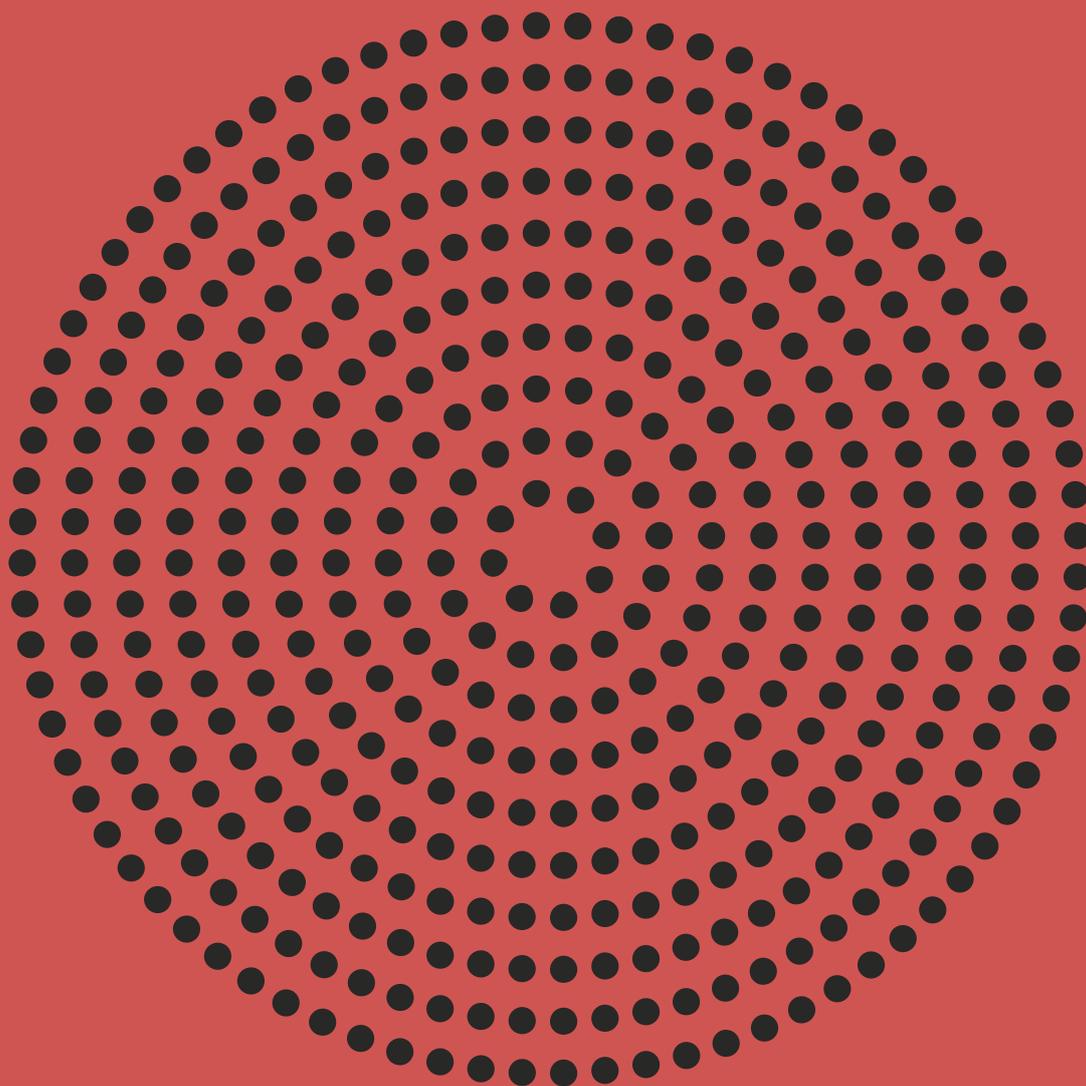




Gedos

Study of the needs and challenges of civil society organizations that work with migrants and mobile populations





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ukraine calling

Study of the needs and challenges of civil society organizations that work with migrants and mobile populations – Cedos (Center for Society Research NGO) – 50 pages

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Abbreviations

COVID-19 – Coronavirus Disease 2019, caused by the SARS-CoV-2 coronavirus

IDP – internally displaced person

NGO – non-governmental organization

SMS – State Migration Service

CSO – civil society organization

UNHCR – United Nations High Commissioner for Refugees

Brief findings of the study ●

Despite its low attention to migration issues, Ukraine is becoming more and more involved in the global migration processes. The number of Ukrainian labor migrants who work abroad, according to different estimates, is between 2.7 and 4 million, and the number of people of Ukrainian origin in the world in general is estimated at 12-20 million. In recent years, the number of foreigners who come to Ukraine has been gradually growing. Due to the war in Eastern Ukraine, about 1.5 million people have received the status of internally displaced persons.

