDPs, one can single out integration activities aimed at them, such as the Ukrainian speaking club or the History of Ukraine club.

“ In fact, my motive is that in times of war, the worst thing to do is to do nothing. And when I was looking for ways and methods of how I should work during the war and how I could serve my country, I was certainly weaving nets and making dumplings among others. But I realized that I could do something that others could not. Namely, I

can come to these people, Russian-speaking Ukrainians, and teach them Ukrainian, show them that it is not so difficult, if they have the desire and understanding of the situation. That's why for me, the issue of the work and coordination of our club is a matter of personal participation in the Ukrainian-Russian war. (UA_07_NF_MI_M_OBLAST)

One example of integration activities is the History of Ukraine Club, which operated from March to June 2022 at the university in Lutsk.

“ As for those resettlers who are from the East, we initially thought that we would introduce them to where they were coming to, what kind of a region Volyn is, what its history is. We decided to have conversations about Volyn as a host region, and later on, it evolved into introducing them to the history of Ukraine, and we decided that this would be done in an informal setting, so we bought tea and some cookies. And in this way, we held public lectures combined with tea parties. We began to tell them about the Galicia-Volhynia state, about Volhynia, about the processes there. It turned out that people did not know a lot of basic things. And, you know, this work with IDPs revealed another thing: almost everyone who came to us was brought up either on Soviet-Russian or post-Soviet narratives. That is, they used the term “Great Patriotic War,” they figured that “Bandierization” came from the west of Ukraine. They had such hardened stereotypes that needed to be broken. (UA_11_NF_MI_M_OBLAST)

2.2. TYPE OF ASSISTANCE PROVIDED (SPHERES OF ACTIVITY)

The nature of the activities of assistance providers was diverse, as humanitarian needs were varied.

The nature and content of assistance to internally displaced persons was constantly changing. One can distinguish three stages of assistance:

- the first one, covering the period from the first days to the first months of the invasion, was the most difficult, the assistance primarily focused on IDPs' reception,
- the second, from 2 or 3 months to 6 months, was characterized by the provision of assistance in terms of both reception and adaptation of IDPs;
- the third, from 6 months to 1 year or more, was the period of adaptation and integration of people into local communities.

The areas of assistance depended on the assistance providers' statutory mission, their financial and logistical potential, staffing, motivation, subordination, and other factors.

2.2.1. Issue of housing provision

At the stage of reception, the first problem that arose when internally displaced persons appeared was providing them with housing and shelter.

“ Yes, it was at the beginning, but as our meeting house is unfitted for accommodating people, there is no such possibility. We were ready, though. We had a few classrooms, we set up bedding and mattresses, and the kitchen was functioning. Perhaps, not everything was well done here, there is no such possibility, but we took many people to our homes. A lot of people. (UA-63_REL_MI_MW_TH)

The problem of accommodation was solved at the expense of businesses, as hotel and hostel owners decided to accommodate internally displaced persons, motivated by a desire to help. For IDPs, such accommodation was free of charge.

“ Well, when the war broke out, given that we have a hotel complex and many people use the services of the hotel, you realize that some of these people are not really able to pay for hotel services. Your heart cannot refuse these people in trouble, in our common trouble. And, in fact, it probably all started with kids from Irpin and Bucha. It was probably our first experience. (UA_31_BS_MI_M_OBLAST)

A significant number of internally displaced persons were accommodated by local authorities in educational institutions: kindergartens, schools, and university dormitories, which potentially had conditions for temporary shelter. The temporary nature of the shelter was due to the fact that the beginning of the school year forced administrations to ask people living in their dormitories and the authorities to find other accommodation starting in September, as a new school year was about to begin and students were to return to their dormitories. However, some educational institutions decided to keep the internally displaced people and continue distance learning:

“ The primary need was, of course, housing. Our territorial communities, in particular the Ustyluh and Volodymyr-Volynsk ones, met a large flow of people crossing the border to leave, as well as internally displaced persons. The entire teaching staff worked to accommodate people in educational institutions, in gyms, looking for basic things that were needed for temporary accommodation, as well as for long-term accommodation later on. The nature of the assistance has changed a lot, because if at the beginning of February and during the year the number of IDPs was approximately 2000 and more,

today 848 people live in educational institutions. Thank God, the educational process has resumed. There was a need to relocate IDPs to alternative places of residence, because we decided to accommodate students for studying, after all. Well, if it is possible. Many institutions kept internally displaced people as permanent residents.

(FOCUS GROUP_2)

In addition, rural areas were used for settlement, including empty houses. Local authorities, starostas, were also involved in this process. There were cases, though, when internally displaced persons did not agree to live in towns and villages:

“ *In addition, we found apartments and houses in rural areas, in towns, where we settled these displaced persons who needed it. And at the same time, we took care of their well-being.* (UA_49_REL_WI_P_OBLAST)

The assistance of local authorities was an important factor, as in this case the provision of housing was a more organized process and it was planned that IDPs would stay for a long time or until the IDPs themselves expressed a desire to leave:

“ *We worked to find places to live. That is, we collected information from the settlements through the starostas about where there were vacant houses and what conditions were available there. We sent this form to the raion administration and the oblast administration.*

(UA_22_AS_MI_G_TH)

To house IDPs, the assistance providers also used places that at first glance might not seem quite suitable for them, such as gyms, galleries, entertainment centres, etc. Sometimes, they also enlisted the support of well-known people in the region, which helped to solve the problem of settlement:

“ *...when I returned to Lutsk on the fourth day of the war, I began to settle people in the Art Gallery. We opened a volunteer headquarters for the cultural sector of Volyn, using 2000 [square meters of] exhibition space for this centre. Humanitarian aid began to arrive from all over. We transported more than 20 tons of humanitarian aid, organized sleeping places, and worked very closely with the Volodymyr the Great Charity Foundation in Strumivka.* (FOCUS GROUP)

The biggest problem was the settlement of internally displaced persons for a long or indefinite period. In the first days and weeks after the invasion, many people from the East, centre, and South of Ukraine chose Volyn and Lutsk as a transit area and then travelled to Europe, most often to Poland and Germany. In such cases, these internally displaced persons needed to be provided with accommodation for several days and nights:

“ The change was that in the first days, weeks, and months of the war, people would ask for shelter for a day, two days, three days, a week, up to a month, and then they would move on somewhere. Either they moved to emigration, sought refuge in the West, in Europe, or they moved further to the West of Ukraine, to the Southwest, to Transcarpathia, or they came back. (UA_31_BS_MI_M_OBLAST)

Another way of settling internally displaced persons was private accommodation with host families, i.e. people deliberately invited IDPs to live with them, providing them with everything they needed and taking care of them in this way:

“ We accommodated them for 2–3 days, and then people came to us, left their contacts and said, “we could take a family with a child,” “we could take a family with two kids,” “we could accommodate 5-6 people”... (UA_60_BS_MI_M_OBLAST)

2.2.2. Issue of food and nutrition supply

Along with providing housing for internally displaced persons, the problem of feeding so many people in a short period of time arose. In order to feed people, special social canteens were organized, where people were fed free of charge (at first) and food parcels containing basic food items were being prepared and distributed to IDPs. In addition, many people tried to help personally, so they brought their own food or cooked it themselves, and another way to help was to transfer money to organizations and institutions that bought food, cooked food and fed people. The most common form was the preparation and distribution of food parcels, as it involved religious organizations, volunteers, and other agencies:

“ People who found out about us came from the countryside because they communicate with each other, IDPs say that there is an opportunity here and they come and take it. It's quite a big box, and for example, the last sets were about 18 kilograms of food and quite a lot of household chemicals. So basically it was enough for a month for a family. If it was just one person or two people, we gave smaller sets. And the so-called family sets, if there were three or more people, if there were five people, we gave two sets. (UA_42_REL_WI_G_TH_OY)

Local authorities initiated and supported the provision of meals in educational institutions where IDPs resided. Hot meals were provided to those who hosted people in hotels and hostels. Accommodation providers furnished food at their own expense, with the participation of volunteer organizations and community funds.

“ For the first three weeks, our food establishments fed people for free. For example, when a train would arrive, and each day there arrived thousands of people, who then moved abroad, everyone was fed in schools and food establishments as well. [...] It helped a lot at the time. (UA_61_AS_MI_MW_TH)

An active part in the organization of catering was played by representatives of businesses, in particular those who ran food establishments and provided such services before the full-scale invasion:

“ Many entrepreneurs responded, even those who have cafes. They started cooking food there, bringing it to the IDP Registration centre, taking it to the highway, distributing soups, borscht, and hot tea. We also had a whole list of such entrepreneurs whom we could call at any time and say, “Please, we need to feed people” or “Mind that there are some hungry people there, they need to be fed first.” That businessman would put it on his agenda, and we knew that this issue would be closed. (UA_18_AS_MI_G_TH)

The most difficult period was the first one, when there was an influx of people and often some organizations cooked and fed internally displaced persons at their own expense and with the help of their staff (on a voluntary basis). To do this, they were raising appropriate funds or used to bring their own food:

“ We used to feed people, the women of our church were on duty, coming every day, preparing breakfasts, lunches, dinners. It was estimated that more than 20,000 meals were prepared during this period: breakfast, lunch, dinner, and supper. It's them who were carrying it out. (UA_44_REL_MI_M_OBLAST)

International organizations were also involved in providing people with food and nutrition, and their contribution was very notable, as the needs were significant. It is due to them that food parcels were being distributed and free hot meals organized. Some organizations helped for several weeks, and some for several months:

“ *Most of the assistance was not financial. We have an agreement with UNICEF as a “Child Friendly Community” and we’ve been co-operating within this framework for about five years. A very large amount of assistance has been provided.* (UA_20_AS_MI_G_RAJON)

2.2.3. Issue of clothing provision

The next area of assistance to IDPs was providing them with clothing. A significant number of people did not have time to take their clothes with them, and often all the clothes they wore when fleeing the war zone were the ones they had on. Clothes for internally displaced persons were obtained mainly either by local people donating their clothes or by humanitarian aid.

“ *All of us took out all our winter clothes from our homes, and I did it myself, too. This year I completely renewed my wardrobe, sweaters, warm pants, socks, jackets. I took everything I had out from my house, and I took my husband’s things as well.* (UA_60_BS_MI_M_OBLAST)

Religious organizations also joined in and distributed clothes directly in the churches where people were temporarily living:

“ *Then they were welcomed in churches, given the first necessary things, a shower or food, clothes to change or to dress warmer, because sometimes people were running away only with what they had on themselves.* (UA_49_REL_WI_P_OBLAST)

Provision of hygiene products and, if necessary, medicines were important points in providing assistance to internally displaced persons. Volunteers played a huge role in this by assembling hygiene kits that included personal care products and, for example, diapers for children. Some representatives of businesses also joined in.

“ *On Saturday morning, we wrote that we would be accepting refugees, and by lunchtime we had kits for everyone, a toothbrush, and so on. We searched, we bought, we asked for.* (UA_60_BS_MI_M_OBLAST)

2.2.4. Issue of medical care and medicines

Among the internally displaced persons, there were those who needed special medications:

“ ...medicines. We donated a lot to the hospital. I brought a large minibusbload of walking aids, including wheelchairs, armrests, and so on. We donated a lot of diapers to the hospital at that time.

(UA_30_NGO_WI_G_TH)

As for medical care, according to the respondents, it was provided in two areas:

- facilitating access to medical care and doctor's appointments:

“ If a person arrives, they go to a medical facility and a primary care physician sees them or their child, the case is registered in the system. The National Health Service pays the appropriate fees and, if necessary, the person is referred to the second level for secondary care. Our emergency care is extraterritorial and if necessary, it is provided to everyone regardless of where you are registered. (FOCUS GROUP_2)

- creating mobile teams that visited internally displaced persons in rural areas:

“ We are making kind of schedules for medical mobile teams to visit places of compact residence of internally displaced persons. Once a week. We have information from the Department of Social Protection on the places where internally displaced persons live compactly, and once a week, a mobile team will visit them and the head of a health care facility will visit them once a month. (FOCUS GROUP_2)

2.2.5. Issue of psychological assistance

The extreme stress experienced by IDPs affected their mental health. People needed psychological assistance and rehabilitation. Forms of psychological assistance included individual counseling sessions, meetings, group trainings, art therapy events or the ones with elements of art therapy, hotline call centres, etc:

“ We cooperate with Poruch [Nearby] NGO. We have a classroom at the school, so we started to gather these children in different age groups and conducted trainings. Psychologists worked there, and we practiced art therapy. (FOCUS GROUP_2)

Local specialists were engaged to provide psychological assistance on a voluntary basis. At the same time, specialists from other countries also took an active part in providing psychological support to internally displaced persons:

“ We engaged our local psychologists, they would come and work with the kids on a voluntary basis. Later on, a psychologist from Israel came to us... (UA_61_AS_MI_MW_TH)

During the interviews and focus groups, respondents also named some organizations whose psychologists worked with IDPs and provided them with professional assistance, taking into account their individual characteristics and conditions:

“ ...there are 20 employees in Rokada. They provide social assistance and psychological help. (UA_25_NGO_MI_M_OBLAST)

“ ...Caritas actually has a headquarters of employees where psychologists are involved. (UA_42_REL_WI_G_TH)

Among the internally displaced persons, there were also those who needed special psychological or psychiatric assistance, which was provided in relevant institutions and by relevant specialists:

“ From the very beginning, we took on projects aimed at helping displaced patients of the psychoneurological dispensary in Berestechko. The needs of IDP patients, especially those with such disabilities, who are in neuropsychiatric institutions, were not emphasized at all. (UA_26_NGO_MI_M_OBLAST)

There have been cases when internally displaced persons themselves were willing to join the assistance, as they were psychologists by profession:

“ Some internally displaced people who arrived to us from Zaporizhzhia came and said, “We are psychologists. We can work with people in crisis. Please organize some kind of centre.” And we gave them a floor in the children’s and youth centre, where they saw both children and adults... (UA_18_AS_MI_G_TH)

2.2.6. Language issue as the issue of IDPs' integration with the new environment

Overcoming the language barrier, or rather certain linguistic difficulties, also arose in our region, as most internally displaced persons are Russian speakers. As it turned out, for many citizens, the people of our communities were a kind of discovery not only in terms of language, but also in terms of learning about traditions and everyday life. The desire to help people speak Ukrainian was most successful among children and least successful among the elderly. There were also initiatives to organize history clubs.

“ We made these children blossom here, and we taught them here. We opened Ukraine to them here. I'll tell you this, because the children came, in general, as Russian speakers, and many of the things they did were done for the first time. They didn't even know that such things existed. We were socializing them! I don't know how successful we were, but we tried. (UA_52_NF_MI_M_OBLAST)

2.2.7. Assistance with paperwork and registration

An important area of work with IDPs was assistance in various paperwork. There was a need to restore some documents, including identity cards and other documents that would allow IDPs to obtain their status, receive payments, help them in finding a job or giving other opportunities:

“ We help to obtain ID cards and passports of Ukrainian citizens. We also help to generate a place of registration certificate in the Diia app. (UA_58_AS_MI_P_TH)

In general, requests regarding obtaining the status of an internally displaced person were relevant for processing documentation or obtaining any other information:

“ We register requests... Those who had the IDP status would present us with certificates of their respective status, there we 47 such requests. We were also approached by displaced persons who did not have this status. Their issue was getting help in documenting their status, it was the issue of registration. (UA_38_AS_WI_G_TH)

Of immediate interest were requests from internally displaced persons regarding family law documents, as despite the war, they needed to, e.g., formalize a divorce or the birth of a child, file for alimony, etc:

“ *There were a lot of family issues. These were issues of divorce, alimony, and there were even issues of deprivation of parental rights...*

(UA_38_AS_WI_G_TH)

Apart from that, internally displaced persons were also interested in issues related to the loss of property and housing, and the possibility of making out relevant documents that would allow them to claim compensation in the future. Apart from that, internally displaced persons were also interested in issues related to the loss of property and housing, and the possibility of making out relevant documents that would allow them to claim compensation in the future. They were also interested in incapacity documents or those related to disability confirmation or verification:

“ *...civil issues – we had to recognize people as incapacitated and establish guardianship... There were a lot of questions about crossing the border, usually they asked about the consent, whether the father’s consent was needed.* (UA_38_AS_WI_G_TH_0Y)

2.2.8. Issue of logistics and transportation

Another area of work had a regional focus, as it concerned the transportation of both goods and people to safe places or other regions of Ukraine (Lutsk and Volyn Oblast), or abroad, e.g. to Poland:

“ *Lutsk-Express [note: a passenger transportation company] started transporting people to Poland for free. There were two trips every day... We had permits and took people to the train station during curfew. We accommodated a hundred people for the night. We conducted a survey to find out who wanted to go to Poland. 30 people volunteered, we took them to the bus station at 5 a.m., put them on a bus, and then they went to Poland.* (UA_44_REL_MI_M_OBLAST)

Some internally displaced persons stayed in the region or went to another region of Ukraine, but there was a fairly significant share of those who used Lutsk and Volyn Oblast as a transit point to go abroad. To transport people, various organizations used their own resources or created special transit centres to deal with this issue:

“ *On March 1, by the decision of the Executive Committee of Kovel City Council, a transit centre for charity was established on the basis of our institution, and there were three such centres in our city.*

(UA_41_IN_MI_G_OBLAST)

It was important for Volyn Oblast as a border region to do a good job in order to avoid a collapse in accepting people fleeing the war. The example of the city of Kovel showed how the city community has developed an effective transit mechanism for evacuating people abroad.

“ In Kovel, there was a very powerful hub, which was created by the city council and the local social protection department. For example, there was an evacuation train from Zaporizhzhia that went to Chelm via Kovel directly or with a transfer, and when this train used to arrive, about forty to fifty volunteers were already waiting for its arrival. One central hall of the station was allocated for organizational activities, that is, there were free charging points for gadgets and phones. One huge room was given over, so to speak, to a field kitchen, where everything was being fried and boiled, and it looked like a buffet. That is, a person could just get off the train and take a plate or disposable tableware and pick up anything. One room was designed for women with children, so you could come there and take a stroller, take children's clothes, take diapers, everything for free, what you needed, some hygiene products. Only one small room was set aside for regular local transportation, where local people could get around the region. As soon as the train with more than twenty cars approached, the volunteers would just run out, and if the train arrived for a short time, an ambulance was constantly on duty. People often felt sick or were even injured, so the ambulance immediately flew into the carriage and gave them medical assistance. Food was brought to people. In one compartment, there could be a lot of people sitting on top of each other, so food, fruit and vegetables were brought to them through the windows. Volunteers were running around not with baskets, but with plastic boxes in which apples are carried, they carried soups and served them directly into the cars, and people took it all. It was all so well organized that in fifteen minutes this huge train carrying many thousands of IDPs was simply provided with everything it could possibly need. It was all free for people, all at volunteers' expense. Anyone who could help, helped, and brought things there. That place was just a melting pot where everything was mixed up, and these were hard times for them because it was really difficult, but they did it. (UA_32_AC_MI_M_OBLAST)

Lutsk has set the example for addressing the transportation needs of internally displaced persons, as the authorities, businesses, and churches cooperated there.

“ *Lutsk is not a railway hub, so IDPs did not get there by train – only those who had relatives here, and these were few. The centralized transportation of internally displaced persons for Lutsk was carried out by volunteers, including, as I said, [members of] Christian churches that travelled by bus to other cities, called their local church offices, and simply loaded people [into buses]. [They took] forty people, fifty people, and two or three buses brought them in a systematic way to Lutsk and other cities. At the beginning, in the first months of the war, there were no regular bus runs from the city’s bus station, all of them were suspended, and bus routes were redirected to deliver people.* (UA_32_AC_MI_M_OBLAST)

2.2.9. Other areas of assistance

Other areas of work with internally displaced persons include:

- 1) assistance in employment (some internally displaced persons applied to the Employment centre to find a job):

“ *As of now, people are already looking for longer-term jobs. And if we talk about numbers, since [February] 24th, more than 2,000 people have applied for help, and more than 500 have been employed. As of now, about 250 people are registered. That’s why the main difference over time is that now people are looking for long-term jobs and know that they will stay here, while back then people either did not look for a job or looked for a short-time one.* (FOCUS GROUP_2)

- 2) assisting students from the territories of hostilities in obtaining bursaries and scholarships;
- 3) informing internally displaced persons by the relevant institutions about cases of fraud and other crimes in order to prevent them;
- 4) organizing various events, especially artistic ones, and engaging internally displaced persons in these events.

Children were one of the most vulnerable categories among the internally displaced. In addition to psychological assistance, volunteers from various institutions tried to distract them from the war by engaging them in various activities, especially artistic and sporting ones:

“ *In cooperation with Rotary Club, we did a very good project called “Smile, Don’t Be Afraid”. This is an art therapy project, when children at the beginning, in April, painted pictures of, say, one color, it was dark gray... (FOCUS GROUP_2)*

“ We worked with children a lot. We had art classes every day, drawing classes. We took children to dance and play, we literally made schedules. (UA_52_NF_MI_M_OBLAST)

Students of educational institutions where children of internally displaced persons lived were also involved in working with children. Their main task was to develop children and their aesthetic sensitivity, strengthen their physical health, and broaden their horizons:

“ Our students worked with children every day from 10 am to 5 pm. They would bring pencils, markers, posters, books, toys, and music. They would teach kids Ukrainian songs, have physical activities with them, took them to the zoo and the park, and organized fun sports activities. (UA_47_NF_MI_M_OBLAST)

Religious organizations, apart from, material assistance, provided moral and spiritual support, invited people to services socializing within the church:

“ Every evening we had meetings, kind of prayer meetings for internally displaced people, where people just talked, poured out their hearts, prayed to God together, as best they could and in any way they wanted. These were evening support groups, from 6 to 7 pm. Every evening, perhaps, until the middle of summer, from the beginning... it was lasting for about five or six months. (UA_44_REL_MI_M_OBLAST)

2.3. RESOURCES

2.3.1. Material resources

IDPs arriving in Volyn needed material resources. Humanitarian aid collection centres were set up at government agencies, institutions, organizations, churches, business premises, and in places of compact residence. People fleeing the fighting were in desperate need of clothing, food, bedding, hygiene products, etc., and these needs were constant. If people came to Volyn Oblast in February/March in winter clothes and shoes, in the spring they needed spring clothes and shoes. There was a constant need for hygiene products. Local residents donated significant resources to the agencies that provided assistance to IDPs.

“ There are centres for compact accommodation of people, and volunteers brought aid there. Food, clothing. (UA_61_AS_MI_MW_TH)

“ They brought different kinds of aid, including food items. We packed them and passed them on. Of course, all the people were helping.

(UA_53_NF_MI_M_OBLAST)

“ Locals started to bring everything from clothes to food. (UA_09_AS_MI_P_TH)

A significant contribution was made in providing assistance to IDPs by international agencies and institutions operating in the region through partner organizations, NGOs, and foundations. The partners were selected on a competitive basis. After the full-scale invasion, the United Nations High Commissioner for Refugees (UNHCR), UN Women, the International Red Cross (IRC), which has offices in the oblast's communities, and others worked to help IDPs in Volyn Oblast through partner organizations. These organizations provided one-time support in the form of food and non-food items to vulnerable categories of internally displaced persons, newly evacuated persons, and war-affected population.

“ We are partners of the United Nations High Commissioner for Refugees. Three organizations in Volyn Oblast are such partners.

(UA_25_NGO_MI_M_OBLAST)

“ Our regional Red Cross works with foreign funds and foreign partners. They call and help is sent from Sweden, the Netherlands, and most of all from Poland. Our warehouses were filled with chemicals, food, wheelchairs, and other means of transportation, because people knew we were in trouble and needed help. (UA_30_NGO_WI_G_TH)

“ At the expense of the Red Cross [...] we provide IDPs with items.

(UA_01_AS_MI_P_TH)

“ Many foreign donors have customized their projects to provide priority assistance. (UA_42_REL_WI_G_TH)

International organizations worked closely with the authorities, since in order to operate in Ukraine, they must sign an agreement or memorandum of cooperation, i.e. legalize their activities.

“ In May, an agreement on a food programme was signed between [...] the mayor and the UN. (UA_58_AS_MI_P_TH)

“ *International assistance was tangible.* (FOCUS GROUP_1)

In Ukraine, there is a practice of sister cities or twin cities, where two cities from different countries have signed friendship and cooperation agreements for comprehensive cooperation and exchange of experience in the fields of economy, culture, education, sports, tourism, municipal management, etc. After the full-scale invasion, the main cooperation was to overcome the humanitarian crisis. The sister cities of Lutsk include Lublin, Chełm, Olsztyn, Rzeszów, Toruń, Zamość (Poland), Kaunas, Trakai (Lithuania), Lippe district of North Rhine-Westphalia (Germany), The sister cities of Kovel include Chełm (Poland), Utena (Lithuania), Walsrode, Lower Saxony (Germany). This is the practice of many cities in Volyn Oblast. Through these twinning relationships with cities abroad, Ukrainian communities could quickly receive humanitarian aid, share knowledge and experience.

“ *From the Polish side, sister cities responded... there were supplies from Italy, Germany, the Netherlands, Spain. We received help from many countries of the world and we have relevant letters and organizations with whom we have been intensely working directly.*
(UA_09_AS_MI_P_TH)

“ *Our city is famous for its sister cities from Poland, Lithuania, and Germany... We asked them for help. You see, [...] our shops were closed [...] The first cargo from the partner cities arrived on March 3.*
(UA_15_AS_MI_P_RAJON)

“ *The goods that came to us from abroad were mainly food, medicine, clothing, hygiene products, blankets, mattresses, beds, they sent everything they could.* (UA_09_AS_MI_P_TH)

Significant support for the agencies providing assistance to IDPs came from foreign volunteers, people of good will who voluntarily came to Ukraine with humanitarian aid.

“ *Volunteers [...] came from Chełm, Lublin, they brought goods, handed them over to our transit charity centre. They are also volunteers. They work for free. [...] We have a volunteer from Poland, he comes here very often, he took out our children and families at that time and brought supplies from volunteers. Now he is already volunteering in the East. [...] We had a lot of volunteers, I can't remember them all. They brought a lot of goods. They are good people. We always thanked them.* (UA_15_AS_MI_P_RAJON)

“ *The Germans gave our city powerful pumps, motor pumps, generators, and they sent a lot of other things for firefighters.* (UA_15_AS_MI_P_RAJON)

“ *There was a man who also brought some food from Poland, it was his own wish.* (UA_26_NGO_MI_M_OBLAST)

“ *We receive it from people in Europe who care or from some missions. They collected 20 mattresses and sent us 20 mattresses, collected 20 beddings there, blankets and sent them to us.* (UA_03_AC_MI_P_TH)

“ *And now, at the end of January, we are expecting help from Canada.* (UA_23_AS_MI_G_RAJON)

In collective accommodation facilities for IDPs, soup kitchens were organized. Such free meal sites were also set up in educational institutions. The decision depended on the local government and the willingness of the institutions' authorities. If these were dormitories of educational institutions, they either had organized meals or equipped kitchens for self-cooking. Local governments, the authorities of educational institutions, and business owners organized hot meals, sometimes 3 meals a day. They were assisted by charity foundations and volunteer centres. However, the main share of food provision fell on the shoulders of those institutions that accepted people.

“ *When the first IDPs from Kyiv Oblast and from Kharkiv started arriving, we settled them in a dorm. We organized meals... Since September, those children who are at school have been eating for free.* (UA_04_NF_MI_P_MIASTO)

“ *Entrepreneurs approached us and said they wanted to feed IDPs for free. We accepted the city's programme and then reimbursed the cost of food and electricity.* (UA_18_AS_MI_G_TH)

“ *From the very first days, we were hosting people, and it was all done entirely on our own, by employees, teachers, and students, who brought warm clothes, hygiene products, beddings, towels, and baby food from home. No one even claimed any reimbursement. These were our expenses.* (UA_46_NF_MI_M_OBLAST)

Experienced NGOs have been a resource in helping other new NGOs and initiative groups learn how to write grant proposals to find future resources for their activities.

“ *Our profile is to help them become more resilient. There is an organization in Turiysk that has been working since February 24. They have been volunteering. Children, teenagers, young people of non-school age. They want to organize events for IDPs. We help them by finding, for example, trainers who will help them to become a more sustainable structure. Another area is microgrants. There is an initiative to hold additional classes for displaced children, master classes. They inquired about enrolments for training courses. Other than that, we can send representatives of NGOs for training to other regions, such as Lviv Oblast. (UA_25_NGO_MI_M_OBLAST)*

The authorities received support in the form of computer equipment for their operations, as service delivery activities depended on technical capabilities. After the shelling of the energy system, energy supplies were urgently needed. There was also an ongoing need for security equipment, which the authorities received from various donors.

“ *We received ten laptops from the UN agency for our district departments. (UA_33_AC_MI_M_OBLAST)*

“ *Through the central authorities, we received what we need to perform our duties, including protective equipment, that is individual first aid kits and bulletproof vests. UA_32_AC_MI_M_OBLAST*

“ *Boarding schools were supported by generators, three generators thanks to the department's cooperation and communication with agencies and charitable organizations. (UA_33_AC_MI_M_OBLAST)*

“ *...there was material support. It was food, medicines and household goods, beddings, generators, everything that could come handy. (UA_22_AS_MI_G_TH)*

2.3.2. Human resources

Russia's full-scale invasion of Ukraine has triggered a powerful wave of volunteering activities. Many people became volunteers without having had such experience before. After February 24, people were in a state of shock for some time and were generally not ready to take action, but later on, they started to volunteer. Volunteers have become a powerful human resource in overcoming the humanitarian crisis.

“ At the very beginning of the Russian aggression against Ukraine, after the first week of shock, when we were all coming to our senses, we started offering any help that could be useful. And everyone wanted to do something useful. We started by collecting clothes for internally displaced persons and for the military at the front in the main building. (UA_11_NF_MI_M_OBLAST)

“ There were volunteers who came at the beginning because they didn't know how to continue working, what to do, people ran to do something, to help, to occupy themselves. (UA_33_AC_MI_M_OBLAST)

“ There was no need to motivate [...] anyone, there was no need. Because people just wanted to help. (UA_19_AC_MI_G_RAJON)

“ I asked how I could help. They said, “We need help with transportation.” That is, they needed vehicles for transporting humanitarian aid. That's how it all started. I have transport, buses, trucks, so I helped with the transportation of humanitarian aid from abroad, from Poland, to Ukraine. And that's it, that's where it all started. (UA_21_BS_MW_P_TH)

“ Here in Ukraine, [...] churches, friends of churches, and friends I'd never even known before, all of them were concerned. (UA-63_REL_MI_MW_TH)

Over time, people began to look for centres where they could volunteer and demonstrated a great degree of cohesion and self-organization. The war has revealed a willingness to help those in greater need, those who came from the war zone.

“ There was nothing at the beginning. Everyone was scared, everyone was stressed. But over time, we organized volunteers at the School-boy's House. Somehow, we started going there at first to store some clothes and food, and later it just took off. It was a personal initiative of everyone. (UA_16_REL_MW_P_TH)

“ We have a lot of volunteers and everyone is a volunteer. Well, when the war started, our city council was filled with people: entrepreneurs who offered their help, managers who came to us to see what we would do, and ordinary people. Accordingly, everyone had their own load of work. (UA_15_AS_MI_P_RAJON)

“ Kovel is a city of volunteers, every second person here is a volunteer. We had volunteers who brought the goods, who helped with the loading, who helped to pack and deliver everything, and there were also volunteers who served food. (UA_15_AS_MI_P_RAJON)

“ In addition, we also had volunteers at the train stations to carry everything onto the trains for those traveling abroad. (UA_25_NGO_MI_M_OBLAST)

“ No one thought about what confession you were, what political status or social status you had... there was no such thing. Everyone was doing a common job. (UA_19_AC_MI_G_RAJON)

People of business, middle-class people who had businesses such as hotels, sports complexes, hostels, restaurants, etc. were involved in helping IDPs: they accommodated people, provided them with food, clothing, and basic needs, and shared what they had with them.

“ As for the volunteers who helped IDPs, they are all mostly business-people, in my opinion. That is, they all had some money somewhere, some businesses. From this business, they began to volunteer, and then involved others. (FOCUS GROUP_1)

“ We made a decision to help, a decision to stay here and do what we are good at and support people in need. (UA_31_BS_NI_M_OBLAST)

Foreign aid was a resource. Volunteer assistance for IDPs was provided by those who had Ukrainian roots and lived abroad before the full-scale invasion, as well as by Ukrainians who left after February 24. They were actively collecting humanitarian aid abroad and transferring and/or bringing it to Ukraine.

“ *She is a native of Kovel, a Ukrainian, who lived here for 20 years and then for 20 years in Germany... she was torn to do something. She addressed the city authorities, the mayor's office where she lives, and they provided her with a warehouse, and paid for it. And now the Germans have already started bringing there aid, things, etc.*

(UA_61_AS_MI_MW_TH)

Significant help came from foreign citizens, people of good will, who volunteered by bringing humanitarian aid.

“ *There are Poles who support us immensely. They don't care about shellings and they stayed here.* (FOCUS GROUP_2)

“ *We worked with people from Ukraine, and we also worked with foreigners, volunteers from Germany, Poland, Brazil, and Italy.*

(UA_58_AS_MI_P_TH)

“ *Sometimes we were contacted by volunteers from abroad who asked us to meet people, feed them, and help them continue their journey abroad. These were people with disabilities.* (UA_22_AS_MI_G_TH)

“ *...we get material and technical support from caring people in Europe, either from some missions or just volunteers who have seen what we are doing and helped us, for example, by filling up buses, collecting humanitarian supplies.* (UA_03_AC_MI_P_TH)

“ *I collaborated with our priest from Italy. He helped us to buy an ambulance for Stara Vyzhivka's hospital. I also communicate with my friend from Belgium, who helps to ensure that if there is a complete blackout, we have a generator. So the generator is already on the way.* (UA_42_REL_WI_G_TH)

“ Of course, we had a lot of help from our brotherly, neighboring country of Poland. These were the very first people who started helping us. Then we had a lot of help from volunteers and the authorities of our sister cities. We have such good cooperation, and there are cities where cooperation is good thanks to our city authorities. That's why we had very good connections. They helped us with food and all the necessary things that people and our soldiers needed. There was also help from Germany, Italy, and Brazil. Even an ordinary citizen from Sweden came to see how we were doing here, what was going on. The Help for Children of Kovel organization from the twin city of Walsrod in Germany, a company from Chełm in Poland, the mission from the town of Łomazy in Poland together with the Auchan chain of stores provided significant assistance to our centre. The donations are mainly long-term storage food, baby food, clothing, medicines, and hygiene products. (UA_41_IN_MI_G_OBLAST)

After the full-scale invasion, the new residents, the internally displaced people, became newly active members of their host communities, involved in activities there and became a human resource that strengthened the communities.

“ There have been about four such people (IDPs) who have been helping me keep the database in the computer and do digitization. (UA_42_REL_WI_G_TH)

“ There were people who had already suffered a deep misfortune in the early days and came to our city. And only over time did we learn that these people who became our volunteers were from Bucha, Kyiv, and Kharkiv. (UA_41_IN_MI_G_OBLAST)

“ I know that some of them are already volunteering themselves. And at a pretty good level. (UA_11_NF_MI_M_OBLAST)

“ We (IDPs) were standing near a supermarket and collecting food and hygiene products for people from occupied Kherson. I myself was standing and shouting “Give some help!” And, well, quite a lot of people were giving money and food. (UA_59_AS_MI_P_TH)

“ A displaced man came to us and said that he was a tailor and could organize the sewing of necessary things. He needed seamstresses. And we have a training and production facility with sewing machines. They were given two classes for this purpose. We also had girls from Zaporizhzhia who know how to work in the civic sector and began to raise funds from donor organizations. (UA_18_AS_MI_G_TH)

Since the full-scale invasion, there have been success stories of IDPs being employed in various professions.

“ One woman, a mother of two boys, who moved to our city, was the first one to get employed. She came with her teenagers. Now her relatives have moved there as well. I see how IDPs work, how they have changed their profession completely, and they do not freeload. (FOCUS GROUP_2)

“ We have a displaced psychologist working for our organization. (UA_27_NGO_MI_M_OBLAST)

“ I have a woman and her son living in a dormitory in Liuboml. Their house was destroyed. I engaged her to work here and she has been working as a camp leader with these children, who are also IDPs, for three shifts now. (FOCUS GROUP_1)

“ We have hired two employees. An IDP from Mariupol, a woman and a man from Donetsk Oblast. They are odd-jobbers, responsible, diligent people. We gave them a separate room for their family. (UA_46_NF_MI_M_OBLAST)

“ I am a public activist, I am an IDP in the city [...] I came from Mykolaiv. (UA_62_NF_MI_MW_RAJON)

“ We even have priests who moved here from the occupied territories. (FOCUS GROUP)

Displaced people started their own businesses, i.e., were actively involved in the life and economic development of their new communities.

“ *In Kolky, there is a guy who started developing Volyn shawarma, and we were just choking with emotion, how positive this young man is. He is all positive, even though he's lost everything.* (FOCUS GROUP_2)

2.3.3. Financial resources

The authorities provided support payments for IDPs from public funds, i.e., taxpayers' money, if they were officially registered. People who took IDPs into their own homes received compensation. If people who moved were of retirement age, they received their pension in the new place. If they had children, mothers received payments for them. People who lost their jobs could apply to the employment centre. If someone worked for a public institution, and their territory is in the combat zone or occupied, they are on downtime, which means they do not work but receive a salary. If a person is an employee of an educational institution, they work online. The respondents mentioned such benefits as free accommodation in a dormitory for school and university students and accepting them to tuition-free study programmes where possible.

“ *After registration, IDPs could receive financial assistance from the state for living expenses, two thousand [hryvnias] for an adult and three thousand [hryvnias] for a child with a disability.* (UA_18_AS_MI_G_TH)

“ *According to the resolution, there is compensation from the state for utilities for those living in collective accommodation facilities.* (FOCUS GROUP_2)

“ *Many of the IDPs came without material resources, and we helped them get material assistance through our city council.* (UA_03_AC_MI_P_TH)

“ *There are compensations for employers for hiring internally displaced persons. If an employer created a job for an IDP during the year and kept him/her with a salary of more than three minimum wages, which is currently more than 20,100 hryvnias, then he/she will be able to receive 50% of the single social contribution paid during the next year.* (UA_34_AC_MI_M_OBLAST)

Financial assistance was not always provided directly to IDPs, but, for example, as grants to facilitate future employment (e.g. business support) or funds that were allocated for specific needs (e.g. housing payments) or for labour costs to maintain the structure.