The areas of work of organizations that target mobile populations vary from humanitarian and social aid, legal consulting, human rights advocacy to cultural diplomacy and international relations.

The participants of the study noted increased connections and partnerships with other CSOs since the Maidan events and the beginning of the war in Eastern Ukraine. Cooperation between organizations takes different forms: exchanging information and experience, redirecting beneficiaries' requests, partial engagement in other organizations' projects, implementing joint projects, obtaining organizational development services, participating in informal coalitions. The degree and format of interactions with other CSOs depends on the sphere and purpose of the organization's activities, the presence of international donors, and the organization's country of operation. Obstacles to cooperation with other CSOs include the lack of information about the activities and needs of partner organizations, the demand for high professionalism in partners, the lack of successful experience of intersectoral cooperation, and political or ideological contradictions.

The informants noted that the period of surge in the interactions between CSOs and government agencies has passed, but the qualitative change which they expected has not taken place. Although the government does not oppose civil initiatives, the effectiveness of interactions has not improved. At the same time, regional organizations have noted positive changes in the work of local government bodies. Interaction between CSOs and government agencies has been taking place in three areas: conducting advocacy campaigns and involvement in drafting legislation, capacity building for government agencies (training specialists from public institutions and monitoring the activities of government agencies), maintaining connections and relations. The obstacles to cooperation with government agencies include staff turnover in government institutions and their lack of institutional memory; the fact that public officials who can influence policies sometimes do not participate in interactions with CSOs; insufficient trust in government agencies; the low priority of migration-related issues; insufficient financial support for CSOs from the state.

The institutional capacity of a CSO depends on how long the organization has existed. Organizations that have been working for a long time are well-developed institutionally and aim to institutionally develop younger CSOs. The organizations that formed during the Maidan events have undergone institutional development or ceased to exist by now. In their day-to-day work, CSOs are guided by their goals, although they are flexible if new challenges emerge. CSOs learn about new problems mainly from their beneficiaries, from monitoring visits, traditional and social media analysis, monitoring legislation changes, and less frequently from research. The organizations' attitudes towards research depend on how successful their prior experience was.

Most of the study participants spoke about certain instability of their work due to insufficient or unstable funding. As they realize the risks of unstable funding, CSOs try to diversify their funding sources, but there are not many successful examples of obtaining funding for their activities from alternative sources. The sustainability of the work of grassroots volunteer organizations depends on the engagement of their active members. An organization's ability to involve and retain staff depends on its financial stability. High professionalism of the staff is especially important in organizations which work with vulnerable groups of migrants (refugees, human trafficking victims).

According to the study participants, improved communication and expansion of regional representation could improve the work of their CSOs.

CSOs mentioned the difficulties they faced due to the COVID-19 pandemic. All of the informants spoke about introducing organizational changes to mitigate the negative effects of the quarantine restrictions. Despite this, organizations for which in-person contacts are especially important have been forced to reduce the scope or quality of their work. At the same time, organizations that worked remotely even before the pandemic (such as call centers) noted that their workload had increased.

Introduction ●

Ukraine is becoming more and more involved in the global migration processes. Some migration processes have been developing for decades, and their consequences are not immediately apparent; others emerge unpredictably in situations of crisis. In a situation where migration processes management is complicated and has lower priority as a public policy issue, the role of CSOs, which can respond to challenges more flexibly and serve as carriers of institutional memory, is especially important. In some cases, CSOs perform the functions of the state, such as taking care of Ukrainian citizens abroad or providing integration support to refugees and asylum seekers; in other cases, they mobilize resources quickly and respond to crisis situations, or monitor the respect for the rights of mobile groups at the legislative level. The conditions in which migration CSOs work are also complicated by the low attention to the issues of migration among donors, the often transnational nature of these processes, and the inability of the available scientific theories of migration to explain certain phenomena and processes.

That is why the goal of this report is to understand how to build the capacity of CSOs by analyzing the practices and conditions of the work of civil society organizations in migration-related fields. The analysis resulted in a list of recommendations to CSOs, the government, international donors and partners, which aim to build the organizational capacity of CSOs. On the one hand, implementing these recommendations should improve the quality of services received by CSO beneficiaries; on the other hand, it should improve society's capacity to effectively respond to challenges in the field of migration and to quickly propose optimal public policy measures based on research and analysis.

The report consists of three parts. The first part presents a brief description of migration policies and relevant problems in the field of migration in order to understand which categories of migrants and mobile populations civil society organizations work with and which problems they tackle. The second part focuses on the external environment in which these CSOs work, specifically covering the issue of the state and the problems of CSOs' cooperation with other organizations and the government. The last, third part is about the internal capacity and the state of institutional development of CSOs, as well as about the way CSOs responded to the challenges caused by COVID-19.