“ We are implementing the *There Is Work* programme in Volyn, there are various compensations for IDPs, it is a tool for employment of these people. (FOCUS GROUP_2)

“ For 50 internally displaced people per month, plus 10 people in very difficult life circumstances, assistance will be provided in the amount of 7,000 to 8,000 hryvnias, for which we do not give cash in hand, but we buy it based on a needs assessment, that is, we buy what people need, whether it is medicine or food... And if it is specialized assistance, that is, very difficult cases, for example, as we have a family-type orphanage with 10 children, plus our own children, then it will be assistance in the range of 27,000–28,000 hryvnias. But it will be provided so that the person receiving this assistance will spend these funds not only, for example, to cover housing costs, but even to plan self-employment. That is, they can buy tools, equipment, perhaps some machines to work with to earn money. And besides, we know that one of the departments of the International Organization for Migration will help pay for housing and utilities for those in need in western Ukraine, it will be in the range of 5,000–8,000 hryvnias plus utilities. This is much needed help because people would like to live separately. We know how much the prices for renting apartments have increased today, and not everyone is able to pay this rent. (UA_27_NGO_MI_M_OBLAST)

“ It happened that our partners brought funds. They actually made purchases themselves at our request, which was specifically for displaced people. They tried to meet these needs, so we just had to coordinate what to buy for the displaced people, and they distributed the aid themselves. (UA_20_AS_MI_G_RAJON)

“ A special fund was formed abroad. This fund comes from charitable contributions from around the world. This fund is created in the event of a dangerous situation, a disaster, in some countries it is floods, in others fires, in our country it is war. And this fund was created

specifically for Ukraine. And these are the funds that we used to buy medical equipment, hygiene products, all the necessary packages and food. (UA_26_NGO_MI_M_OBLAST)

“ We were approached by a French humanitarian mission. They provide grant assistance for internally displaced persons, even for women in rural areas. (UA_34_AC_MI_M_OBLAST)

Those NGOs from Volyn Oblast that received grant support from international donors as of February 2022 were given the opportunity to reorient their project/programme activities to humanitarian assistance for IDPs. To do this, they agreed modifications of their project or programme with donors and reoriented their activities to provide humanitarian assistance.

“ The charter of our NGO includes assistance to refugees and stateless persons, so after February 24, there was no question of whether we would or would not help IDPs. At the time, we had two projects and were allowed to reorient them for internally displaced persons, both for those in transit and those who were settling temporarily and now live in Volyn Oblast. (UA_27_NGO_MI_M_OBLAST)

“ There is material support for our activities: payment for work, payment for information materials. (UA_24_NGO_MI_M_OBLAST)

“ The international financial support allowed us to work without problems at this time, even to expand. We have the resources and the ability to hire people, even more than last year. (UA_24_NGO_MI_M_OBLAST)

“ For the most part, these were our resources and redistributed resources of international organizations. We can for sure mention organizations that allocated a certain amount of funds for the purchase of equipment to equip shelters. There was an initiative from the Eastern Europe Foundation called “Shelter”. Now our partners from Germany have also allocated a certain budget for the purchase of humanitarian aid for shelters. We are also a point of reception and distribution of all this. (UA_29_NGO_MI_M)

2.3.4. Information resources

Of great importance for informing IDPs about opportunities were information resources: the Internet, websites, social networks (Facebook, Telegram, Viber, etc.), as it was through them that people organized to provide humanitarian assistance. This was typical for:

- **government agencies:**

“ I kept writing to our group, covering all the events, and they wanted to join in, they found it themselves, called, offered to hold a workshop for the kids there, [...] so we were invited to the Adrenalin City entertainment centre, [...] organized pizza for them, plus free jumping on the trampolines and entertainment that is there. (UA_61_AS_MI_MW_TH)

- **NGOs:**

“ We have large volunteer chats, in the region, in Lutsk. (UA_25_NGO_MI_M_OBLAST)

- **businesses:**

“ At first, a lot of such information was posted on social networks. (UA_60_BS_MI_M_OBLAST)

- **religious organizations:**

“ We just announced on social media that we were accepting these people and that if anyone had food that they were willing to share or clothes that they were willing to share, hygiene products that people were willing to share, they just had to bring them to our reception centre and that's probably where it started. (UA_44_REL_MI_M_OBLAST)

- **informal initiatives:**

“ We have groups in Kovel where we post information. We have collected information and created a catalog for IDPs, which contains information about groups, free legal aid, free psychological aid, and hotlines of call centres. Where food, hygiene, clothing are distributed... People who have just arrived can use this. Although I met a girl who has been here for 8 months. She knew nothing. I added her to our groups and now she is with us. We can give people some advice. It is very good that there are such groups where you can find out where, what and how. (UA_62_NF_MI_MW_RAJON)

“ *It was social media, where we gathered, learned what, where, and how. And so, in fact, from social networks and other institutions, we learned that we could take something from somewhere, help with something.* (UA_51_NF_MI_M_OBLAST)

Media and media-oriented NGOs provided information on services that could be used, as IDPs did not always have access to such information they needed.

“ *We informed them about what was happening in Ukraine, in particular, in our region in connection with the war. And it was absolutely all areas of life and opportunities for people fleeing the war. It was about centres, coordination headquarters, community initiatives. And this is important, because people are looking for information and, first of all, they google it.* (UA_43_IN_MI_M_OBLAST)

“ *Since the beginning of Russia's full-scale aggression, we have realized that this issue and the problems of IDPs are a serious and urgent problem for the region. That is why we decided to cover it.* (UA_24_NGO_MI_M_OBLAST)

2.3.5. Resources of social ties / social capital

Informal social ties were important for organizing the provision of assistance, and assistance providers who had them could act more effectively. Individual social contacts were used as social capital:

“ *My volunteers on call help me a lot. I'm on the road, and they are at the door, thank God, because a person can't really do it alone.* (UA_30_NGO_WI_G_TH)

“ *I got on the phone and called all the people, entrepreneurs I knew, those who were involved in production. They responded, absolutely responded, just asked what to bring each particular day.* (UA_04_NF_MI_P_MIASTO)

“ *The guys from the fire station helped me a lot.* (UA_30_NGO_WI_G_TH)

“ I also had cooperation with my personal acquaintances from abroad, especially from Poland, where they collected aid and they asked me to distribute it, because they trusted me and they said it was at my discretion. (UA_42_REL_WI_G_TH)

“ If you have been working in the civic sector in the region for 11 years, you know someone in every settlement, and even if you don't know them yourself, you know who to contact. So there are organizations that have offices in many settlements in the region. There are also library networks. You can find contacts through them. You can find contacts through NGOs. Then there are some other partner organizations that you know. I have never had a situation where we wanted to establish a contact and other people were absolutely not interested. (UA_25_NGO_MI_M_OBLAST)

2.3.6. Other resources

IDPs faced the problem of language barriers when resettling, as the eastern regions of Ukraine were predominantly Russian-speaking. Initiatives and language courses were created to help them overcome this barrier and integrate into the Ukrainian-speaking environment of their new communities.

“ A lot of Russian-speaking people came to us and [...] our educational institutions organized free Ukrainian language courses, where they recruited groups, where they told about history, and the language, and grammar, so that people could communicate with each other. (UA_18_AS_MI_G_TH)

“ We called the club “Let's Talk About History,” and it worked in this mode on Wednesdays [...] from March to June. We would gather and give lectures, and on Saturdays we would take them on excursions, free of charge. (UA_11_NF_MI_M_OBLAST)

Government agencies provided free legal aid to IDPs, which expanded the range of services available.

“ Since 2014, Ukraine has had a system of free legal aid for IDPs, who are entitled to consultations, clarifications on legal issues, and representation in courts. This includes assistance in drafting a

statement of claim, appeal, cassation appeal, and full support in court proceedings. The right to defense in criminal proceedings, defense in the event of administrative liability. So this is the area of legal services and also educational activities aimed at familiarizing IDPs with their rights and services. In 2022, the services were expanded. These include compensation for damaged or destroyed housing and compensation to persons who agreed to host IDPs free of charge. (UA_38_AS_WI_G_TH)

The provision of medical care for IDPs was a resource as well.

“ *The majority of people in Ukraine from all regions who were forced by the military threat to leave for more peaceful regions were provided with medical care at the expense of the National Health Service. (FOCUS GROUP_2)*

Another resource was the provision of psychological assistance and adaptation measures for IDPs. These activities were carried out by government agencies, including centres for social and psychological assistance, social services for children, families and youth, and others, as well as by NGOs and foundations. People of different professions including artists arrived in the region and they had a need to create and continue their own creative work. The Union of Artists of Volyn Oblast organized them at the Art Gallery for various events. There was an initiative of an artistic NGO to paint air raid shelters and university buildings in Lutsk, as they were mostly unsightly and had gray depressing walls. NGOs also organized creative and rehabilitation activities for IDP families. An initiative to organize kayak trips was well developed and in demand. The project of one NGO from Volyn Oblast was extended, received good feedback and was replicated in other regions.

“ *We chose a non-standard, very interesting method of psychological rehabilitation, which had a very good response. These are group rehabilitation kayak trips accompanied by a psychologist with group psychological sessions before and after the trip. This activity lasted for half of the spring, the whole summer, and the beginning of the fall. (UA_28_NGO_MI_M_OBLAST)*

2.4. COOPERATION OF THE ACTORS INVOLVED

The structure of assistance includes: international organizations and foundations that provided humanitarian and financial assistance; all-Ukrainian organizations, including NGOs and charity foundations; religious organizations; business organizations operating at both the national and local levels; volunteer and informal initiatives at the level of both individuals and organizations.

According to the respondents, the organizations that support internally displaced persons the most are the Red Cross Society, the Rokada Foundation, the Administrative Service Centre (ASC), the Military-Civilian Administration, in particular the Department of Social Protection, executive authorities and local government bodies, the Centres for Support of Internally Displaced Persons “SpivDiia,” and humanitarian hubs established at many state institutions. Significant assistance was provided by international organizations. Among the most frequently mentioned are the UN, Caritas, Rotary International, including Rotary clubs in Japan, Lithuania and Poland, the Danish organization Kolo, the International Organization for Migration, and the OSCE. A large amount of humanitarian aid from abroad was organized by people from Ukraine who are permanently or temporarily residing abroad. Representatives of the Ukrainian diaspora from European countries, the United States and Canada were active in the field of assistance.

“Cash payments from Aktet, the Czech organization Man in Need, the UN Food Programme, Caritas SPES. The Seventh-day Adventists, the Protestant Church of Evangelical Christians, the Protestant Church of Evangelical Baptists, the regional administration, and the Stabilization Support Services Charity Foundation helped us with the dormitory, as we have 32 people living in the technical school dormitory. They gave us a washing machine, a boiler, and an electric stove. The Red Cross helped the kindergarten and gave us a washing machine. Rokada provided blankets, pillows, and lanterns. The [Child] Well-Being Fund Ukraine gave food to families with children, 48 food parcels. And our volunteers also bring them. (UA_59_AS_MI_P_TH)

Businesses such as Adrenaline City, Olympia Complex and others provided long-term assistance by organizing accommodation and meals for IDPs. The Children’s Service and The Child Well-Being Fund Ukraine are involved in working with children of internally displaced persons. Active cooperation is maintained with UNICEF and organizations supported by USAID.

“ The Ukrainian Educational Platform, in particular BUR, which is an abbreviation for “Building Ukraine Together,” came to Rozhyshe, created a similar social space at the city council, came to us, and shared their experience of such work in different cities of Ukraine. (UA_02_REL_MI_P_TH)

At the local level, local businesses and entrepreneurs, as well as volunteers with an active civic and life position, provided important and thorough assistance.

“ In the first months, we gave a lot of help, and our villages and communities joined in. They brought meat, bacon, canned meat, and everything they had, as well as home-canned foods. Right now we are organizing a campaign to provide the IDPs with potatoes so that they don't have to buy them. (UA_15_AS_MI_P_RAJON)

“ Bread is delivered to us on a regular basis, twice a week. It's a very good help, and once a month they systematically bring a batch of frozen chickens, the Pan Kurchak [Group] brings them. And we give them this too, because you know, we used to cook in March-April, we used to cook lunches. We have a cafe called Alice, a very good one, and we gave them some food and they were just cooking hot lunches for free for 2 months. (UA_47_NF_MI_M_OBLAST)

The clergy acted as one of the integrating links between the community and the authorities, helping to establish assistance for internally displaced persons. Representatives of the churches, who have an established network of contacts, built cooperation with Poland, Germany, and the United States in providing assistance to IDPs. Representatives of charitable organizations, such as the Good Deed organization, also joined this work.

“ Well, in general, if you take us, we have our own structure in the Ukrainian Church, and in each region we have ministers of the Church with whom we communicate. And when the war started, we were in contact with the clergy from the regions where the fighting was going on, and they said: there is a need for evacuation, there is a need for goods, there is a need for food items, and these other things. And we got involved and did all these things because we were in contact with the people who were on the other side. Let's put it that way. (UA_49_REL_WI_P_OBLAST)

“ We tried to serve those people who arrived. Our parish was active even before the full-scale invasion, because for two years since 2020, the Good Samaritan social centre has been operating in our city, where we provide free clothes and second-hand clothes for local people in need and now also for internally displaced persons on a weekly basis. Therefore, from the beginning of the full-scale invasion, we did not think about it, but we realized that we had to help, we had to support our citizens. (UA_02_REL_MI_P_TH)

We also record the initiative of representatives of NGOs, who offered the authorities their capabilities and resources to ensure the most successful adaptation and integration of internally displaced persons.

“ That is why we actually took initiative to offer all our resources to the local authorities to accommodate the internally displaced persons. And at the same time, we even contacted our friends who were doing very serious volunteer work in Dnipropetrovsk Oblast, for example, evacuating people from the areas where the fighting was going on, and it turns out that the local authorities agreed to accept IDPs through our contact, and that way... (UA_13_NGO_MW_P_TH)

“ We, on our part, also had premises and human resources, meaning that people were ready to volunteer. We opened a large room and turned it into a clothing warehouse. A large warehouse of clothes for IDPs, a food warehouse. So, that's how it went. We contacted our good friends from France and they sent us a lot of clothes. It was, by the way, March or the second half of March, once, and then another time they provided us with beds, which we handed over to the IDPs. That is, there was no clear coordination as such in one unit in the Holoby community, but everyone just did their job as much as they could. And it seems to me that we didn't have any cross-fighting in terms of competition, we were free from it. (UA_13_NGO_MW_P_TH)

The coordination and organization of efforts of all participants is important in the process of establishing cooperation between assistance providers. It should be emphasized that due to the synergy of interaction between all actors, assistance provision as a process was systematic and organized.

“ We provided medical supplies to our bomb shelters and then to the checkpoints near Kolodyazhne, we provided medicines to those who needed them, we partially formed first aid kits, we received medicines for free, and we paid for some of them. (UA_13_NGO_MW_P_TH)

Cooperation was also actively established with immigrants from Volyn cities, villages, and towns who were living abroad at the time of the war, either permanently or temporarily.

“ We would make purchases, and then there was a woman from Holoby who lived in Miami. They also donated money to our fund, and we also made purchases. That is, at first, the people of Holoby who were abroad responded to our Facebook posts and bought things and helped with their own money. (UA_13_NGO_MW_P_TH)

The key to cooperation is a trusting relationship between recipients and providers of assistance. The reputation of assistance providers, their experience in the field of aid provision and the effectiveness of their activities are of great importance.

Trust is in fact a driver of positive change and an incentive for growth, optimizing the provision of assistance to those in need.

“ One woman recently buried her son, who died in the war, so she came to me in the summer and gave me money. A few thousand hryvnias. She said: you know where [to pass it], we completely trust you. So they gave the money directly to me. We had a box in the church, and people anonymously donated money. (UA_13_NGO_MW_P_TH)

When analyzing the forms of cooperation in the process of implementing assistance and support for IDPs, we should pay attention to the phenomenon of so-called “spontaneous volunteer,” which is essentially a product of a cohesive community and society that seeks to serve as much as possible in the conditions of war and bring the victory closer.

“ First of all, we have spontaneous volunteers who come to us, people off the street just come and they are ready to teach, for example, for a week, ready to help do some unloading for two or three hours. This is where we started the repair work. There are spontaneous volunteers, there are regular volunteers, and they like to help us. (UA_06_NGO_MI_P_TH)

When asked who they do not cooperate with, the assistance providers unanimously answer that the process of providing assistance is coordinated and well-organized and that cooperation is established with all the actors involved.

“ [Cooperation] is established with everyone, because there are a lot of centralized databases now. For example, to receive certain assistance, you just have to register, and when you register, your data is already entered into centralized systems, state, local, and social ones. And on the basis of this, you know how many people there are, what social groups, who are pensioners, where the children are. Basically, everything was set up here, we knew that if someone needed some basic advice on health care, people were directed to family doctors to re-registered with us to get really qualified primary care and advice because stressful situations affected people's health. A lot of people asked for help with medicines and such assistance. Later, of course, it became a matter of children doing something. That's why we have quite powerful organizations, including a sports school, a music school, and an out-of-school education centre. This is work with children and youth. Plus, the civic sector also held some workshops and classes somewhere. So, basically, people were socialized, that is, they had the opportunity to communicate and get some help somewhere. (UA_09_AS_MI_P_TH)

2.5. MANAGING ASSISTANCE ACTIVITIES

In their management processes, all actors used coordination as a management approach for joint activities, both internally in establishing interaction between all structures of the government body and externally with external actors.

“ Authorities were the focal points for providing assistance to IDPs. On February 27, 2022, a coordination headquarters was established at the oblast state administration, which became the oblast military administration after the full-scale invasion, headed by the head of the administration, to coordinate work throughout the region. On February 27, a coordination headquarters was established in Volyn Oblast, and all departments are part of it. (UA_36_AC_MI_M_OBLAST)

“ We had online meetings when we gathered our territorial divisions, we still gather them, it's still a Covid practice, we gather in this room, we have all the divisions here. (UA_36_AC_MI_M_OBLAST)

“ We exchange information, such as the addresses of shelters, collective accommodation facilities, and contacts of starostas in the territory where internally displaced persons live. (UA_03_AC_MI_P_TH)

In the oblast's territorial communities, city, settlement, and village councils have become the coordination centres for responding to the humanitarian crisis, and humanitarian coordination headquarters have been established. Following the decentralization reform, each territorial community has starosta districts headed by starostas. Starostas are part of the management structures of the local community's council.

“ Each starosta district has aid collection centres. And there are hubs in educational institutions where you can get all the information. (UA_23_AS_MI_G_RAJON)

“ All those who have arrived are on the lists, all internally displaced persons, the lists are constantly being updated, and all the aid that has been received is distributed to the displaced persons according to the lists. In the countryside, this is coordinated by starostas who provide for everyone in their villages, and in the cities this is coordinated by the humanitarian headquarters. (UA_37_AS_WI_G_TH)

“ Ordinary decisions, working meetings and conferences to establish interaction between all departments and divisions. (UA_20_AS_MI_G_RAJON)

“ We held an event on IDP rights together with the local employment centre. There were a lot of questions. Over the phone, we solved issues that were relevant for those displaced persons who could not attend because the road was bad and they could not get there. (UA_38_AS_WI_G_TH)

NGOs, which are important actors in providing assistance to IDPs, constantly used coordination as a management approach between NGOs with which they were in networking associations that do not have a hierarchy but work on a peer-to-peer basis.