Problems in the field
of migration which CSOs
work on ●

Despite the low attention on the part of society and the government to the issues of migration, Ukraine is gradually becoming more and more involved in the global migration processes. On the one hand, it is a country of emigration and the main country of origin for labor migrants in Europe; on the other hand, the official number of foreigners who are permanent or temporary residents of Ukraine grows every year. In this section, we will consider the key issues tackled by non-governmental organizations which work in the field of migration. For convenience and better understanding of the scope of the problem, we will focus separately in more detail on different categories of mobile populations and populations with experience of migration.

Ukrainians abroad: Labor migrants and diaspora communities

Complex estimates of the number of Ukrainian labor migrants who work or live abroad vary between 2.7 and 4 million¹²³. The difficulties in counting the number of Ukrainians in labor migration are due to the fact that it has a cyclical, short-term, recurrent nature. The latest survey of the State Statistics Service, conducted every 5 years, showed that since the war began, the fraction of labor migrants in Russia has shrunk, while the fraction in Poland has grown.⁴ According to Polish researchers, in the same period, labor migration has undergone not only quantitative, but also qualitative change; in particular, residents of more Eastern regions of Ukraine have begun joining the ranks of labor migrants.⁵

Non-governmental organizations which represent the interests of labor migrants are more likely to work on providing aid and consulting migrants than promoting policy change. A professional organization that lobbies changes to the legislation which regulates the work of intermediary companies on the international employment market is more of an exception in this sphere. NGOs which target labor migrants are often organized by migrants themselves in their host countries. These organizations provide legal consulting, help with employment and primary adaptation at the new location, and help maintain contacts with Ukraine. For some organizations, labor migrants have become a new audience which they reach with their usual activities—for instance, trade unions or organizations which provide consulting on public welfare services in host countries. These organizations work to ensure the labor rights and social security rights of migrants, oppose human rights violations under the conditions of frequent changes in regulations and the spread of informal employment. They also inform the public about the risks of becoming victims of human trafficking, particularly labor exploitation. One of the charity organizations we have talked with noted that support for children of labor migrants and help with reintegration for returning labor migrants were among their priority activities.

The official estimates of Ukrainians abroad (Ukrainian diaspora) around the world vary between 12 and 20 million.⁶ Difficulties with calculating the size of the diaspora emerge already at the stage of defining who should be included in it.⁷ For statistical

1 https://idss.org.ua/arhiv/Ukraine_migration.pdf

2 <https://voxukraine.org/uk/2-5-mln-abo-kozhen-desyatij-ukrayinets-pratsuyuyut-za-kordonom-tse-velika-tsfira-ale-ne-katastrofichna/#>

3 <https://ces.org.ua/migration/>

4 http://www.ukrstat.gov.ua/druk/publicat/kat_u/2017/bl/12/bl_ztm_2017.zip

5 http://www.migracje.uw.edu.pl/wp-content/uploads/2020/10/WP123181_end2.pdf

6 <https://turkmenistan.mfa.gov.ua/zakordonni-ukrayinci/ukrayinska-gromada-v-krayinah-svitu>

7 <https://migrationdataportal.org/themes/diasporas>

purposes and for convenience, “second-generation” migrants are often counted—that is, people who have at least one parent born in a different country than the country where they themselves were born. Researchers, however, count migrants who have a sense of belonging and identify with their country of origin as members of the diaspora.⁸ People of Ukrainian origin who live abroad and maintain a connection with Ukraine can be both “recent migrants” and “migrants in the third or fourth generation,” but what unites them in the same group is their personal identification with Ukraine.

Foreigners in Ukraine, refugees and asylum seekers

Despite the fact that Ukraine is not considered to be a traditional country of immigration, the number of migrants who live in Ukraine is growing. In early 2020, the SMS had records of 284,800 foreigners who lived in Ukraine as permanent residents and 133,000 foreigners who had temporary resident permits. In addition, citizens of a number of countries, particularly former Soviet Union republics, can use the opportunity to enter without a visa and stay in Ukraine for a certain period of time without registration.

Most individuals who have become permanent residents of Ukraine are citizens of post-Soviet countries: Russia – 154,000 (54.2%), Moldova – 19,700 (6.9%), Azerbaijan – 13,300 (4.7%), Armenia – 12,300 (4.3%), Georgia – 10,800 (3.8%), Belarus – 9,300 (3.2%). Of the 284,800 foreigners who are permanent residents of Ukraine, 43,500 received their permits as a part of immigration quotas, and 229,900 received them outside of immigration quotas. Every year, the Cabinet of Ministers of Ukraine sets the immigration quotas for certain categories of foreigners who intend to move to Ukraine for permanent residence. For instance, there are quotas for highly qualified professionals, culture and science figures, investors, second degree relatives of Ukrainian citizens, first degree relatives of immigrants, for people who used to be residents of Ukraine, people who have the status of human trafficking victims, and for people who have served in the Armed Forces of Ukraine for three or more years. These quotas are usually not filled in any given year because they are rarely based on actual needs. A recent prominent example is the significant increase of the immigration quota for highly qualified professionals in 2020,⁹ particularly professionals who work in IT. Despite setting the highly qualified professionals quota at 5,000 people, only two immigration permits within this quota category had been issued as of October. And in general, immigration permits are usually used by foreigners who have family relations with an immigrant or Ukrainian citizen, or foreigners of Ukrainian origin.

Among the migrants who live in Ukraine with temporary residence permits, family reasons are the second most popular (35,000 out of 133,000 foreigners) after education (73,900 out of 133,000 foreigners). Even though the official number of foreigners who reside in Ukraine for the purpose of employment is growing, only 12% of all temporary migrants (16,000 out of 133,000 foreigners) use this reason to obtain temporary residence permits.

The countries of origin of migrants who live in Ukraine with temporary residence permits vary significantly depending on the reason for obtaining them. Among those who arrive for the purpose of education, the most represented countries are India (23%), Morocco (10.6%), Turkmenistan (6.7%), Turkey (6.7%), Nigeria (6.2%), China (5.7%), Egypt (4.8%). Among those who arrive for family reunification, most come

8 https://www.knomad.org/sites/default/files/2017-03/9781464803192_0.pdf

9 <https://zakon.rada.gov.ua/laws/show/431-2020-%D1%80#Text>

from Russia (23.7%), Azerbaijan (10.3%), Moldova (9.4%), Georgia (6.8%), Belarus (5.1%), Turkey (4.6%). Among those who arrive for employment, Turkey (16.7%), Russia (10.5%) and China (6%) are the most represented countries of origin.

According to one of the informants, the number of citizens of Russia and Belarus who would like to obtain a residence permit in Ukraine has grown recently. The analysis of data on the number of issued permits shows that fewer permanent residence permits are being issued to citizens of these countries, but the number of temporary residence permits issued for the purpose of employment or family reunification has been growing since 2018. However, this trend can be observed for all foreigners: compared to early 2019, the number of valid temporary residence permits issued for the purpose of employment has doubled (from 10,000 as of January 2019 to 20,200 as of October 2020). Since October 2020, the procedure for registering temporary residence permits for citizens of visa-free countries has been somewhat simplified,¹⁰ but this is unlikely to lead to a significant increase in the number of people from these countries.

Despite the growing number of foreigners, we have not managed to find, either by searching on the internet or by using the snowball method, any non-governmental organizations which advocate the interests of foreigners in Ukraine or provide legal or social aid to foreigners in a centralized manner. The only NGO whose target audience are solely foreigners and which we managed to talk to works on improving the professional level of migration lawyers and provides free-of-charge legal consulting to migrants. However, foreigners often obtain this sort of aid through formal or informal associations of compatriots. Representatives of these organizations were the ones who drew attention to problems relevant for their compatriots, such as the lack of access to the labor market for foreign students and the vulnerable situation of foreign students who find themselves in difficult circumstances (for instance, cannot continue to pay for education services, experience persecution); they also noted the need for and effectiveness of measures aimed at fighting biases and stereotypes, improving tolerance.

Organizations which work on the issues of refugees and asylum seekers in Ukraine are more active. These organizations have usually worked in Ukraine for a long time and are often executive partners of UNHCR. We should note separately that UNHCR, as a part of its work, also encourages refugees and asylum seekers themselves to unite in NGOs to solve their shared problems and defend their interests.

As of early 2020, 2,096 people had international protection in Ukraine,¹¹ 1,276 of them as refugees and 820 as people in need of additional protection. Individuals who have international protection in Ukraine are citizens of 53 countries. Among them, the highest fraction come from Afghanistan (52% of refugees and 17% of individuals in need of additional protection) and Syria (52% of individuals in need of additional protection), while the fraction of citizens of other countries does not exceed 5%. According to the administrative data of the SMS, the majority of them (about three quarters) are middle-aged men. Two thirds of all individuals who have international

¹⁰ <https://www.kmu.gov.ua/npas/pro-vnesennya-zmin-do-poryadku-oformlennya-vidachi-obminu-skasuvannya-peresilannya-viluchennya-povernennya-derzhavi-viznannya-nedijsnoyu-ta-znishchennya-i091020-933>

¹¹ The Ukrainian law provides for two official international protection statuses: a **refugee** is a person who is not a citizen of Ukraine and, as a result of a justified fear of becoming a victim of persecution based on race, religion, nationality, membership in a certain social group, or political beliefs, is outside of the country of their citizenship and cannot use this country's protection or does not wish to use this protection as a result of this fear, or, having no nationality and being outside the country of their previous permanent residence, cannot or does not wish to return to it as a result of the fear described above; an **individual in need of additional protection** is a person who is not a refugee but needs protection because this individual was forced to come to Ukraine or stay in Ukraine as a result of a threat to their life, safety or freedom in their country of origin due to a fear of the use of death penalty or implementation of a death sentence, or torture, inhumane or degrading treatment or punishment, or generally widespread violence in situations of international or domestic armed conflict or systematic human rights violations, and cannot or does not wish to return to this country as a result of the fear described above.

protection live in two regions of Ukraine: Kyiv and Kyiv Oblast (39%) and Odesa Oblast (30%).