“ We have organizations through which we partner. The international organization of UNHCR is a kind of umbrella under which we are partners. (UA_25_NGO_MI_M_OBLAST)

“ Our organization is a member of the Coalition of NGOs, which is an all-Ukrainian one. (UA_27_NGO_MI_M_OBLAST)

“ Communication centres have been established in each raion. And we also had communication through social media. (UA_08_NGO_MI_M_OBLAST)

Church organizations of different denominations were coordinated through the Volyn Association of Churches, which included representatives of different denominations or committees for representatives of their denomination's management.

“ We have the Volyn Association of Churches, we have the All-Ukrainian Union of Churches in Ukraine, so these are legal institutions, just as the church is a legal institution. We have been receiving constant help. We coordinate with Christian churches, including churches of Evangelical Christians, Pentecostals, and Seventh-day Adventists. There is also a new movement, charismatics. We jointly made decisions, analysed what, where, and how to move and to do. Everyone was responsible for what they could best be responsible for and do. (UA_63_REL_MI_MW_TH)

“ Well, actually, the creation of this committee, we called it “the bunker.” The creation of this committee is a new response to the challenges. Because what we have been doing since 2014 was on a personal level. And now we have a fully functioning committee that includes more than forty people. (UA_50_REL_MI_M_OBLAST)

Coordination between government agencies, NGOs, religious organizations, businesses, and informal initiatives has been established. The initiative to coordinate activities came from all sides, there were challenges, resources were limited, so coordination and interaction were needed.

“ We have been working very closely with the Rokada Charity Foundation. They really did a lot to equip our institution. It's important to understand that we don't have our own space but a rented space in the dormitory. It is part of a floor in the dormitory, so we did what we could do on our own. But it was actually charity and non-governmental organizations that helped us a lot, both with individual assistance and with some things for the facility, even things like fridges, stoves, washing machines, because we lacked them. (FOCUS GROUP_2)

“ We signed an agreement between our NGO and a computer training school because we also sent our children to their classes, and they helped us. (UA_61_AS_MI_MW_TH)

“ The city council contacted us shortly after. And we were already, you know, at the beginning, we were just settling people, when the city council contacted us, they gave us questionnaires that each person who moved in with us filled out. Accordingly, the police also contacted us. Any suspicious persons or whatever, and documents. The police checked everyone, and the National Guard was on duty with us. They also checked us every evening to keep order, to prevent any out-of-order incidents. (UA_60_BS_MI_M_OBLAST)

“ Mostly we are approached by organizations of various kinds, religious, charitable organizations and NGOs. Sometimes it's the city administration, and they provide information and requests about what is needed today. (UA_57_BS_WI_P_TH)

“ The community website describes what is needed, how much has already been done and how much remains to be done. Anyone can go to that website, because now, you know, we are digitalized. I can go to that site and check that such-and-such things are needed. We asked in one place, I found something, I came to the right place. I think it would be good if it was like that everywhere. (UA_16_REL_MW_P_TH)

“ We work closely with the National Service, we work closely with the Ministry of Social Policy. We cooperate with the Main Directorate of the National Police, because if we conduct training or events during martial law, we need permits, we ask for help and we are never denied. Today, I guess, we are still working with the Office of the Verkhovna Rada Human Rights Ombudsman. (UA_27_NGO_MI_M_OBLAST)

“ My organization is no longer involved in helping IDPs. But my phone number is on the city council website. And from time to time, I am approached by people who ask me to organize a short-term stay in the city for them so that they can spend the night. Organizations from abroad also contact me, asking me to meet and help people with disabilities return home. (UA_40_IN_MI_G_OBLAST)

“ We get requests all the time, everything is coordinated, we work systematically. (UA_55_BS_MI_P_TH)

Various actors became institutional centres for IDP assistance including:

■ **government authorities, institutions:**

“ We became volunteers and joined the humanitarian headquarters. We were involved in the schedule of duties to provide assistance with food, hygiene products, and we also collected and brought food for the IDPs who came to the community. Our organization was involved on a voluntary basis. We helped as much as we could. (UA_38_AS_WI_G_TH)

“ ...we have village community centres. On the basis of those centres, we collected food, brought food. Some people gave their minibus for free... So, basically, everything is based on volunteering. Our people are powerful. (UA_15_AS_MI_P_RAJON)

“ In the beginning, we were volunteers ourselves, because we would go and perform functions that were not typical for us, we distributed food, cooked food, registered people. These are not the functions of local government officials after all. (UA_41_IN_MI_G_OBLAST)

■ **non-governmental organizations:**

“ Volunteers are a broad concept, because there are volunteers from our organization and volunteers from those NGOs that cooperated with us. We also had youth volunteers because we had a youth space. A lot of young people came to us. These volunteers were involved in loading, unloading and receiving humanitarian goods. Volunteers from those public organizations with whom we cooperated were involved in the work. (UA_13_NGO_MW_P_TH)

■ **religious organizations:**

“ I think it's not only even church members, but all the people in the villages were involved in these things and they joined this work. We actually have our own volunteers, mostly our people who agreed to do it. (UA_49_REL_WI_P_OBLAST)

“ We ourselves and volunteers. (UA_50_REL_MI_M_OBLAST)

It is a good practice in times of crisis to be open and transparent in one's operations, as it is possible to solve problems and fill needs by engaging external providers. There was success when management was open and created platforms for communication and information sharing.

“ We spread information on Facebook, so people who want to help know where to go. (UA_23_AS_MI_G_RAJON)

“ We are now solving the issue of washing machines and potbelly stoves. There was also the issue of providing beds for temporarily displaced persons. We write about it on social media, in Telegram channels, on Viber, and people then respond. (UA_13_NGO_MW_P_TH)

“ We involved the management and told them what we needed, and other departments and the education one helped us a lot, the education department called us back, wrote down people's needs, and we were already fulfilling them here. They provided us with things, and girls from the ASC came and sorted them; they had to sort clothes there. Yes, they helped us, sure, you couldn't do it on our own there. (UA_59_AS_MI_P_TH)

Given their mandate, the management of governmental structures working with IDPs are more likely to be vertical in decision-making.

“ We have a system in place, all services are centralized and uniform across the country. And, accordingly, we are guided by the instructions provided by our management. (FOCUS GROUP_2)

“ We received instructional letters from the oblast state administration (now the military administration), instructions and guidelines. (UA_12_AS_MW_P_TH)

“ The city council launches an initiative, next, there follows the organizational process, which involves the heads of executive bodies, and everyone was involved, including utility companies. We could not do otherwise within the framework of the current legislation, we have a top-down approach. And then there is the direct implementation. (FOCUS GROUP_1)

“ *The management decided to organize cooperation with IDPs, keep records, and provide assistance in this format.* ([UA_39_AS_WI_G_TH](#))

In their work and decision-making, NGOs and religious organizations were guided by statutory provisions, taking into account their management structure, subordination and decision-making system.

“ *Our organization, the central office, is located in Kyiv. It gave us instructions. According to the instructions, we provide assistance to people.* ([UA_48_NGO_MI_M_OBLAST](#))

“ *Our NGO has now two key areas of work. One area is purely about Crimea, Crimeans, recording crimes, and so on. And the second direction is working with IDPs, not only with Crimeans.* ([UA_25_NGO_MI_M_OBLAST](#))

“ *These issues are part of our standard activities, that is brief meetings and communication with our donors.* ([UA_24_NGO_MI_M_OBLAST](#))

“ *The bishop actually gives, to put it in simple language, his okay for this to happen. Accordingly, all such decisions are then made by the Caritas director.* ([UA_42_REL_WI_G_TH](#))

“ *Our internal activities were coordinated.* ([UA_50_REL_MI_M_OBLAST](#))

Autonomous decisions were more typical for the management of NGOs and religious organizations, given the martial law. The martial law was taken into account because activities had to be coordinated with the authorities, as the legal regime of martial law under the Presidential Decree restricted rights and freedoms. Territorial communities made decisions on the organization and provision of assistance independently, although coordination with central government through coordination headquarters agencies was constant.

“ *When the news of the full-scale invasion broke, we had the opportunity to offer our algorithms and know how of solving problems and issues that arose.* ([UA_20_AS_MI_G_RAJON](#))

“ To be honest, at the beginning, you plan this, you plan that, there was no groundwork, no place to go, but God gave me a memory of a room somewhere on the ground floor, where no one lived and it was not occupied. It took me seven seconds to call, we agreed, the keys were delivered, I opened the door, and I had a house full of everything. I called my boss, he brought the key [and said], go for it! There was a phone call with Lutsk, they agreed on the issue, and told, “let her do it, because there’s nothing there, just a bare room.” And when the ground floor was finished, it was a piece of cake for me – easy to work, easy for the guys, easy for me, and easy for everyone. It wasn’t easy to carry all of it up to the second floor after all. [\(UA_30_NGO_WI_G_TH\)](#)

“ We had our own communication and searched for, determined forms and methods, formed lists of our activists on the spot. [\(UA_08_NGO_MI_M_OBLAST\)](#)

“ To be honest, I didn’t care about anyone’s decision, I made my own decisions. [\(UA_30_NGO_WI_G_TH\)](#)

“ I am a person of such a character that many things in my life happen very spontaneously. That’s why sometimes my wife doesn’t agree with everything because, for example, I sit here and bam! – right now I have an idea and start implementing it. It’s hard for me to predict what we’re going to do. [\(UA_42_REL_WI_G_TH\)](#)

“ To tell the truth, I made the decision myself. That is, intuition, desire, and certain opportunities. Our church is a huge structure, and it is further structured and then everything is done correctly, as it should be. It is impossible to do all this in a week and a half, to have it all set up. [\(UA_16_REL_MW_P_TH\)](#)

Flexibility in the activities of the structures was available for all actors providing assistance to IDPs, as the challenges were significant and the usual procedures and conditions were disrupted. Respondents emphasized the importance of a democratic style of governance, as it allowed for making better decisions.

“ *The system is flexible. This is largely due to the fact that we were part of one Ministry and became part of another one. Our approaches have become more cost-effective.* (UA_34_AC_MI_M_OBLAST)

“ *We were learning on the go.* (UA_12_AS_MW_P_TH)

“ *In general, our management style is quite democratic. Of course, there is a structure, and key decisions, of course, come from the director, the board. But because there is this democratic component, any ideas are welcome.* (UA_28_NGO_MI_M_OBLAST)

“ *The war has been going on since 2014, so we have been working with IDPs, veterans, and their families since 2014, although it was all about supporting people in crisis situations. Still, we had to think about how to use our resources because the larger the number of people, the greater the needs.* (UA_28_NGO_MI_M_OBLAST)

“ *We talked about the further development of our ministry, our work, what it should look like, because time passes and things change. So we have to change as well.* (UA_50_REL_MI_M_OBLAST)

“ *We had an idea that we would hold these meetings with IDPs all summer long. Basically, some people stayed, not everyone left. But given the fact that the flow of people we had here was already decreasing and there were fewer IDPs in Volyn Oblast, there was no longer a demand for this kind of activity.* (UA_11_NF_MI_M_OBLAST)

Activities within the framework of the procedures were typical for many structures, in particular government agencies, as they acted within the limits of what was permitted, and also for non-governmental organizations that operate in accordance with the charters they adopted.

“ *We read these procedures and implemented them in our organization. We have written down these rules for us. Who is responsible for what, who is provided with assistance in the first place, who needs more and what criteria we use to evaluate it.* (UA_26_NGO_MI_M_OBLAST)

“ We have meetings, we have a board, decisions are made by the general meeting by a majority vote of all those present for the proposals of the head person. (UA_26_NGO_MI_M_OBLAST)

“ We were allowed to reorient the grant project, and since March, around March 8, we started working for displaced people and we reached about 780 people. (UA_27_NGO_MI_M_OBLAST)

“ The areas of activities that have been included in the charter, we continue to deal with them. (UA_27_NGO_MI_M_OBLAST)

Informal initiatives were taking place outside of the procedures. The humanitarian crisis made it necessary to help people in need, but there were no established mechanisms for people who started these initiatives, so they developed the rules themselves in the process.

“ The authorities did not know how to help us in this way at that time. The government itself was a bit disorganized. In what way? They did not know how to help at all. There was no real budgetary mechanism. (UA_04_NF_MI_P_MIASTO)

“ We organized five camps for children. And then at once we were looking for money again. (FOCUS GROUP_1)

The following factors made it possible to optimize the activities of IDP assistance structures:

– digitalization, as electronic accounting facilitated and accelerated work:

“ Since February, there has been a simplified procedure for submitting documents for registration with the employment service for internally displaced persons. They can either apply for services in person or submit documents through the Diia portal, and there is a simplified procedure for internally displaced persons to submit documents. They simply submit only the documents they have. (UA_35_AC_WI_G_RAJON)

“ The IT guys who came to us developed a registration form where IDPs scan a QR code, get into a chatbot, where they are asked what they need. It's all automated and very convenient. (UA_18_AS_MI_G_TH)

“ Now we register them in an electronic format, but before the electronic format, there were hard copy applications and it was difficult to count them all. Now, when I log into the program, I see that I have about two hundred people. That is, those who are registered.

(UA_42_REL_WI_G_TH)

“ Electronic registration has greatly facilitated my work, because I only have a list, while the name and all the data of the IDPs are already in the computer. We have a demanding reporting procedure, we submit monthly reports to Kyiv.

(UA_30_NGO_WI_G_TH)

- limited resources because resources are always limited, especially in times of crisis, as it was necessary to act quickly:

“ The approach has changed. I have to calculate it to make sure there is enough for each person.

(UA_14_AS_MW_P_TH)

“ We distribute humanitarian aid on Wednesdays. Why every Wednesday? Because I am one person who has to cover other areas of work and I just don't have time.

(UA_30_NGO_WI_G_TH)

“ The system has become more organized. For example, people already know where they are going. They calculate the number of people we can accommodate. It is already a well-established system of accepting people, and the conditions where they can be accepted have been studied more. We accepted them and we did not know how we would do it because it was the first time, and it was very tense, we were very worried, to be honest.

(UA_52_NF_MI_M_OBLAST)

- the process of evaluating and monitoring the organization's activities in providing assistance to IDPs:

“ We identified needs, made visits, found out whether psychological assistance and food packages were needed.

(UA_37_AS_WI_G_TH)

“ We are looking to meet needs.

(UA_26_NGO_MI_M_OBLAST)

“ *In terms of the approach to activities, we conducted a monitoring... We were studying who was in need and deciding who needed it the most. (UA_26_NGO_MI_M_OBLAST)*

– experience and practice, as new response protocols were developed:

“ *In some ways, the procedure has been simplified, because, for example, in our case, in order for us to reach the recipient, we need a certain list of documentation, a certain draft decision of the social protection authority to give the go-ahead. Now this procedure has been simplified a bit, it is a direct one, which is quite positive. We provide a certain report on the work done to the social protection authority. In the beginning, there was one more step that a person had to go through to get to us. Now it is done directly. (UA_03_AC_MI_P_TH)*

“ *I think we have an effective system in our community because when people come to us, we know how to help, we know where to refer them and we know what kind of help to provide. We have an algorithm of interaction with the authorities, with our educational institutions, we know how to quickly set up places for people to stay, even for a short time. We know how much we need so that we don't waste unnecessary resources. This is very important for us. Everyone was involved in the creation of these algorithms, everyone made their own suggestions, and that's why we have them. (UA_40_IN_MI_G_OBLAST)*

“ *We have a well-developed algorithm for how we act. Of course, at some points it gets stuck, at some points it takes a little longer than we would like. And in some cases, it rests on a need that we, for example, cannot satisfy today with a yesterday deadline. It also takes time to understand whether it is a whim or a real need of a particular person. (UA_03_AC_MI_P_TH)*

2.6. MANAGERIAL LEADERSHIP IN TIMES OF HUMANITARIAN CRISIS

In times of crisis, leaders emerge, because leadership is a proactive position, the ability to act and be useful at a certain moment. Leaders motivated people. Sometimes leaders were ex-officio managers:

“ From the very first days, the mayor headed everything, a working group met and everyone had their own direction and worked in their own way. Someone was engaged in humanitarian aid, someone in registration, as we were, someone organized hot meals and accommodation. (UA_19_AC_MI_G_RAJON)

“ Our mayor says that if we don't work, we will lose everything, let alone just surviving here. That's why it's been like that from the very beginning. Well, as they say, the community is like a fist. Well, of course, we have a community like a fist, and the community has its own viewpoint, the mayor has his own viewpoint. (UA_23_AS_MI_G_RAJON)

Sometimes leadership was based on a person's life stance:

“ When you call and explain that we have a person who has nothing. Well, absolutely nothing. And when you call... (FOCUS GROUP_2)

“ There is a German man who collected aid for the zoo in a small town, it was just wow! He bought things and they've been a boon for us during the blackout, because people in the zoo didn't know that there was such food (which is stored without a fridge). He used to come and live in my apartment to save money for the accommodation. He is not a rich man... He showed me how to mix that feedstuff so that I could use it later. (FOCUS GROUP_2)

“ I, as a manager, praise people, I understand that people, having received positive feedback, having heard that they are good, work even better. (UA_33_AC_MI_M_OBLAST)

2.7. STAGES OF ASSISTANCE PROVISION

Three stages could be observed in the assistance process: reception, adaptation and integration. Different types of assistance were required at different stages.

In the first stages of reception and adaptation to new conditions, the organization of assistance was based on the following algorithm: provision of housing, food, medicines and clothing, as internally displaced persons who arrived in the first days and weeks of the war

did not have time to collect basic necessities, many of them were unable to take their documents with them or lost them:

“ *It happened that, in addition to what the locals started to carry, from clothes to food, we had to arrange vast premises. Usually these were some abandoned garages and other buildings, so the first priority was to arrange these spaces. At the same time, of course, we were working on providing the shelters with the most basic necessities, such as water and medicine, and then, accordingly, a lot of male labour was needed, because sometimes 5-6 buses came to the city council per day, and then there were big trucks, 10-15 tons of cargo.*

(UA_09_AS_MI_P_TH)

The stage of integration of internally displaced persons required psychological assistance, and qualified assistance at that. The question of finding a suitable occupation or job arose, and service providers were able to take into account the individual needs of internally displaced persons to the maximum extent possible:

“ *The nature of the aid has shifted from material to psychological. We have several projects for people's psychological health. We have volunteers who provide assistance free of charge. We are working more with internally displaced persons, with young people, with adults. And these art therapy events are very popular with our IDPs.*

(UA_15_AS_MI_P_RAJON)

Also, at this stage, more information was made available to internally displaced persons about their status and possible financial benefits, thus opening up more opportunities for their adaptation and integration into communities:

“ *We were solving a lot of problems, for example, a lot of them are related to work, because IDPs do not like the level of salaries. And they often refuse to work anywhere because of the low salary. They don't want to work. Others, on the contrary, grab any job they can find. And then there are such categories [of IDPs] that find their feet on their own, and they either start their own businesses or volunteer, or somehow adapt to the new reality. And we tried to show different options so that we didn't give the impression that everyone who moved was super successful, because that would be a distortion of reality. But such stories also showed that it motivated, that these examples motivated people.* (UA_43_IN_MI_M_OBLAST)

The largest group of IDPs are children and women. Assistance to children consisted of moral and psychological support, adaptation and socialization. This was facilitated by involving children in various educational, patriotic, and artistic activities:

“ *...we have just gathered children from families of internally displaced persons and added to these children from families of military personnel and inclusive children. And we organize nice children's parties in Kivertsi and Olytsia, and we are going to give gifts to inclusive children from Lutsk at a performance on Saturday.* (UA_26_NGO_MI_M_OBLAST)

Events were organized for women to help them find employment, acquire new knowledge and skills, and to help them with their leisure time:

“ *We provide very thorough, four-day trainings on business planning, various aspects of starting and developing your own business. The project also provides for networking meetings, mentoring support from our business coaches, and besides 20% of all participants receive grants to start or develop their own businesses on different scale – smaller ones without hiring employees, and larger ones with hired employees. We conduct regular trainings. We are currently completing the second course and will have three more. Ten to twelve women participate in each course, and two of them receive grants to start their own business.* (UA_28_NGO_MI_M_OBLAST)

Undoubtedly, the full-scale war in Ukraine has affected not only the activities of organizations and institutions that assisted internally displaced persons, but also their structure and quality of staff.