According to the law “On refugees and individuals in need of additional or temporary protection,” individuals who have international protection are equal in rights to citizens of Ukraine. At the same time, the procedure of consideration of an international protection case itself can be rather long. According to a UNHCR estimate, Ukraine is currently considering about 6,500 cases of asylum seekers,¹² and positive decisions are made for about 100 people annually. In view of the quarantine restrictions of movement across the state border of Ukraine, the number of new applications from people seeking asylum in Ukraine fell significantly in 2020 (as of late August, the number of applications in 2020 was only half of their 2019 number¹³). After migration service bodies fully resume their work and movement across the state border is restored to the pre-quarantine level, UNHCR expects the number of recognized refugees to increase.

Although the number of refugees and asylum seekers in Ukraine is low, organizations that work with this group of migrants noted that they are especially vulnerable not only due to their financial situation, but also due to the psychological trauma they could have experienced when they were forced to leave their homes. The situation is especially difficult for people who have just applied for status but have not received it yet. Although the certificate of application allows them to legally stay in the Ukrainian territory, it is not an identification document, which means that it limits their access to the labor market, welfare and primary medical care. In addition, the study participants noted the low level of social support for refugees, which is especially needed by unaccompanied children, families with many children, and women. Other problems include the lack of public housing for refugees and insufficient number of places in temporary refugee accommodation points.

Internally displaced persons

As of today, there are almost 1.5 million registered internally displaced persons in Ukraine. The number has remained practically stable for several years now,¹⁴ because the displacement peaked in 2014 and 2015, when the number of registered IDPs grew by 800,000 every year. Tellingly, about half of the registered IDPs are retirees whose pension payments depend on them having the IDP status. The study participants also often mentioned the overly complicated access to administrative services for IDPs due to the requirement to confirm their status.

The COVID-19 pandemic exacerbated the vulnerable financial situation of IDPs and other problems that existed before the quarantine began. According to the National System for Monitoring the Situation with Internally Displaced Persons, before the pandemic began, the most widespread problem for IDPs was the lack of their own housing (reported by 37% of surveyed IDPs).¹⁵ About a half of IDPs lived in rental housing before the quarantine,¹⁶ which means that they likely faced difficulties with paying rent during the quarantine, when some IDPs were forced to work less or lost their jobs altogether.

12 https://www.unhcr.org/ua/wp-content/uploads/sites/38/2019/06/2019-06-UNHCR-UKRAINE-Refugee-and-Asylum-Seekers-Update-FINAL_UKR.pdf

13 According to the data provided by the SMS in reply to a public information request.

14 http://bit.ly/IDPs_UA

15 https://iom.org.ua/sites/default/files/nms_round_17_eng_web.pdf

16 https://iom.org.ua/sites/default/files/nms_round_17_eng_web.pdf

er.¹⁷ Due to the restrictions of movement through checkpoints, IDPs faced difficulties with moving from the government-controlled to the uncontrolled territory, so they had limited access to maintaining connections with their family members or caring for their elderly relatives who had remained in the occupied territory.

The problems of IDPs are usually attended to by charity organizations and non-governmental organizations that are based on initiatives helping IDPs in 2014-2015, often founded by IDPs themselves. Over the years, these organizations have begun to tackle the problems of IDPs in a more systemic manner, not only by consulting and humanitarian aid, but also by advocating changes at the legislative level.

¹⁷ https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/07_2020_sss_summary_report_idps_life_before_and_during_the_covid-19_ukr.pdf

Environment in which civil
society organizations work ●

Interaction and cooperation among CSOs

The participants of the study often associated improved connections and partnerships with other NGOs with the growth and professionalization of CSOs after the Maidan events and the beginning of the war in Eastern Ukraine. The informants noted that their cooperation had improved and become more active, the number of cases of successful cooperation increased compared to the period of ten years ago.

[...] our society has transformed a little in the past ten years. [...] It seems to me that it's about a change of context, strengthening of the civil society itself, which then had an effect on non-governmental organizations strengthening, realizing which direction they can move in and that they can move hand-in-hand with one another.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

The CSOs we talked to mostly spoke about established partner relations with one or more organizations. Quite often, organization representatives could also name a few other organizations in the field of migration which they knew about and whose activities they followed, but did not yet cooperate for various reasons.

Cooperation among CSOs seems to be more successful in the areas where the presence of international donors is more notable, and on the other hand, in the areas where issues are within the legal jurisdiction of one state. So not only interaction, but also cooperation and partnerships were mentioned more often by organizations which work with IDPs and populations that suffered from the conflict in Eastern Ukraine, refugees, asylum seekers, people without citizenship and issues of fighting human trafficking. For example, 7 CSOs have formed a coalition of NGOs which defend the rights of IDPs and those who have remained in the temporary occupied territories of Ukraine. In turn, representatives of organizations of national and ethnic communities and emigrants in Ukraine, trade unions of labor migrants and business NGOs (founded by entrepreneurs or associations of companies), as a rule, spoke more cautiously about cooperation with other CSOs.

Cooperation between organizations takes different forms; below, we discuss them in more detail, from the least to the most participatory form. One of the forms of cooperation which is probably used the most often is exchanging information and experience. Organizations share information about certain opportunities, invite one another to attend events or talk about their experience, best practices and methods of working with beneficiaries, i.e. groups of migrants.

In particular, organizations may need expert knowledge about issues that are not within their scope of competence, or up-to-date data about the situation of certain groups of migrants. Even though the information which CSOs request from their partners is often unique in nature, cooperation of this kind can be mutually beneficial. The organization which provides information to partners can be motivated by the desire to provide support to as high a number of beneficiaries as possible, to receive a consultation or to improve the level of competence of their organization's staff with the partner organization's support, as well as to have a stable partnership in the future.

We exchange information, give them [a partner organization in Italy] information on pensions. People write to them, and there are these questions which they don't know how to answer, they ask us. And I gladly provide them with this information, because I understand that it's better if people get direct and correct [information]

than if they don't get it at all because we keep it to ourselves, because we are the only experts in Ukraine [...].

(Non-governmental organization which provides legal services on pensions to labor migrants in Ukraine)

[...] we use the services of our partners who have a hotline, so we conduct training for hotline operators, if we're talking about voting rights. And then they generalize, exchange information with us, which problems people have called about. If they did not know the answer, we helped them find answers. If everything was clear, then we just had statistical information about what people call our partners' hotline about. We don't have our own hotline, I think it's totally sufficient to have the partner's hotline, actually.

(Non-governmental organization which advocates IDP rights)

Although cooperation in terms of exchanging information can usually be more ad hoc in nature, some examples of this kind of cooperation demonstrate how understanding the work of a partner organization can help respond to the needs of specific beneficiaries.

[...] With this money [charity donations], we bought medicine, passed it on, bought food packages for those who had just arrived from Donetsk, Luhansk Oblasts, handed them out. This was at the request of organizations which provide direct aid to IDPs, because we have never provided aid directly to IDPs. But there are organizations such as Vostok-SOS, Crimea-SOS, which know the people's needs well.

(Charity foundation which provides social aid to refugees and asylum seekers)

One type of cooperation mentioned by the study participants is redirecting requests of beneficiaries. At the same time, this form of cooperation is possible under the condition of a somewhat higher degree of trust and having reliable and updated information about the work of the other organization. For example, in the case when an internally displaced person goes to an organization which mostly works with refugees, the organization redirects the IDP to a partner organization whose capacity to provide professional help they are confident in. Another informant mentioned "redirecting" specific requests from beneficiaries to other organizations, particularly those that provide help to homeless people or people living with HIV/AIDS, because some categories of migrants may need complex social support.

If we see a problem which we cannot cover ourselves, we redirect, or the other way around, a person is sent to us by some of the non-governmental organizations. That is, we talk to everyone whom we can see, to non-governmental organizations in the region, and if we have an issue or a problem in common, we gladly contact each other and try to ask for help and help if we're asked to.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

If an internally displaced person comes to us, we will be very sympathetic, we will start calling and looking for organizations where we can redirect them. According to our Statutes, we have many categories, but we don't have project activities for that. But there are many categories serviced by other organizations. We make sure to redirect. They redirect to us the same way. If a Tajik visits Crimea-SOS,

a refugee, Crimea-SOS calls us and says, “We would gladly help, but this is your client for sure.”

(Charity foundation which provides social aid to refugees and asylum seekers)

Partial involvement in other organizations’ projects is a more participatory kind of cooperation which usually takes various forms of advocating changes in the issues shared by the organizations. This involves preparing joint addresses and open letters to government agencies, preparing “shadow” or alternative reports, conducting information campaigns, direct actions and public events. As a rule, this format of cooperation presupposes the existence of an organization which coordinates and directs the partners’ activities:

We also worked on organizing a march [...] in Kyiv. We, of course, took care of the required number of handouts, but local non-governmental organizations conducted it directly in cities across Ukraine. That is, we sent them packages with umbrellas, with handouts, and they organized people locally, arranged the meeting location, meetings with the media, speakers, and also conducted similar events.