According to the respondents, in some organizations, the number of employees did not change, while in some organizations the number of employees decreased due to psycho-emotional exhaustion or because of the departure of employees abroad (if they were women). In some organizations, on the contrary, the number of staff increased:

“ *Yes, in early February there was a small number of people. It was about five people who were on staff, and now we have increased. We provide more assistance. It's more structured, more systematic, and more people who need help are covered.* (UA_48_NGO_MI_M_OBLAST)

Some respondents noted that they had already had experience in providing assistance to internally displaced persons since 2014. In 2022, some types of assistance were added:

“ In general, our system of free legal aid has been working with internally displaced persons since 2014, that is, with those people who received the status in 2014. For us, this is a privileged category. Internally displaced persons are entitled to legal services: advice, clarification on legal issues, and representation in courts. This includes assistance in writing a statement of claim, appeal, cassation, and full support in the trial. The right to defense in criminal proceedings, defense in case of administrative liability. That is, this is the area of legal services and also legal education activities aimed at familiarizing IDPs with their rights, as well as with the rights to various types of assistance. In 2022, the range of issues expanded, with compensation for damaged and destroyed housing and compensation to persons who agreed to host internally displaced persons free of charge.

(UA_38_AS_WI_G_TH)

The main challenges faced by organizations and institutions in providing assistance to internally displaced persons were in the legal and informational spheres. People in stressful situations forgot or lost documents, including passports, and had to apply to the relevant authorities to renew or obtain them. There was also a need for legalization of the unemployed status. For this, both legal and counseling assistance was needed. However, the main challenge was that there was a lack of information and no specific instructions on how to provide assistance, and it was local communities that were responsible for solving the problems of internally displaced persons:

“ We lacked informative knowledge and an algorithm of actions.

(UA_44_REL_MI_M_OBLAST)

At the stage of integration, problems arose with the involvement of internally displaced persons in the functioning of the community, especially in finding work for those who could and wanted to work:

“ We need to involve them somewhere so that they really feel that they cannot be on subsidies or benefits for an unclear period of time, that we have to look for work, look for some kind of employment and be tied down and feel that they are also needed. And so, here, too, if the state takes care of them, they still have to look for ways to find a job, some kind of budget contributions, some kind of supplement.

(FOCUS_GROUP_1)

Often, internally displaced persons refused to work for low wages and decided to wait. At this stage, the language issue also arose, as a significant number of internally displaced persons are Russian speakers, and some of them did not even understand Ukrainian. They were offered to attend certain language clubs, and some of them agreed:

“ *By the way, our education organized free Ukrainian language courses, where they recruited groups to teach history, language, and all sorts of grammatical aspects so that people could speak and communicate with each other. So a lot has been done in this regard.*

(UA_18_AS_MI_G_TH)

Due to the war, the nature of the activities of most organizations has not changed, and in some cases they reported an increase in the volume of work, as the category of internally displaced persons was added; more attention was paid to vulnerable groups:

“ *Yes, there are priorities now, that is, the current assistance to internally displaced persons is focused on vulnerable people. These are people with disabilities, elderly people aged 60+, single parents with a minor child, large families, pregnant women, women breastfeeding up to 2 years old, and seriously ill people. That is, if this person is able-bodied, then, unfortunately, we cannot help with [food] kits. We can refer them somewhere if there are job vacancies, but we cannot help them with kits. We only help these vulnerable people who really cannot provide for themselves.* (UA_02_REL_MI_P_TH)

Some religious organizations reported new types of ministry related to internally displaced persons, which, in turn, contributed to the emergence of new members:

“ *The nature of our activities has not essentially changed, but it has become much more intensive. Since we had 13 different ministries before the war started, and by ministry I mean a certain activity aimed at serving a certain group, category of people: women's ministry, youth ministry, teenage ministry, sports ministry, you know? So with the beginning of the war, we have two new ministries. And one of them is a ministry for internally displaced people, a ministry for the needy. This is also a ministry that requires a lot of resources, both financial and human. Thanks to this, a few new people have been involved, but, as a rule, this load is still distributed among those who are already involved.* (UA_05_REL_MI_P_TH)

Providing assistance to internally displaced persons and communicating with them has influenced the worldview of service providers. Those who tried their hand at volunteering realized how important it is to be able to cooperate with people in need, understand their conditions and respond to solving problems. For some of the respondents, the war and interaction with internally displaced persons made them reassess their own lives, feel the value of what they have and who is around them:

“ We have reassessed the situation, and you start to appreciate what you have. These are sometimes simple things, like the power or warmth in your home. When I and my family are together, we have the opportunity to leave, but we are together. And you appreciate this too, when you see today that many families are divorced, they are separated, it is not known what will happen next. But we are together and we feel good. So you just appreciate what God gives you. And we are grateful to God for that. That's how it affected our lives, my life. (UA_63_REL_MI_MW_TH)

There were respondents who noted how communication with internally displaced persons overcame stereotypes and dispelled myths about Western Ukraine and the people living in this territory.

“ And I say that the discovery, for example, was mutual: we discovered their culture for them, they discovered ours, and even though we are one country, we discovered a lot for each other, for example. We shared our impressions. We talked to them a lot, communicated a lot, and we tried to help each other. (UA_52_NF_MI_M_OBLAST)

2.8. KNOWLEDGE OF THE NECESSARY ACTIONS BY ACTORS PROVIDING ASSISTANCE TO IDPS

The knowledge of the necessary actions among the actors involved varied at the beginning and during the course of the assistance. The ways and possibilities of obtaining information from representatives of the authorities, local government and other actors providing assistance, including representatives of the civic sector, business, religious organizations or informal initiatives, differed.

In their work, the authorities rely on relevant databases, as well as on the developed legal and regulatory documents in the field of social protection, including documents aimed at supporting internally displaced persons.

“ Since we are providers of social services, it is the Department of Social Protection that provides us with regulatory frameworks and normative documents. The department immediately sends us all the information that is adopted at the state level, in the ministry, and we work with this information accordingly. As for the problems that arise with IDPs, we see them on the ground and take an individual approach to a particular person, to a particular situation, to a particular problem. (UA_17_AC_MW_P_TH)

“ We received instructional letters from the oblast state administration, the now oblast military administration, guidelines and methodological recommendations. We were learning on the go. (UA_12_AS_MW_P_TH)

“ And we specifically have official information that we work with. At least the number of people, and this is the number of women, the number of men and children, the number of young children or the number of teenagers, the number of people with disabilities, the number of socially vulnerable people. This helps us a lot to monitor and identify needs. It gives us the opportunity to learn the situation, to make a survey: who wants to work, who needs psychosocial help, who needs some things, who needs food. People are different. Each has their own needs. There are people with disabilities, very sensitive people because they have diseases that require constant medication. People who came because they had left everything behind were receiving pensions and allowances at Ukrposhta offices. We are solving all these issues individually. (UA_06_NGO_MI_P_TH)

Special hubs focused on helping internally displaced persons were set up at both governmental and non-governmental organizations.

“ In hubs, they are covered. We have these large hubs on premises of schools. And in each starosta district there are... you can't call them hubs, but there are centres for collecting aid, and the community is agricultural, so it's much easier to collect potatoes there. These hubs also help soldiers. They help and provide aid to the east of Ukraine. We have a lot going on. And all the information is available in the hubs, and there are hubs in educational institutions, and children come to educational institutions and tell their parents. So it's not a problem, especially since we spread this information on

Facebook, and everyone willing to help knows where to go. We just don't publicize the place too much, but the locals know about it.

(UA_23_AS_MI_G_RAJON)

Some communities in Volyn Oblast publish information about the needs of internally displaced persons on their websites, where anyone willing to help can find all the necessary information.

“ *On the website of the Liublynets community, for example, it reads that we are currently dealing with this need or problem. It says what is needed. How much has already been done, how much remains to be done. And so something is needed and needed and needed. Anyone can go to that website, because now, you know, we have digitalization or something, anyone can go to that website. They can call me on the phone, but they may not even feel comfortable calling me. I can open that website and see if I need this or that. We asked here, I found something, I came to the right place. I think it would be nice if it was like that everywhere.* (UA_16_REL_MW_P_TH)

A separate and quite effective channel for disseminating information about the needs of internally displaced persons is Telegram channels, Facebook profiles of individuals and pages of NGOs and religious organizations.

“ *If, for example, the local authorities do not have any resources but know that I have this or that opportunity, they contact me. For example, we are now solving the issue of a washing machine and stoves. There was also the issue of providing beds for temporarily displaced persons. We write about it in social media on our religious community's pages, in Telegram channels, on Viber, and people then respond. Basically, the village council is the centre for collecting information.*

(UA_13_NGO_MW_P_TH)

2.9. ACTIVITIES IN URBAN / RURAL AREAS

With regard to IDPs living in urban and rural communities, the process of adaptation and integration to life in the new reality is different. The process of adaptation is especially difficult for people from urban areas who are forced to live in rural areas. The difference in urban and rural lifestyles affects the social well-being of the internally displaced.

In addition, urban and rural areas have different opportunities for self-development and self-realization for adults and children. A very common problem in rural areas is the lack of work.

“ But what did I see, what kind of problem? These are different adaptations in urban and rural areas. Different reactions of the community in the city, for example, in the first days of the war. I first came in contact with Caritas and used to bring aid there, and we collected it in our block, and we didn't know who we were bringing it to. But in rural areas, the community reacts in a completely different way, which means that they are already working with people in a particular way. And in rural areas, you can't get a job there, as, for example, the girls there tell us that the Stara Vyzhivka community is a large village with empty houses. They came from big cities there, where will they work? We have to teach them everything, train them and convince them that it's not difficult to keep chickens. But eggs are practically not sold anywhere, and you have to go to buy them. At first, they bring you everything, but you have to do something too. Because there are no relevant jobs for IDPs who came from large industrial cities. (FOCUS GROUP_2)

However, due to the fact that there are fewer IDPs living in the countryside, the system of control over newly arrived IDPs, both those who have been staying in a particular area for a long time and those who plan to move to another place, is better established there.

“ From my experience, as I travel around the region and communicate with communities with internally displaced people, I can say that villages in small communities, let's not take the city of Lutsk or Kovel or Volodymyr, they are more family-like, they have already been taken care of. In our city, probably because it's a large oblast capital, many people are scattered, they live in one dormitory here and in another there, and colleges or universities or whatever take care of some of them if they can afford it. And I mean, they are scattered, living in apartments. We don't know where all of them are. Someone will come and say what they need, someone else won't come and won't say anything, but somewhere else, they will be telling people that they don't get help here. In villages or smaller settlements, everyone is under scrutiny, and I say, my city is a big village. But you have to run around a bit in that village to find someone. And in villages, in those communities, they know better, more clearly how many people they have. They clearly know that two have arrived and two have

left. They keep a smaller record of people and still feed them at the expense of the community, bring them clothes, and take them from the city. In the villages, however, this remains, but in a big city, this is probably levelled somewhere because many people arrived at once. Maybe they didn't even register because they rented apartments, because they are self-sufficient, they can afford it. Perhaps they happen to get lost somewhere in the city. Those who live compactly, you can work with them, and those who have already scattered somewhere... And in villages, if they are scattered, people still know where they are. (FOCUS GROUP_2)

2.10. FACTORS DETERMINING A RESILIENT REGIONAL AID RESPONSE

Among factors determining a regional resilient aid response we identified:

■ **diversity of actors and mobilization of resources: synergies and complementarities**

The main success factor in IDP assistance are volunteers, who have initiated a powerful volunteer movement. Volunteers filled in those “holes/gaps” where the authorities failed or did not have sufficient resources. And then the synergy worked and there was success. For example, transportation and gasoline were needed to evacuate people and bring them to their places of residence, and this need was filled by volunteers. People who were internally displaced needed psychological help, and volunteers provided it. There were initiatives to organize children’s camps and rehabilitate IDP children. Volunteer trips abroad for humanitarian aid required permission from the authority (local administration) that issued the certificate, as this allowed men as persons liable for military service to travel abroad during martial law. Gradually, individual volunteering has transformed into an institutionalized (professionalized) one, and separate areas (clusters) of volunteer activity have been shaped out.

The range of motives of other actors providing assistance is quite diverse. To summarize some generalized strategies in the system of motivation for participation in the assistance to internally displaced persons, we will focus on the following:

- representatives of informal initiatives and volunteer organizations often acted at the call of their hearts, as they could not stand aside and sought to provide assistance and support to vulnerable populations who were particularly affected by Russia’s full-scale invasion of Ukraine;
- for some non-governmental organizations, the motive for their participation in the system of providing assistance was to continue their activities within their statutory obligations, as people in difficult life circumstances are one of the priorities of both social protection services and civil society organizations of the relevant profile. Among the NGOs,

there were also those that reshaped their activities and focused on helping internally displaced persons;

- representatives of businesses were involved in providing assistance to internally displaced persons because, firstly, they did not want to stay away from all the processes related to the migration of large numbers of people and, secondly, they had resources and capacities, sometimes quite significant, which contributed to their ultimate integration into the assistance system and allowed to make this system more efficient (in terms of targeting assistance as well as coordination and optimization), which has led to creating an adequate system of assistance and support for all those who are registered and need this assistance.

“ On February 24, the owner of our establishment suggested that our premises should not be idle. And that we could take in refugees there, put it to good use, and on Friday morning we consulted with all our staff and decided that we would take IDPs. And on Saturday morning, our shelter began to exist and we even started sending people to Poland by bus. ([UA_60_BS_MI_M_OBLAST](#))

■ past experiences

Experience has been another factor in the success of IDP assistance, as the Russian-Ukrainian war has been going on since 2014. During this time, the authorities have developed regulations to act effectively. Those who volunteered to help displaced people in 2014–2015 were among the first to introduce initiatives.

“ The fact that the war has been going on since 2014 has given us support, and we already have a lot of different knowledge. I have even seen different volunteers, those who are now very active and just work every day to cover various expenses, saying that they already knew how to do this. When the full-scale war started, it was easy to start doing it again. To coordinate, unite and launch all the processes, like fundraising. We have been doing this since 2014. ([UA_28_NGO_MI_M](#))

■ evaluation of activities

The success of the activity was facilitated by an approach where employees of the institutions work for results, consult on expected outcomes, evaluate activities, study needs and problems, and share experiences to find the best actions. The employees of the institutions that provided assistance noted that they themselves evaluated and monitored their activities. The external evaluation of activities were also applied.

“ Everyone wants to evaluate the effectiveness of their activities, but we actually, apart from monitoring public and educational events that we conduct (which gives us the opportunity to assess how well we have achieved this goal, the result that we planned at the beginning of our activities), constantly undergo external audits. (UA_29_NGO_MI_M)

■ “mutual trust” factor in activity

A success factor is also reputation, because if the activities carried out by a certain institution are trustworthy, it changes the organization itself, specifically in quantitative terms and in terms of capabilities. However, this factor was found only for public organizations and informal initiatives.

Mutual trust and care for transparency of activities were also invaluable as well as the principle of human-centeredness in activities, because when institutions do not work, the human factor works.

“ Our organization has grown in numbers, and we have had seven people since the great war began. And in the summer, we registered a full-fledged club. At the moment, there are 23 of us. (UA_26_NGO_MI_M)

■ flexibility

One of them was that the heavy workload of IDP assistance for the authorities has led to the emergence of good practices and flexible or innovative solutions functioning of the Diia mobile application (web portal developed by the Ministry of Digital Transformation of Ukraine), which was launched in 2020. What concerns flexibility, local governments sometimes took the initiative and created new service products to serve people without waiting for instructions from the state authorities. Good practices also included other initiatives that emerged to help IDPs, such as: information materials, initiative on the clothing bank, mutual support initiative, work with children, social laundry and shower facilities.

It is also a good practice to involve IDPs themselves in activities to help IDPs. This is a principle of activity, as it is these people who have lived and found their own resources to survive and cope in a difficult situation who understand the problems best.

One of the manifestations of flexibility is also the fact that the experienced organizations did not try to tackle all the problems at once, but only those where they could succeed.

■ bottom-up leadership emergence

In times of crisis, leaders emerge, because leadership is a proactive position, the ability to act and be useful at a certain moment. Leaders motivated people. Sometimes leaders were ex-officio managers:

“ From the very first days, the mayor headed everything, a working group met and everyone had their own direction and worked in their own way. Someone was engaged in humanitarian aid, someone in registration, as we were, someone organized hot meals and accommodation. (UA_19_AS_MI_G_RAJON)

Sometimes leadership was based on a person's life stance:

“ There was the man from Germany who collected aid for the zoo in a small town, it was just wow! He bought things and they've been a boon for us during the blackout, because people in the zoo didn't know that there was such food (which is stored without a fridge). He used to come and live in my apartment to save money for the accommodation. He is not a rich man... He showed me how to mix that feedstuff so that I could use it later. (UA_FOCUS_GROUP_2)

Factors limiting resilience:

- **different tensions between local population and IDPs**

There were also problems related to the fact that internally displaced persons were dissatisfied with the quality of assistance provided to them. Problems and difficulties were also caused by the fact that internally displaced persons living in collective accommodation facilities often did not comply with internal regulations, there were cases of alcohol abuse or other manifestations of deviant behavior. These cases resulted sometimes in the decline in the motivation of people providing assistance to internally displaced persons due to abuse by the latter. In this context another conflict emerged: a conflict of expectations.

IDPs expect assistance to be provided on a permanent basis, while the local population expects of IDPs a higher level of independence and greater responsibility for their lives. In addition, there is a natural desire of the person providing assistance to receive gratitude.

Last, but not least, assistance providers working in the field of education and directly interacting with internally displaced persons pay attention to the difference in mentality, culture, understanding and perception of history between IDPs (mostly from the East regions of Ukraine), and the habitants of West regions of Ukraine)

- **scale of the needs**

Due to the large number of internally displaced persons, especially immediately after the full-scale invasion, there may have been problems related to insufficient food, food kits, hygiene products, or other resources. Sometimes, difficulties were caused by lack of knowledge of the specifics of IDP assistance, as many actors providing assistance to IDPs had no

experience of participating in large-scale volunteer projects. Therefore, it took more time to figure out how to properly accept this charitable aid and how to properly formalize it.

■ **stress, work overload and professional burnout of staff**

Difficulties in working with internally displaced persons were caused by stress, fatigue and professional burnout of people who provided assistance and worked overtime.

Respondents noted the problem of abuse by internally displaced persons when receiving assistance. Certainly, the lack of policies in organizations on how to act in a crisis situation affected the activities of the structures. In a crisis situation, it is necessary to take care of the psychological support of both those fleeing the war and those who provide aid.

2.11. CONFLICTS AND PROBLEMATIC SITUATIONS

All conflicts that occur in the system of assistance to internally displaced persons can be divided into two groups:

- 1) conflicts that arise between internally displaced persons;
- 2) conflicts and difficulties related to the organization and provision of assistance to internally displaced persons by direct assistance providers.