(Non-governmental organization which works on human trafficking prevention)

As a rule, cooperation of this kind is more stable, and it involves organizations which already have prior successful experience together. This is the level of cooperation at which CSO coalitions usually operate. A study participant remarked that partial involvement in other organizations’ projects is the kind of cooperation which allows them to achieve organizational goals with great success:

If we write somewhere separately, explain something, it’s some isolated examples and an isolated voice. But if there are many of us and we know many examples of discrimination or human rights violations, lack of access to the procedure, something else, then, of course, if it comes from the Ukrainian Council on Refugees, it’s better than if it comes from Rokada or the Right to Protection. Whatever our authority in certain circles, it is separate and not as weighty.

(Charity foundation which provides social aid to refugees and asylum seekers)

Implementation of joint projects is an approach which CSOs use less often. Some informants expressed doubt that joint work within a project funded by one donor can improve cooperation. It is likely that whether or not an organization has experience of implementing joint projects with other associations also depends on the priorities of their donors. An informant reported that their organization is involved in a joint project, and this allows them to maintain stable cooperation between the organizations:

We have a joint project which keeps us in rhythm, it’s also important. To sum up, I am satisfied.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

One of the areas of cooperation that was positively evaluated by the study participants is receiving organizational development services or other kinds of services from organizations (or providing such services). Members of smaller or recently created organizations reported receiving support from more experienced organizations in various forms, from conducting short-term training to long-term legal support to activists who have suffered attacks or persecution.

Well, organizational development, it's always very interesting for us. Well, and here, CEDEM, I just bow down to them for what they did this year. Or, for example, TechSoup, if you know it. This is about the technical component. An organization which provides equipment to non-governmental organizations. And it's also very, very valuable.

(Non-governmental organization which provides legal services regarding pensions to labor migrants in Ukraine)

This happened recently. There's this organization, Zmina. They helped us [...] find, found us a lawyer in Dnipro who works [...] on the issue with the police regarding an attack on our activist. We also had this nice cooperation recently. There is this Digital Security Lab, they helped us do some things we needed with our website. It seems like a minor thing, but it's important.

(Trade union which has labor migrants among its members)

Some of the more experienced organizations say that development of CSOs is among their priorities. That is why they work on organizational development, provide services to other civil society organizations and work on their capacity building. For example, partner organizations of UNHCR prioritize working with ethnic and national communities in Ukraine, communities of refugees and IDPs, so they help with registering these communities' NGOs, provide legal consultations and support:

[...] this year, we helped the non-governmental organization Atiaf in Zakarpattia to register officially. And they are successfully registered and conduct their activities. They are already protected, they have the papers and all the opportunities to also develop and apply for grants for their development.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

We also helped create a community of people of Roma nationality, Bakhtale Tavrychane. Their organizer is a member of the Roma nationality. It's actually a breakthrough that members of the Roma nationality have a rather active position. It was the first time that we interacted and this official association formed before our eyes. So it is probably a kind of innovation that communities have become stronger and reached a stronger level, when they and us already go to government bodies side by side, raising certain questions.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Other organizations that try to support CSO development can undertake the function of a platform for networking among civil society organizations—for instance, by organizing public events, such as roundtables, forums and conferences. Another, less widespread activity for developing other CSOs is conducting special fundraising campaigns for the project activities of partner organizations. In particular, this is done by organizations of Ukrainians abroad who collect donations for projects which will be implemented by their partner organizations in Ukraine.

Obstacles to cooperation among CSOs

One of the possible obstacles to increasing cooperation between CSOs is the **lack of information about the activities and needs of partner organizations**, which can develop as a result of insufficient resources and ineffective communication. One study participant added that difficulties in communicating information between organizations which, in particular, engage in redirecting beneficiaries can develop due to the project workload of the employees of charity foundations and civil associations. This can also be an obstacle to stable partnerships, because sometimes it can create the illusion that other similar organizations which work with the same problems and provide support to the same social groups do not exist.

At the same time, another informant noted that organizations sometimes lack information about potential partners, and they fail to take their colleagues' experience into account not for objective reasons, but rather because they present their initiative as unique, the first to work on certain problems. In particular, we know that some organizations of Ukrainians abroad have faced situations like this:

[...] it was a problem during the Maidan, new initiatives emerged which started saying that nobody did anything before them. They're the first, they're the only. Then, come on, others have existed for many years now and been doing it, you're not the first. The fact that you start to do something doesn't mean you need to say "we're the first to do this, we're the first to do that." You're not the first.
(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

Some of the study participants expressed the opinion that there is **demand for a high level of professionalism in partner organizations** among CSOs, particularly among the ones that provide legal and social support and work on the integration of vulnerable groups, such as refugees, asylum seekers, people without citizenship and human trafficking victims. The need for a deep understanding of the topic, knowledge of unique languages, prior experience of working with certain social groups are the characteristics which service organizations must take into account while choosing service providers for their beneficiaries among CSOs.