With regard to internally displaced persons living in sheltered (collective) accommodation facilities, it is worth noting that conflicts are often caused by the different nature and temperament of people who were forced to live in a common place. Sometimes the causes of misunderstandings are intergenerational conflicts between family members who are forced to live in one small room.

“ A social store was established, a free store that was open every day at first, but now it is open only during the cold part of the day because it's not heated, so it is open twice a week, on Tuesday and Friday. It used to be open from Monday to Friday, from morning until 3 p.m. Now it is open from 9 a.m. to 1 p.m. So there were moments, I would say, not even between the city council employees, not between the coordination centre, but between the internally displaced persons themselves, like “You chose something better,” that is, we have already started to monitor this process to avoid escalation, so no one would look at whether you are taking two items or three items. (UA_09_AS_MI_P_TH)

“ We did have experience, but there were a lot of people with pets, from little cats and dogs to cats, and dogs, and hamsters, and fish, you name it. There were a few conflicts, someone was allergic to a cat, and he had a cat in the next room. Well, these are purely domestic issues. (UA_54_BS_MI_M_OBLAST)

“ And if it's a family of three or four people, it's very difficult to be in a small room together. And this resulted in intergenerational conflicts, because there were different generations, grandparents and grandchildren. And sometimes there were cases that they had to be separated into different rooms because they didn't get along.

(UA_54_BS_MI_M_OBLAST)

Sometimes problems and difficulties were caused by the fact that internally displaced persons living in collective accommodation facilities often did not comply with internal regulations, there were cases of alcohol abuse or other manifestations of deviant behavior.

“ When we accept strangers, people we don't know, people who are not members of our Baptist churches, we don't make distinctions, we accept all people in need. And you know, if a person is used to smoking, drinking, he or she gets into this environment, and we say that this is not allowed on the premises of the house of worship: “You cannot be in a state of intoxication. And we don't want you to do it at all.” And we explain why. There may be some misunderstandings here. Why? Because a person has lived a certain way, and here, they need to adjust their certain habits. And of course, the people who live in our dormitory already have this at the mundane level. At the first stage, there were issues when I had to come once or twice and help them solve their daily household issues. At the moment, all these issues, thank God, have been spelled out, agreed upon, and I have not returned to these issues, to these issues, probably, for several months.

(UA_05_REL_MI_P_TH)

“ People come here and, for example, feel comfortable, but on New Year's Eve, they get into a fight somewhere, get injured, and according to the rules of the house, they are asked to leave the premises, and they come back and say, “You have to provide housing for us.” We do have, but as long as it is quiet in the place where the guys left their families and went to fight. I think we have the right to put them in their place. (UA_20_AS_MI_G_RAJON)

There were also problems related to the fact that internally displaced persons were dissatisfied with the quality of assistance provided to them.

“ It was a little bit embarrassing when people came to us, internally displaced persons, who were dissatisfied with the aid, with the food kits. They told us, “What would it be if it were you who came under such shelling?” We understood them and supported them, trying to help them. Our girls and boys who worked here out of goodwill, our volunteers, they may not have had a single day off during the war. They tried to help, and we provided the people who had the status of internally displaced persons with what our townspeople brought us, what volunteers brought us. And perhaps we did not have the products that our guests, the affected people, would have wanted. So we gave what we had. Sometimes we were offended by such words.

(UA_41_IN_MI_G_OBLAST)

Due to the large number of internally displaced persons, especially immediately after the full-scale invasion, there may have been problems related to insufficient food, food kits, hygiene products, or other resources. Sometimes, difficulties were caused by lack of knowledge of the specifics of IDP assistance, as many actors providing assistance to IDPs had no experience of participating in large-scale volunteer projects. Therefore, it took more time to figure out how to properly accept this charitable aid and how to properly formalize it.

“ You are an official responsible for the social sphere and you have a huge flow of refugees, and you realize that your food kits or the housing you have organized is not enough, so you don't want to talk about it. (UA_24_NGO_MI_M_OBLAST)

In general, respondents demonstrate an understanding of the complexity of the situation of internally displaced persons, arguing that conflicts are often caused by the difficult psycho-emotional state of IDPs.

“ You have to understand, maybe it's a psychological thing – people lived there, had good jobs, prosperity, had good housing, worked, and then it turned out like this. And these people are dynamic, proactive, hardworking by nature, they have some savings, even those who have arrived, there are different people, with more and less wealth. And they are just embarrassed to come and say that they need something because they have it. But this is not the way out. This does not exclude the fact that they need help because, even with savings, we do not have a clear future and a clear tomorrow.

(UA_06_NGO_MI_P_TH)

“...because sometimes people who come are angry, unbalanced, and maybe they can even... And there are people who shout, “What are you giving us here?”, and I’ve seen such volunteer moments more than once. “What do you give us here, go eat it yourself,” and so on, “the canned food is tasteless.” But I understand that this person may have been kind and good when they lived in their place, when their house was not bombed, and here they need to throw their emotions out somewhere. Well, then you apologize, it’s not hard for me.

(UA_15_AS_MI_P_RAJON)

In some cases, respondents pointed to a decline in the motivation of people providing assistance to internally displaced persons due to abuse by the latter.

“Later on, it became a little more complicated, because the people who came here, the IDPs, well, different people came here. At first they were also, let’s say, scared. There were some problems, but people are different. Later, they also began to show their negative qualities in the city in not very good situations. And this enthusiasm for help from people has faded a little bit, it has definitely faded. Because since the summer, in fact, if we are talking about June, since the second half of June, we have already had military personnel in the hospital and have switched exclusively to helping the military, merely the military. (UA_04_NF_MI_P_MIASTO)

The decline in motivation of those who help is based on a conflict of expectations. IDPs expect assistance to be provided on a permanent basis, while the local population expects of IDPs a higher level of independence and greater responsibility for their lives. In addition, there is a natural desire of the person providing assistance to receive gratitude.

“As for the decline in motivation, when people expect someone would be endlessly grateful to them for their help for the rest of their lives. And this is actually something that shocked me deeply. Because what’s the point of giving people everything when they don’t fall at your feet? [...] But why are we doing all this? To have people fall at our feet? Or maybe we do it at the call of our hearts? Someone does because, wait now, these are your functional duties, it’s our job to do this. And so, in fact, I saw a little bit of a decline in the provision of assistance and social services. Again, this is a very human factor at work. But this is the thing that, for example, irritates and outrages me incredibly, because we should help, if we are providing help, not with the idea that now you should thank me. (FOCUS GROUP_2)

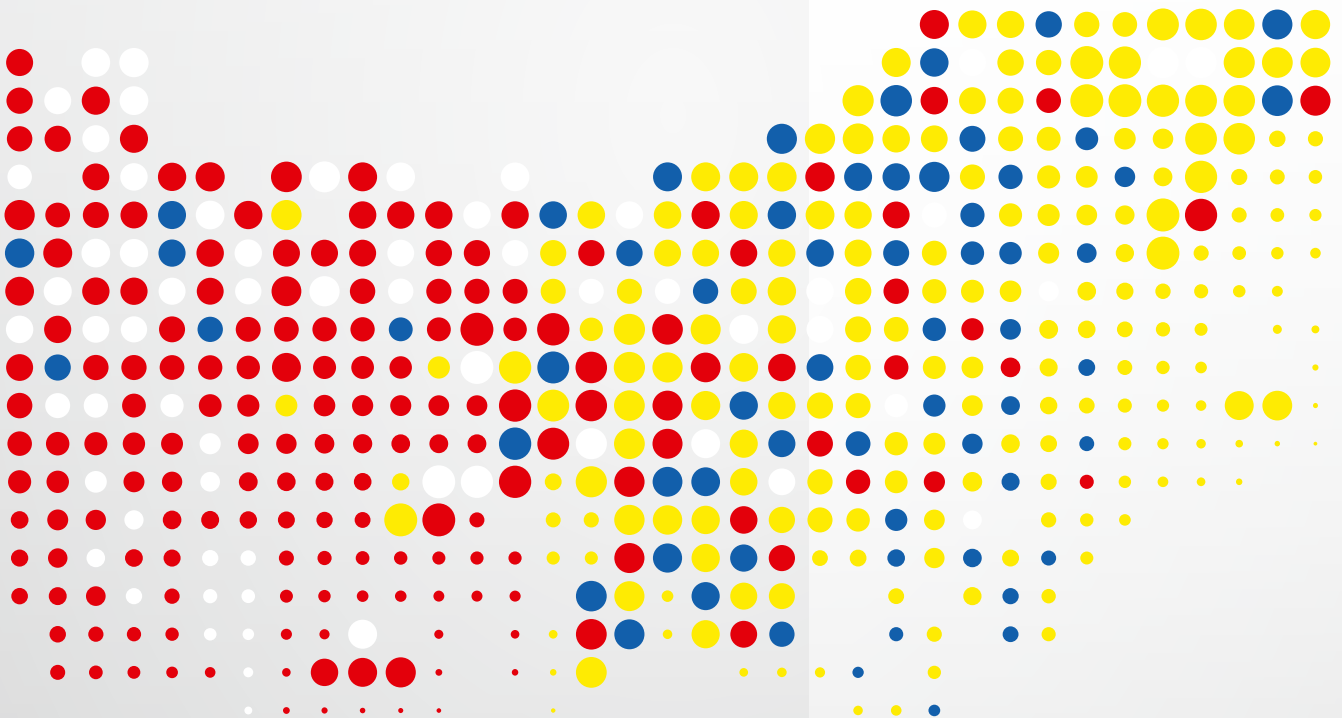
Assistance providers working in the field of education and directly interacting with internally displaced persons pay attention to the difference in mentality, culture, understanding and perception of history.

“ There will always be 5-10% of people whose opinion will never change under any circumstances. Yes, I think so, these are people with no critical thinking. They cannot be persuaded verbally. And then there are people who get in touch with you. These are the people I can spend more time with. (UA_07_NF_MI_M_OBLAST)

“ Almost everyone who came to us was brought up either on Soviet-Russian or post-Soviet narratives. That is, they used the term “Great Patriotic War,” they figured that “Banderization” comes from the west of Ukraine. They had such hardened stereotypes that needed to be broken. If we talk about school, our task is to create such adaptation conditions moments that the child feels comfortable in his or her involvement in the educational process. You have to understand that some of the children who came here had been taught in Russian. But we cannot separate, say, IDP children and children from Lutsk. These should be united groups, where children who came from the regions where the hostilities are ongoing should be dealt with along with our children from Lutsk. Because if we separate them at school and do with them one thing while doing something different with others, we’ll never unite them. That’s why our task is not only to adapt them to the educational process, but also to their peers in Lutsk. And there should be a unified strategy and approach. (FOCUS GROUP_2)

PART 3

Evaluation of the system's performance



3.1. THE ROLE OF PARTICULAR TYPES OF ASSISTANCE PROVIDERS AND THEIR EVALUATION

Addressing the needs of internally displaced persons has been a significant area of work for many institutions that focus on it by virtue of their statutory functions. However, there are other organizations that provided significant assistance, especially in the first weeks and months of the war after February 24. In practice, this was volunteerism, as all services were provided to internally displaced persons free of charge. If, for example, educational institutions had to settle certain formalities regarding accommodation and other issues, it was up to the business to decide how to get involved, how to help and what to do. Respondents emphasized the important role of business, as representatives of this group responded quickly enough to the need to accommodate people, organize meals and distribute food parcels, and tried to take into account the needs of specific socio-demographic groups, such as children:

“ I think the biggest flow of people and displaced persons I saw was not family-type, and it was such an adrenaline rush. It was the biggest one. But work with food there was quite well organized there, and there were also playrooms for children and so on. Everything was well organized and it was easy to communicate with them.

(UA_32_AC_MI_M_OBLAST)

The main feature of charity foundations and non-governmental organizations was their quick response to the needs of internally displaced persons, their readiness to provide assistance, although their current activities required donor approval to reorient them to help IDPs. This was extremely important in the first weeks and months of the invasion:

“ If we talk about charitable organizations, foundations, these charitable foundations that had previously worked as humanitarian organizations, that were still on the list, in the register of recipients of humanitarian aid, they called directly in the first months, saying, “We want to help, how can we help?”. (UA_33_AC_MI_M_OBLAST)

After February 24, respondents say, the attitude towards volunteering and the understanding of the essence of a volunteer has changed. Now, a volunteer is a person who voluntarily provides help at the call of his or her heart because it is needed. In fact, half of the country have begun to volunteer and help to the best of their ability.

“ Volunteers from the NGOs we cooperated with were involved in the work. What motivated them? Firstly, they had an internal need to get involved in solving this humanitarian crisis that arose in our community. The second issue is that we tried to involve those volunteers who constantly cooperate with us in interesting events that we organize. For example, we have been involving them in holding workshops or youth forums or anything else. (UA_03_AC_MI_P_TH)

Most importantly, as one of the respondents noted, the volunteers showed tolerance and compassion in their work and avoided discrimination based on various criteria:

“ I was fascinated by my community, the residents, and once again confirmed for myself that the residents of our community in times of some external disaster mobilize as much as possible and respect the fact that you, for example, have a different denomination, a different social status. (UA_13_NGO_MW_P_TH)

Churches of various religious denominations have also been actively involved in helping internally displaced persons. As some respondents noted, it is during such crisis situations that the work of the church as a powerful centre of moral, spiritual, and psychological support for all those in need is clearly manifested. In such conditions, the practical activities of churches come to the fore, in particular, during the war, many priests have been volunteering, in addition to their traditional activities:

“ Obviously, we see our task now as helping internally displaced people who have come here, who are looking for their place in this life, who are starting from scratch, adapting, feeling at least not a stranger in society. And if there are any needs that the Church can meet, or at least accumulate or find some necessary people, or help in some way, then maybe that's it. Now, speaking about the role of the Church, we helped a lot as volunteers at the beginning of the hostilities travelling and delivering food to the already liberated territories. (FOCUS GROUP_1)

The war has also affected the worldview of priests, their role in the community and society as a whole. Current conditions have prompted the Church to prioritize tasks and focus on their implementation:

“ Now, at the global level, the Church has a strategy for the next three years. These three topics are very important for our Church and every priest. The first is helping the poor and the marginalized. The second topic is the treatment of wounds. The wounds of war, the wounds of Covid, the wounds of various losses. And the third topic is the family.

(UA_02_REL_MI_P_TH)

It was especially difficult for the media to work in the war, as in the early stages there was not enough information available for internally displaced persons. At the same time, the information that was available had to be verified, as facts were important at the time. The enemy, Russia, was waging not only an armed war, but also a lasting hybrid war:

“ Now it seems that everything has already been studied, because refugees and IDPs are different things. There are many things that need to be studied first to understand what to write about. There are many comments that journalists do not know what they are writing about. Anyone who first encounters war has to study it. And journalists have to do a lot of that. Because they have to write about the world. The other point is the standards because [it is important] to clearly separate facts from value judgments, keep balance, be ethical, and this is a very sensitive topic, especially when it comes to women and children. (UA_10_NF_MI_P_TH)

Assistance to internally displaced persons was not always offered in ways that were relevant to them. Some international organizations working with refugees, for example, in Africa, did not take this aspect into account in their recommendations and assistance, as what those countries needed was not suitable for our internally displaced persons, and it was necessary to argue it on the ground. There have been cases of providing tents for living that are not suitable for cold winters or cooling blankets in winter. Another important point concerned the scope of assistance provided to internally displaced persons. According to respondents, those who stayed in cities may have received more assistance from various sources than those who settled in rural areas. However, in villages and towns, there is a greater atmosphere of cohesion, as the accommodation and settlement of internally displaced persons is quite compact and there is an opportunity to obtain more information about their needs:

“ From my experience, since I travel around the region and communicate with communities with internally displaced people, I can say that villages in small communities, let's not take the city of Lutsk or Kovel or Volodymyr, they are more family-like, they have already started providing care. (FOCUS GROUP_2)

3.2. PERFORMANCE EVALUATION AT THE CENTRAL AND LOCAL LEVELS

The actors providing assistance to IDPs assess the entire system of its provision differently. Those who evaluate this activity mostly positively note that the assessment will differ according to different criteria. At the same time, they emphasize that the positive result is due to the fact that all the actors have snapped into action, including volunteer centres, church organizations, NGOs, businesses, and the international community.

“ People have teamed up a lot. The whole world has teamed up and is helping Ukraine a lot. (UA_21_BS_MW_P_TH)

“ I think the organization of assistance is good. (UA_37_AS_WI_G_TH)

“ It depends on what criteria you use to evaluate it. If we evaluate the coverage of people with various services, then the result will be excellent. (UA_35_AC_WI_G_RAJON)

“ We work effectively. (UA_59_AS_MI_P_TH)

“ I believe that the aid is effective. It all depends on people, how much they are willing to use it. I think there is more than enough access. (UA_35_AC_WI_G_RAJON)

“ I think that the organization is good, and funds and means are allocated to meet at least basic needs. (UA_37_AS_WI_G_TH)

“ I estimate that I managed to help internally displaced persons as much as possible, given that we tried to make this assistance systematic and regular. (UA_42_REL_WI_G_TH)

Some respondents assessed the overall assistance system as satisfactory. The lack of coordination and communication among all actors is considered a shortcoming, which resulted in limited access to services or lack of awareness of such opportunities for IDPs.

“ It could be more effective. I consider it a three on a five-point scale. (UA_31_BS_MI_M_OBLAST)

“ *I think there is insufficient access to services.* (UA_40_IN_MI_G_OBLAST)

“ *It seems to me that not the whole range of people is involved in the assistance. But in general, assistance for IDPs is now organized.*
(UA_26_NGO_MI_M_OBLAST)

Some respondents assessed the lack of communication between the authorities and other aid providers as unsatisfactory and perceived it as a significant drawback. This assessment was made in relation to the first months after the full-scale invasion. Respondents noted shortcomings in informing people about the services provided and the opportunities available. The situation was particularly difficult on the periphery, where access to opportunities was more difficult than in the centre.

“ *One of the problems that existed at the beginning was insufficient communication. The state authorities did not provide instructions to local councils on how they should act, although this is not the first time a large-scale internal displacement has taken place in our country. Many people just came to the territorial communities, no one registered them, no one worked with them at the beginning, no one sought common ground in communication. A large share of hostility was directed at local governments. When an internally displaced person went to register to receive payments, all the registers were frozen because the state system could not cope with it. The reason was not people, people were working there day and night, and overtime... but the whole wave of negative stuff was directed entirely at local governments. This caused a lot of fluctuations within the community. The second issue is that not all territorial communities have been actively involved in accommodating internally displaced persons. Not even so much in accommodating them, but at least in finding the necessary information. You arrive by car in any of our communities, and you can't find information on who to contact, where the volunteer centres are, where the volunteer initiatives are, or anything else. Basically, many of the territorial communities were not particularly engaged in this.* (UA_29_NGO_MI_M_OBLAST)

“ *There is no sufficient information, no manual, as it were, to the city. What kind of transportation system it has, which places are open, what the working hours are. For example, people who come to Lutsk discover that realtors in Lutsk do not work after five. They are used to something else, that everyone works when you call...*
(UA_43_IN_MI_M_OBLAST)

“ There is very little access to information, especially for people who live in more depressed areas, in villages. They look for opportunities, tell each other, but there is no targeted, systematic work to inform people. (UA_27_NGO_MI_M_OBLAST)

“ We realized that there is not enough information. (UA_43_IN_MI_M_OBLAST)

The place of residence of IDPs was important in the assessment of assistance, as the size of the community matters. In small communities, it is easier for officials or volunteers to see problems and needs because each new person is visible.

“ I know a lot of people. It happens that someone is walking down the road and I know that I can approach them because I see that they wear the same clothes. (UA_30_NGO_WI_G_TH)

“ I know everything about them, absolutely about every person. (UA_30_NGO_WI_G_TH)

Some respondents noted that sometimes IDPs who complained about poorly organized assistance did not have any desire to find the necessary information and did not make efforts to improve their stay in the new community. In this context, the respondents mentioned understanding, as a person who is stressed and has lost a lot does not necessarily have vital energy for such activity.

“ A lot of internally displaced persons did not accept the fact that they moved here. (UA_25_NGO_MI_M_OBLAST)

“ It depends on a person's desire, on their specific skills and abilities. (UA_35_AC_WI_G_RAJON)

“ It seems to me that a person cannot sit around endlessly and wait for someone to give them something. Of course, the state should help, because when a person has lost everything, it's a horror, it's hard both psychologically and morally. But people need to be able to realize their potential in some way. To help the state, for example. That's what I think. (UA_19_AC_MI_G_RAJON)

3.3. THE IMPACT OF THE SITUATION ON THE ACTORS INVOLVED

The respondents pointed to cases where internally displaced persons with appropriate education and qualifications were involved in working with IDPs, thus realizing the principle of peer-to-peer interaction.

“ We also tried to involve internally displaced people in our work with IDPs, as we had an opportunity, we had a certain vacancy. We were involved, we had two employees who had been working for us for a certain period of time, social workers with a certain education. At the beginning, we saw that internally displaced persons were not very open to our employees. There was some caution, some fear, some apprehension. When they realized that they were working with an equal, the same internally displaced person, they were more cooperative and open to contact. We have such experience, it is quite positive and quite successful. (UA_03_AC_MI_P_TH)

“ We created a municipal register. We asked people, “Where did you work, what is your education, what did you do, what can you offer the community, what kind of labour force?” So we tried to engage many internally displaced persons. And we have a lot of IDPs working in the city council. That is, our employees began to leave the community, fearing that active hostilities would come here, and we were losing specialists. We realized that we needed to compensate somehow, to close this gap. And thanks to this questionnaire, we started to identify internally displaced persons, and we saw that we needed an accountant, so who is an accountant? Zap! We ran a check, and we could already close this issue. (UA_18_AS_MI_G_TH)

We are actively working with relocated enterprises. In fact, relocation has a double benefit: it extends the life cycle of the enterprise and has a positive impact on the development of host communities (by filling the local budget and creating new jobs).

“ We continue to work with internally displaced people, and we continue to work with relocated enterprises. For relocated enterprises, we work with HR departments, we work with managers to find out their staffing needs, we find out their plans for the future, offer our vocational training services, we can train staff for them. We also offer our recruitment services, and we can find them personnel not only from the employment centre database, as our recruiters have a 4-5 times

larger resume database than the number of job seekers registered with employment centres. This is what we plan to do with employers. In general, we plan to increase our active forms of cooperation with employers many times over. At the level of the whole Ukraine, if we talk about this year, for example, the State Employment centre has allocated 500 million [hryvnias] for active forms of cooperation in Ukraine. These include public works, training, community service and vouchers. The range of people who can now receive vouchers has been expanded. There will be people with disabilities, demobilized people. Previously, it was only people aged 45+. Now, given the fact that the country is at war, people will need to adapt to the living conditions in which we'll live after the victory, and even now, while we are on the way to victory. Accordingly, the demobilized will also need to be helped to find a new profession, because not everyone will return in the same health condition they had when going to the war. Therefore, this form of work will be greatly expanded. And while the State Employment Service has allocated one million [hryvnias] for vouchers this year, it is going to allocate 100 million next year. This is a good support and a good opportunity for people to change their profession or get a profession if they didn't have one and get a job in this specialty in the future. And in general, for all these active forms, if earlier this year we spent 500 million on this at the state level, next year the budget will include 2.5 billion. That is why we plan to support employers more, to allocate more funds for these compensation payments to employers, which will encourage them to create new jobs and hire job seekers, especially those socially vulnerable categories of the population who find it difficult to find a job. So money will be paid for them. (UA_34_AC_MI_M_OBLAST)

Gradually, individual volunteering has transformed into a institutionalized (professionalized) one, and separate areas (clusters) of volunteer activity have been shaped out.

“*...we have a very good cooperation with the local authorities of Volyn Oblast. We've been constantly in touch, constantly discussing the challenges faced by the territorial community, talking not only about Volyn Oblast, so the overall picture of the western region has given us some benchmarks and confidence that we understand the needs of both communities and internally displaced persons.*

(UA_29_NGO_MI_M_OBLAST)

“ We just needed everything at once, and then it got structured. [\(UA_39_AS_WI_G_TH\)](#)

“ Help groups were established, volunteers organized themselves. [\(UA_09_AS_MI_P_TH\)](#)

“ Help websites have already been set up, volunteers have already organized themselves. Those who were involved already know who's got what. Of course, the network has already been organized. They know where to accommodate people today. That is, we still turn to each other: do you know it, have you got a place or not? Of course, it's all coordinated. The system is up and running. [\(UA_52_NF_MI_M_OBLAST\)](#)

“ There were several volunteer associations of this kind. When people got together and agreed on who would do what and how, the directions gradually crystallized and there was a constant collaboration of volunteers. If the Foundation [...] is able to provide logistics, that is, help with transportation to get several families out, there is a need for shelter. And there is a hostel at the volunteer centre. They agree with each other when it is possible to bring people in, they provide logistics and agree the conditions: the certain period of stay, nutrition. This is how it works. [\(UA_10_NF_MI_P_TH\)](#)

“ They [volunteers] are already working locally in clusters, trying to cover all the needs. [\(UA_27_NGO_MI_M_OBLAST\)](#)

“ An application is formed, a volunteer is ordered, volunteers are delivered and then distributed. [\(UA_39_AS_WI_G_TH\)](#)

“ I know that cooperation with volunteers who cover the needs, let's say, make deliveries, has been organized. [\(UA_39_AS_WI_G_TH\)](#)

“ They've started to organize, create some volunteer centres. [\(UA_54_BS_MI_M_OBLAST\)](#)

“ In fact, we perform volunteer functions ourselves. We are engaged in charity activities, but we still do a lot of things on a volunteer basis that are needed. We engaged psychologists as volunteers because we did not pay them. We engaged artists when we organized a feast for kids. We did everything on a volunteer basis. Cooperation with other people. I cannot say that they are from a volunteer organization. But this is volunteering. Maybe we don't involve them enough. We try to do more on our own, but there are 20 of us, 22 now. So we have the capacity to do it on our own. (UA_20_AS_MI_G_RAJON)

“ Then we even came up with... you know, our city's active public figures and just creative minds, they started to see that something was happening because I kept writing to our group, to the Department of Culture, covering all these events, and they wanted to join, and they were already looking for it themselves, they would find it themselves, they called and offered offered to hold a workshop for the kids there, so we were invited to the Fun City entertainment centre, and they organized... I gave them a list of children and they organized pizza for them, plus free jumping on the trampolines and entertainment that is there. (UA_61_AS_MI_MW_TH)

3.4. CHALLENGES IN PROVIDING ASSISTANCE TO IDPs

Difficulties in working with internally displaced persons are caused by stress, overwork, and professional burnout. There was a lack of acceptance of the fact that IDPs fled the war and had different incomes. A person had the status of an internally displaced person, but at the same time owned some high-priced items, such as an expensive car.

“ But the people who helped me saw people in very fancy cars who came for help and they were disapproving, let's say, not understanding how you come and ask for help in such a blatant car. And at the beginning, we tried not to refuse them, because I understand that people left in what they drove and that's why they are in the situation they are in, and we gave them aid. (UA_42_REL_WI_G_TH)

Respondents noted the problem of abuse by internally displaced persons when receiving assistance.

“ Then you feel that sometimes people even start to abuse it. That is, they need to be given a fishing rod, not a fish. And they only want fish all the time. That is, when you see someone comes and says to you: “Find me a house.” I’m not going to tell you where this IDP is from. “Just find me a house.” I went into the church, and he smells of alcohol. I asked him what the reason was. “Well, you see, [he’s kicked] me out of the house.” “But why has he kicked you out?” “Well, just find it for me.” Well, you’ve found me in the morning, I mean, I can help you, but I want to see some kind of return, so that you want it, not me, it’s your life.” (UA_16_REL_MW_P_TH)

“ There’s abuse – someone wants to get more, or more than they need, or someone gets twice as much as others while someone else doesn’t get anything at all. And to prevent such abuses... or there were certain people who received there, and there, and there, and they received aid wherever it is given. It is understood that yes, the stress and so on, but to avoid cases when whoever is more crafty obnoxiously gets something while those who are really in need may not even notice it or will tolerate it and so on. When we saw this, we started taking pictures, of course with the permission of those who came for help. While taking photos, it turned out that certain people were in the photo there, and there, and there, in that place and in the other place as well. And, in fact, that’s when the preventive measures to prevent such abuses began. Registration, documents. When they didn’t bring certificates that this person was really an IDP, not just, say, some other person or a local, and so on. Although we also try to help the local population if they need it. That is why this abuse is such a challenge. (UA_02_REL_MI_P_TH)

Respondents reported abuses by volunteers as well.

“ The main problem is to check the volunteers to see how truthful they are, how much of the aid will reach the end user, the internally displaced persons or even the military. This is not always the case, of course, and unfortunately, we have also encountered fraud once. We did not provide assistance then, they asked for financial assistance, but they turned out to be fraudsters. (UA_57_BS_WI_P_TH)

In addition, respondents emphasize such problems as the insufficiency of established material benefits, problems with either finding a job or unwillingness to look for a job.

“ The next such problem I could identify is of a material nature. Definitely the first need, they needed finances and some material things. And since our community is not financially capable of meeting these needs and their standard of living to the fullest extent possible, there were such problems. You see, while some internally displaced persons working in the east [of Ukraine] received a salary of more than 20-30 thousand, in our region, unfortunately, there is no such salary on the labour market. And, accordingly, not everyone was ready to work for that lower salary. Our labour market is not as saturated as in the east, so we could not satisfy the need for employment 100 per cent, or even 50 per cent, unfortunately. The next problem is that these were mostly women with children, and the men who came with them were a little distrustful because they were worried that they would be taken away, mobilized to the front or to the East right away. Women didn't advertise that they'd come with men or, in case they told they'd come with men, they didn't focus on their family connection. In other words, they did not register the whole family or all members of the group who came. As I said, the most significant problem is the problem of material nature. Somewhere there is a need for financial support. If one-time assistance was not provided somewhere, but it was needed somewhere constantly, then we had problems in this regard. These are the problems. (UA_03_AC_MI_P_TH)

“ People have made themselves at home here, but now they have a problem with finding a job. This is a very, very big problem. It's just not possible to find a job, and for example, there are some ads and they answer these ads, and sometimes they are cheated, not paid for the day's work or they are told, "You don't have to come because you are an internally displaced person." Why not say this at the beginning? Next, I have a Ukraine champion in kickboxing, a famous person. He can't find a job anywhere, absolutely. What should I do in this situation? What comes next? People have a great need now, they have no money to pay for housing. In the beginning, we gave people free housing. It was a lot. I myself was in such a large house, where 10 IDPs have been living, and it is already rented. (FOCUS GROUP_2)

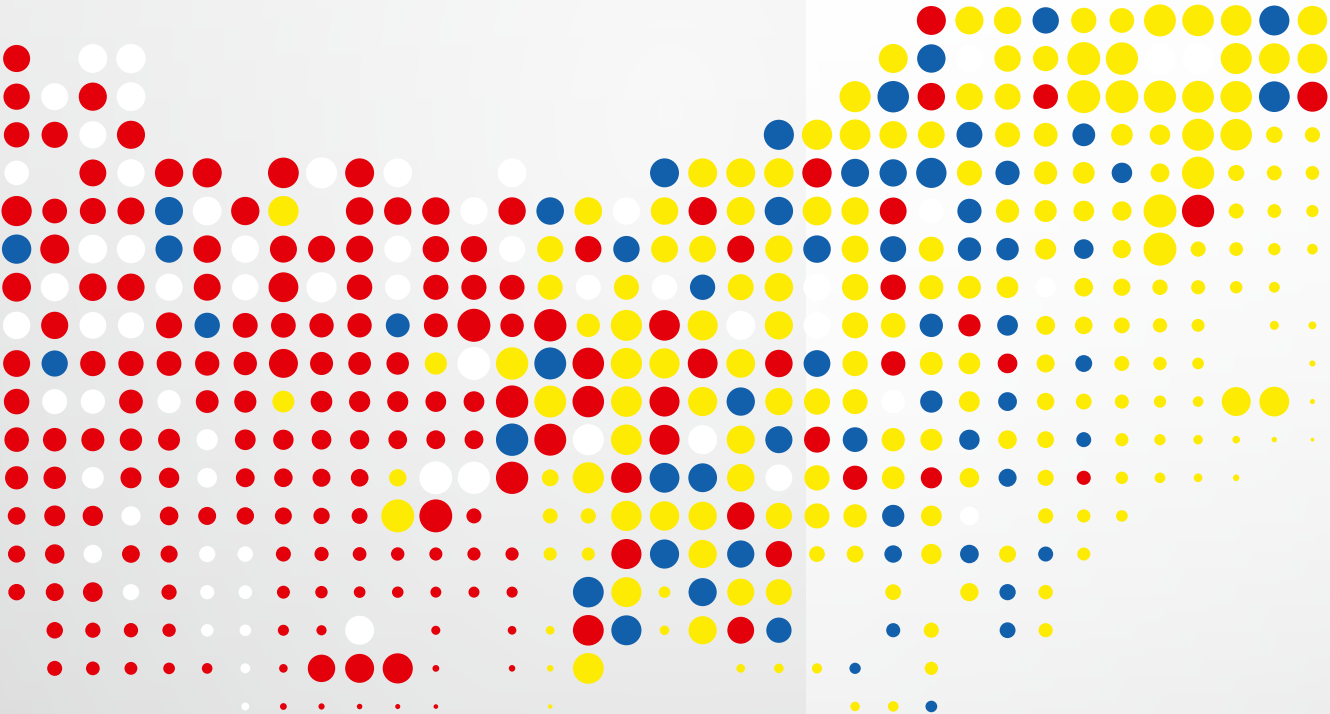
There are problems and difficulties related to doctor appointments, as the family doctor sees only patients who are local residents. The authorities have regulated this issue for IDPs though, and they have been admitted without a signed agreement with the doctor. Vaccination is also an important problem for IDPs, especially for mothers with young children.

“ Some people have difficulties with their doctors. But with medicine, there are often issues that would often arise at the beginning, when people came – they had family doctors and signed agreements. It has all collapsed, and they don't know where to go, because, in addition, this reform has already passed through municipal enterprises. The legislation does not provide for free medical services, so we need to make some legal decisions on how to provide assistance to these people. There were difficulties in those bases. We somehow resolved this issue. In some cases, there are people with disabilities who apply for crutches or a wheelchair. The nature hasn't been changed, and even if it has been, it's a quantitative change – if in the summer only a few people came there because they were given crutches, helped with something, for example with a cane, then people know more [about us] and come to us more often. (UA_06_NGO_MI_P_TH)

An important problem is the lack of documents among internally displaced persons. This was evident in situations where, for example, people were forced to leave their homes in what they were wearing as a result of rocket attacks.

“ People used to come, then their parents were taken away, but they had no documents, so we contacted the Migration Service as soon as possible. The registers were closed at that time, and we could not register a person without documents. But we found a way out, the Migration Service met with us as soon as the registry was opened, they notified us, and the person was called. We helped to register the person and then to assign financial assistance. Everyone has difficulties here. (UA_18_AS_MI_G_TH)

Conclusions



Russia's large-scale invasion of Ukraine on February 24, 2022, led to a large wave of refugees from the war zones and territories under occupation. From the very first days of the so-called "great war," Kherson Oblast, parts of Zaporizhzhia Oblast, Kharkiv Oblast, Sumy Oblast, Chernihiv Oblast, and the suburbs of Kyiv came under occupation. People were forced to leave for safer places.

Upon arrival at their new places, internal migrants (in Ukrainian legislation, the term IDPs (internally displaced persons) is used) needed shelter (temporary housing), clothing, food, medical care, and had a number of other problems. These needs have become a challenge for the local governance apparatus. The governance structures in Ukraine, namely the state authorities and local self-government bodies, had experience in dealing with crisis situations for IDPs, as the Russian-Ukrainian war has been going on since 2014. Back in 2015, military-civilian administrations were established in Donetsk and Luhansk Oblasts, i.e. in those oblasts out of 24 that were partially occupied. On the day of the large-scale invasion on February 24, 2022, a decision was made to establish 25 military oblast administrations on the basis of oblast administrations (Decree of the President of Ukraine No. 68/2022 "On the Establishment of Military Administrations") <https://www.president.gov.ua/documents/682022-41405>.

In order to work together on new challenges in Volyn Oblast, the oblast Coordination Centre was established on February 27 by order of the head of Volyn Oblast Military Administration to coordinate work in all areas to counter armed aggression <https://www.volynnews.com/news/all/na-volyni-stvoryly-koordinatsiynyy-tsentr-na-period-diyi-voyennoho-stanu/>.

These include coordination with local governments, cooperation with foreign organizations and citizens (forming the needs, receiving and distributing international aid), medicine (organizing medical care), social and humanitarian sphere (for temporarily displaced persons), coordination with volunteers, NGOs, religious organizations, transport, and the media. As part of the Coordination Centre's work, there are hotlines where people can call to ask for help or offer it. Similar coordination centres have also been established in local communities.

From March to June 2022, Volyn Oblast received about 70,000 IDPs, and the city of Lutsk about 20,000. The number of refugees varies depending on the hostilities. As of March 8, 2022, Volyn Oblast hosted about 13 thousand refugees <https://zaxid.net/news/>. As of July 22, 2022, according to the oblast administration, Volyn Oblast has received 70,337 internally displaced persons.

Despite the experience of wartime management in terms of refugee assistance, the situation of February 24, 2022, is much larger in scale and needs. Volyn Oblast is a border region and borders the Republic of Poland and the Republic of Belarus. For some refugees, the oblast and the city of Lutsk were transit points for moving abroad to other countries. And for many refugees, the city became a temporary home, and for some, a permanent place of residence.

War is a humanitarian crisis. It is a challenge for everyone. Ukraine is a developing country, so not all management processes can and do cope with crises. The war and the humanitarian crisis have shown the extent of this resilience.

The nature and content of assistance to internally displaced persons has been constantly changing. Three stages of assistance can be distinguished:

- the first one, covering the period from the first days to the first months of the invasion, was the most difficult. Its content focused on receiving people;
- the second one, from 2 to 3 months to 6 months, was characterized by the provision of assistance in both reception and adaptation;
- the third one, from 6 months to 1 year and more, was the period of adaptation and integration of people into local communities.

In the initial stages (immediately after the full-scale invasion and approximately until April), the provision of assistance was less organized and coordinated. During this period, assistance was focused on reception including registration, accommodation, catering, and hygiene.

Since May, the process of providing assistance has been less spontaneous and more organized. Along with assistance with accommodation, food and hygiene products, the needs of internally displaced persons are shifting towards counseling and support. The issue of finding a job becomes an important one.

The nature and content of assistance to internally displaced persons has been constantly evolving, with assistance being provided in such stages as reception, adaptation, and integration. Different types of assistance were required at different stages.

In terms of active actions and innovations to provide support and assistance to IDPs, we can single out integration activities for internally displaced persons (such as a Ukrainian language club or a Ukrainian history club).

The majority of respondents – representatives of the government, business, civic and religious organizations – indicated that they had made a decision to provide assistance to internally displaced persons almost immediately, during the first days and weeks. At the same time, they tried to take into account their capabilities, although not all of them realistically assessed them. Some people started helping, but then found it very difficult to continue. They did not assess the risks that this activity would last for a long time. One of the dominant motivations for the participation of representatives of the authorities and local government was to fulfill their direct job responsibilities in terms of exercising their powers to help vulnerable populations.

Resources for overcoming the humanitarian crisis can be divided into material, financial, human, informational, social capital, etc.

A significant resource for the structures that provided assistance to IDPs came from citizens. In providing assistance to IDPs, a significant contribution was made by international structures and institutions that operated in the region through partner organizations, NGOs, and foundations. Partners were selected on a competitive basis. After the full-scale invasion, the United Nations High Commissioner for Refugees (UNHCR), UN Women, the International Red Cross (IRC), which has offices in the region's communities, and others worked to help IDPs in Volyn Oblast through partner organizations. These organizations provided one-time charitable assistance in the form of food and non-food items to vulnerable categories of internally displaced persons, newly evacuated persons, and war-affected population.

International organizations worked closely with the authorities, since in order to operate, they must have a signed agreement or memorandum of cooperation, i.e. legalize their activities. In Ukraine, there is a practice of twin cities or sister cities, where two cities from different countries have signed friendship and cooperation agreements for comprehensive cooperation.

Significant support for actors providing assistance to IDPs came from foreign volunteers, people of good will who voluntarily came to Ukraine with humanitarian aid.

Experienced NGOs have been a resource in helping other new NGOs and initiative groups learn how to write grant proposals to find future resources for their activities.

The authorities received support in the form of computer equipment for their operations, as service delivery activities depended on technical capabilities. After the shelling of the energy system, energy supplies were urgently needed. There was also an ongoing need for security equipment, which the authorities received from various donors.

Russia's full-scale invasion of Ukraine has triggered a powerful volunteer wave. Volunteers have become a powerful human resource in overcoming the humanitarian crisis. Over time, people began to look for places to volunteer and demonstrated a high degree of cohesion and self-organization. Business representatives, middle-class people who had businesses such as hotels, sports complexes, hostels, restaurants, etc. were involved in helping IDPs: they accommodated people, provided them with food, clothing, basic needs, i.e. shared everything they had.

Foreign aid was a resource. Volunteer assistance for IDPs was provided by those who had Ukrainian roots and lived abroad before the full-scale invasion, as well as by Ukrainians who left after February 24. They were actively collecting humanitarian aid abroad and transferring and/or bringing it to Ukraine.

After the full-scale invasion, the new residents of the communities, the internally displaced people, became newly active members of the communities, involved in activities in the new communities and became a human resource that strengthened the community. Since the full-scale invasion, there have been success stories of IDPs being employed in various professions. Displaced people have started their own businesses, i.e., actively engaged in the life and economic development of their new communities.

The authorities provided support payments for IDPs from public funds, i.e., taxpayers' money, if they were officially registered. People who took IDPs into their own homes received compensation. If the person who moved was of retirement age, they received their pension in the new place. If they had children, mothers received payments for them. People who lost their jobs could apply to the employment centre. If someone worked for a public institution, and their territory is in the combat zone or occupied, they are on downtime, which means they do not work but receive a salary. If a person is an employee of an educational institution, they work online. The respondents mentioned such benefits as free accommodation in a dormitory for school and university students and accepting them to tuition-free study programmes where possible. Financial assistance was not always provided directly to IDPs, but, for example, as grants to facilitate future employment (business support, for example) or funds were allocated for specific needs (housing payments, for example) or for salaries to maintain the structure. Those NGOs from Volyn Oblast that received grant support from international donors as of February 2022 were given the opportunity to reorient their project/programme activities to humanitarian assistance for IDPs. To do this, they agreed modifications of their project or programme with donors and reoriented their activities to provide humanitarian assistance.

Of great importance for informing IDPs about opportunities were information resources: the Internet, websites, social networks (Facebook, Telegram, Viber, etc.), as it was through them that people organized to provide humanitarian assistance. This was true for all actors, including government agencies, NGOs, religious organizations, businesses, and informal initiatives. Information assistance on services that could be used was provided by the media and media-oriented NGOs, as IDPs did not always have access to such information they needed.

Informal social ties were important for organizing the provision of assistance, and aid actors who had them could act more effectively. Individual social contacts were used as social capital.

IDPs faced the problem of language barriers when resettling, as the eastern regions of Ukraine were predominantly Russian-speaking. There were initiatives and language courses to help them overcome the language barrier and integrate into the Ukrainian-speaking environment of their new communities.

Government agencies provided free legal aid for IDPs, which expanded the range of services available. The resources included the provision of medical, psychological, rehabilitation and creative activities for IDPs.

In their management processes, all actors used coordination as a management approach for joint activities, both internally in establishing interaction between all structures of the government and externally with external actors. It is a good practice to be open in the activities during a humanitarian crisis, as it is possible to solve problems and meet needs through the involvement of external providers. Success was achieved when management was open and created platforms for communication and information sharing.

The authorities were the focal points for providing assistance to IDPs. The oblast state administration, which became the regional military administration after the full-scale invasion, established a coordination headquarters headed by the head of the administration, which coordinated the work throughout the region.

In the territorial communities of the oblast, city, settlement, and village councils have become the coordination centres for responding to the humanitarian crisis, and humanitarian coordination headquarters have been established. Following the decentralization reform, each territorial community has starosta districts headed by starostas. Starostas are part of the management structures of the local community's council.

NGOs, which are important actors in providing assistance to IDPs, constantly used coordination as a management approach between NGOs with which they were in networking associations that do not have a hierarchy but work on a peer-to-peer basis.

Church organizations of different denominations were coordinated through the Volyn Association of Churches, which included representatives of different denominations or committees for representatives of their denomination's management.

Coordination between government agencies, NGOs, religious organizations, businesses, and informal initiatives has been established. The initiative to coordinate activities came from all sides, there were challenges, resources were limited, so coordination and interaction were needed.

Given their mandate, the management of governmental structures working with IDPs are more likely to be vertical in decision-making.

In their work and decision-making, NGOs and religious organizations were guided by statutory provisions, taking into account their management structure, subordination, and decision-making system.

Autonomous decisions were more typical for the management of NGOs and religious organizations, given the martial law. The martial law was taken into account because activities had to be coordinated with the authorities, as the legal regime of martial law under the Presidential Decree restricted rights and freedoms. Territorial communities made decisions on the organization and provision of assistance independently, although coordination with central government through coordination headquarters agencies was constant.

Flexibility in the activities of the structures was available for all actors providing assistance to IDPs, as the challenges were significant and the usual procedures and conditions were disrupted. Respondents emphasized the importance of a democratic style of governance, as it allowed for making better decisions.

Activities within the framework of the procedures were typical for many structures, in particular, government agencies, as they acted within the limits of what was permitted, and also for non-governmental organizations that operate in accordance with the charters they

adopted. Informal initiatives were taking place outside of the procedures. The humanitarian crisis made it necessary to help people in need, but there were no established mechanisms for people who started these initiatives, so they developed the rules themselves in the process.

The following factors made it possible to optimize the activities of IDP assistance structures:

- digitalization,
- limited resources,
- the process of evaluating and monitoring the organization's activities in providing assistance to IDPs,
- experience and practice, as new response protocols were developed.

In times of crisis, leaders emerge, because leadership is a proactive position, the ability to act and be useful at a certain moment. Leaders motivated people. Sometimes leaders were ex-officio managers, and sometimes leadership was based on a person's life stance.

A success factor in IDP assistance is volunteers, who have initiated a powerful volunteer movement. Volunteers filled in those "holes/gaps" where the authorities failed or did not have sufficient resources. And then the synergy worked and there was success. For example, transportation and gasoline were needed to evacuate people and bring them to their places of residence, and this need was filled by volunteers. People who were internally displaced needed psychological help, and volunteers provided it. There were initiatives to organize children's camps and rehabilitate IDP children. Volunteer trips abroad for humanitarian aid required permission from the authority that issued the certificate, as this allowed men as persons liable for military service to travel abroad during martial law. Volunteers were an important factor in sustainability, as they were the key to the system's resilience.

Experience has been a factor in the success of IDP assistance, as the Russian-Ukrainian war has been going on since 2014. During this time, the authorities have developed regulations to act effectively. Those who volunteered to help displaced people in 2014-2015 were among the first to introduce initiatives.

The key to success of any activity is motivated and united people, especially during such a challenge as war and humanitarian crisis.

The success of the activity was facilitated by an approach where employees of the institutions work for results, consult on expected outcomes, evaluate activities, study needs and problems, and share experiences to find the best actions.

A success factor is reputation, because if the activities carried out by a certain institution are trustworthy, it changes the organization itself, specifically in quantitative terms and in terms of capabilities.

The management of the institutions realized that it was worth looking for and studying the experience of others, as the humanitarian crisis affected the entire country. The respondents gave examples of practices that should be borrowed from other successful actors.

The heavy workload of IDP assistance for the authorities has led to the emergence of good practices, including the functioning of the Diia mobile application. This is a mobile application and web portal developed by the Ministry of Digital Transformation of Ukraine, which was launched in 2020.

Not all information and analytical systems in the authorities are well organized, as some respondents noted. For example, social protection authorities had to spend a lot of time checking whether a person was registered in another region, as people did not move immediately from point A to point B, which could be a long way of internal displacement. Electronic databases for IDP registration have been improved, including the unified Employment Service information and analytical system.

Local governments sometimes took the initiative and created new service products to serve people without waiting for instructions from the state authorities.

There are NGOs functioning in the region that, in times of crisis and martial law, think not only about meeting practical needs, but also think strategically about the prospects of their activities.

It was important for Volyn Oblast as a border region to do a good job in order to avoid a collapse in accepting people fleeing the war. The example of the city of Kovel showed how the city community has developed an effective transit mechanism for evacuating people abroad. Lutsk, in its turn, has set the example for addressing the transportation needs of IDPs, as the authorities, businesses, and churches cooperated there.

So far, IDPs have not been always included in new communities and have the opportunity to participate in community affairs and submit initiatives. This is a vulnerable category that needs protection and increased attention from the authorities.

There are communities where the authorities are open and listen to IDPs. There are also communities where the authorities do not yet understand the importance of considering IDPs as an important resource for strengthening community's capacity. The council on IDPs has been created in the oblast, but not in the city of Lutsk. This is a question of participation, which is important for good or proper governance. Participation can be both direct and through legitimate institutions or representatives. The region's community has been replenished with 70 thousand people who were forced to come to Volyn Oblast. These are people of different professions, unique backgrounds and experiences who will strengthen the communities.

The research team did not find any intensification of the inclusion of IDPs in community affairs by the authorities. The principle of inclusion "nothing about us without us" is very important. This is a perspective for action.

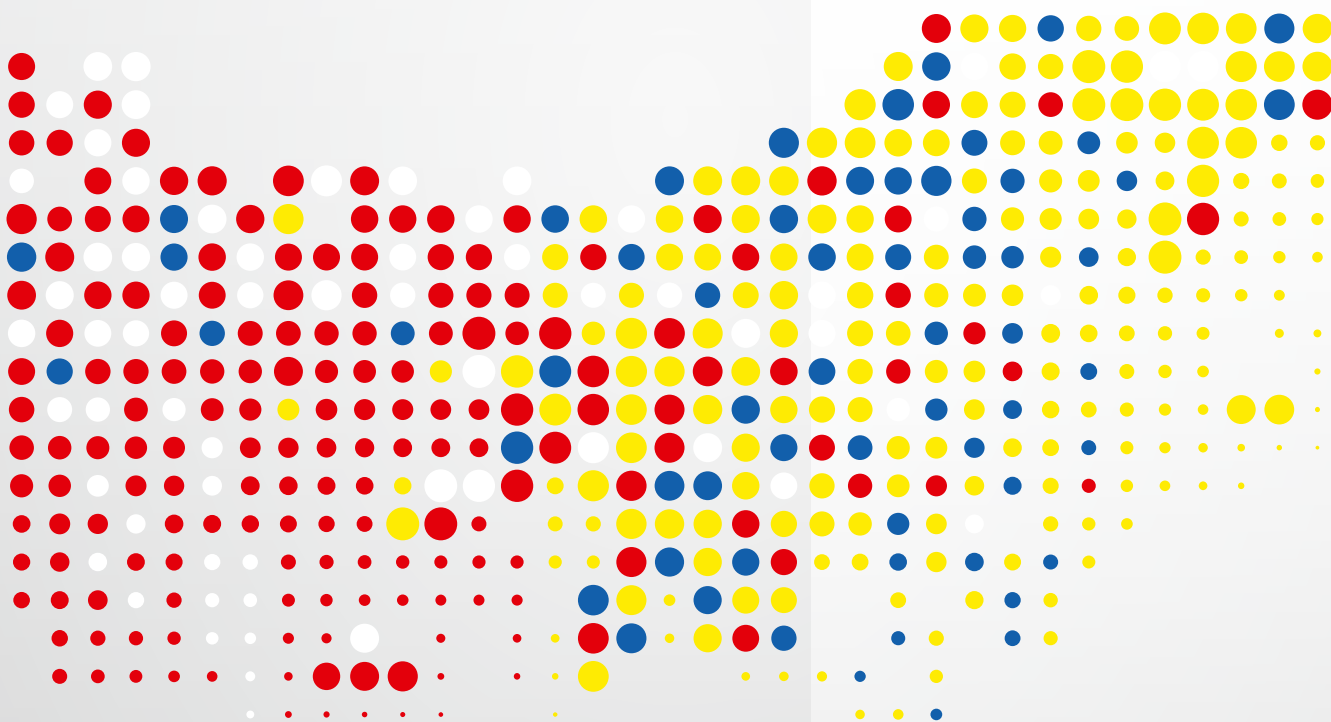
As for the challenges for the future, respondents believe that it is necessary to focus attention and direct efforts on overcoming negative psychological conditions and overcoming the feeling of hopelessness among internally displaced persons. Assistance should be aimed at helping them find their own place in a new life, in a new community. A good practice is the creation of IDP councils at the authorities to coordinate efforts to integrate IDPs. Such a council was established at the Volyn Oblast Administration, as well as in some communities.

The activities of local authorities in Ukraine to provide assistance to IDPs to overcome the humanitarian crisis were made possible by decentralization, as cities have gained more power during the decentralization reform. Even during the war, when the government had to act centrally, there were opportunities to make quick decisions. Decentralization has changed territorial communities, where communities with low rates of development have merged with more capable ones and have been able to address local issues within the framework of the Constitution and laws of Ukraine. The state mechanism is more time-consuming, as decision-making takes more time and bureaucratic approvals.

The provision of assistance to IDPs is the result of collective efforts of the government, NGOs, international organizations, volunteers, etc.

There are principles of good or proper governance for governing a democratic country. These principles include democratic, responsible, effective, transparent, and accountable governance at all levels, with citizens at the centre of the process, with all their diverse needs and interests. Good governance is based on the following principles: participation, consensus, responsibility, efficiency and effectiveness, accountability, transparency, equality and inclusiveness, and the rule of law (*Governance for sustainable human development: a UNDP policy document*, New York: The United Nations Development Programme, 1997). The implementation of these principles in governance and administration is the key to the sustainability of the system to overcome the humanitarian crisis.

ANNEX: List of the interlocutors



number of the interview	category of entity ²	the nature of the place where the entity comes from ³	distance from the border ⁴	area of activity ⁵
01	AS	MI	P	TH
02	REL	MI	P	TH
03	AS	MI	P	TH
04	NF	MI	P	miasto
05	REL	MI	P	TH
06	NF	MI	P	TH
07	NF	MI	M	region
08	NF	MI	M	region
09	AS	MI	P	TH
10	NF	MI	P	region
11	NF	MI	M	region
12	AS	MW	P	TH
13	NGO	MW	P	TH
14	AS	MW	P	TH
15	AS	MI	P	TH
16	REL	MW	P	TH
17	AS	MW	P	TH
18	AS	MI	G	TH
19	AS	MI	G	rajon
20	AS	MI	G	rajon
21	BS	MW	P	TH
22	AS	MI	G	TH
23	AS	MI	G	rajon
24	NGO	MI	M	region
25	NGO	MI	M	region
26	NGO	MI	M	region

² AC – administracja centralna/central administration; AS – administracja samorządowa/local administration; NGO – organizacje społeczne/social organisations; BS – biznes/business; REL – podmioty religijne/religious entities; NF – inicjatywy nieformalne/informal initiatives

³ WW – województwo/region; WI – gmina wiejska/rural municipality; MW – gmina miejsko-wiejska/urban-rural municipality; MI – gmina miejska/urban municipality

⁴ M – metropolia / metropolis (capital of the region); G – położenie przy granicy z Polską/border location; P – położenie peryferyjne względem granicy z Polską/peripheral location (in relation to the border with Poland)

⁵ miasto – city(town); TH (terytorialna hromada) – territorial community; rajon – county; oblast – region

number of the interview	category of entity ²	the nature of the place where the entity comes from ³	distance from the border ⁴	area of activity ⁵
27	NGO	MI	M	region
28	NGO	MI	M	region
29	NGO	MI	M	region
30	NGO	WI	G	TH
31	BS	MI	M	TH
32	AC	MI	M	region
33	AC	MI	M	region
34	AC	MI	M	region
35	AC	WI	G	rajon
36	AC	MI	M	region
37	AS	WI	G	TH
38	AS	WI	G	TH
39	AS	WI	G	TH
40	AS	MI	G	region
41	AS	MI	G	region
42	REL	WI	G	TH
43	IN	MI	M	region
44	REL	MI	M	region
45	REL	MI	M	TH
46	NF	MI	M	region
47	NF	MI	M	region
48	NGO	MI	M	region
49	REL	WI	P	region
50	REL	MI	M	region
51	NF	MI	M	region
52	AS	MI	M	TH

² AC – administracja centralna/central administration; AS – administracja samorządowa/local administration; NGO – organizacje społeczne/social organisations; BS – biznes/business; REL – podmioty religijne/religious entities; NF – inicjatywy nieformalne/informal initiatives

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number of the interview	category of entity ²	the nature of the place where the entity comes from ³	distance from the border ⁴	area of activity ⁵
53	NF	MI	M	region
54	BS	MI	P	TH
55	BS	MI	P	TH
56	NGO	MI	M	region
57	BS	MI	M	region
58	AS	MI	P	TH
59	AS	MI	P	TH
60	BS	MI	M	region
61	AS	MI	P	TH
62	NF	MI	P	rajon
63	REL	MI	P	TH
Focus Group n° 1	FOCUS GROUP_1			
Focus Group n° 2	FOCUS GROUP_2			

² AC – administracja centralna/central administration; AS – administracja samorządowa/local administration; NGO – organizacje społeczne/social organisations; BS – biznes/business; REL – podmioty religijne/religious entities; NF – inicjatywy nieformalne/informal initiatives

³ WW – województwo/region; WI – gmina wiejska/rural municipality; MW – gmina miejsko-wiejska/urban-rural municipality; MI – gmina miejska/urban municipality

⁴ M – metropolia / metropolis (capital of the region); G – położenie przy granicy z Polską/border location; P – położenie peryferyjne względem granicy z Polską/peripheral location (in relation to the border with Poland)

⁵ miasto – city(town); TH (terytorialna hromada) – territorial community; rajon – county; oblast – region