Problems develop only when people don't speak the language. For instance, we really wanted to redirect our clients somewhere, but because organizations do not have the language knowledge, they aren't able to hire an interpreter, they can't talk to our clients. And then it turns out that we also have to provide an interpreter. Now lawyers can redirect their clients to free-of-charge legal assistance centers. But they have to train them a lot because free legal assistance centers absolutely do not understand this category, their problems, everything. And with social issues, it's the same, but even worse. Many organizations would be happy to help us, sincerely happy, but they can't because they don't have either the resources or any idea how to do it.
(Charity foundation which provides social aid to refugees and asylum seekers)

Another challenge is related to **differences in worldviews, political and ideological contradictions**. Cases when establishing cooperation was hindered by obstacles of this kind were mentioned by members of organizations both in Ukraine and abroad. However, it is especially relevant for Ukrainians abroad, because they often have different visions of their own role and their help to Ukrainians or Ukraine, the level of their activism and its direction, the possibility of cooperation with government agencies. For example, some organization representatives may be resentful of the state and society where they did not feel supported, experienced certain losses or even felt unsafe and

suffered persecution; others may take the opposite position and romanticize the prospects of social development and public policy implementation. These obstacles often hinder closer cooperation and joint project implementation:

I would like to have more synergy among organizations, that's for sure, because, maybe, it would be somehow better and easier to understand how we should act in the future if we understand how other organizations already did something in the past or already have this experience. [...] Ukrainians are very different, especially Ukrainians abroad. Everyone has their own reasons why they're not in Ukraine, and it's such a difficult topic. Why someone who is helping Ukraine is not in Ukraine themselves, why they decided to emigrate or not to return.
(Association of people of Ukrainian origin abroad)

On the other hand, some of the CSO representatives who participated in the study noted the ad hoc nature of cooperation or the lack of cooperation altogether. Cooperation between CSOs may fail to develop because the organization leader does not see the need for it, and the organization functions as an association of professionals who work in a rather narrow lane and receives stable funding from stakeholders (for example, membership dues from union members). One informant noted that to achieve their organization's goals, there is no need to cooperate with other CSOs. According to the informant, the organization's end goal is formulated clearly, and communication via the media is of higher priority to have more influence on government agencies.

Interaction between CSOs and government agencies

When asked about the nature of changes in the interaction between the civil society and government agencies in the past few years, CSO representatives expressed different opinions. However, the informants agreed that quite a lot of qualitative changes which they had expected did not happen. In particular, one informant noted that the period of a surge, when government agencies actually responded to proposals from civil society organizations, had already passed. At the moment, public servants only give meaningful answers to every other request, according to the study participant.

Some informants observed that although their organization's interaction with government agencies remained at the same level, and the government did not explicitly oppose civil society initiatives, the effectiveness of this interaction has not improved. Even though CSOs are able to communicate their proposals to government agencies, and public servants mostly show respect for CSO ideas and sometimes use them as the basis for legislative changes, the potential of cooperation is not used in full. On the other hand, a representative of another organization noted certain positive shifts in the work of specific government bodies at the local level, which they associated with the effects of cooperation:

As a result of our work, particularly the trainings and roundtables we conducted in the past two years, we have seen shifts in the judiciary branch of the government: cases are considered in favor of the claimant, they are reconsidered after all, of

course, with our lawyer's involvement in these cases. Cases are reconsidered and positive decisions are made.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Civil society organizations often see legal changes and implemented reforms as a catalyst of change in their relations with government agencies. For example, organizations of Ukrainians abroad noted that they saw the adoption of the laws “On scientific and scientific-technical work,” “On higher education,” the beginning of the education reform in the first years after the Maidan as a positive signal of readiness for important change which could later encourage international cultural and scientific collaboration.

The informants who work in the regions noted how the decentralization reform changed the role of local government bodies and the experience of interacting with them. One informant believes that cooperation is often closer and more active at the level of local organization branches because local government bodies are more proactive in making decisions aimed at solving the problems of social groups. According to another informant, local government bodies in some regions play the role of coordination centers, maintaining connections with many organizations:

[...] It seems to me that the interaction has gotten better. If before, back in 2011, we hardly redirected any people anywhere, now we interact more actively. Probably also this kind of interaction with local government bodies, if we're talking about social protection, for example, we can call them, the department, and they can give us a tip which organization we can go to for a certain kind of help.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Organizations that have stable partnerships with international organizations and donors—for instance, act as non-governmental partner organizations of UNHCR—were more likely to mention cooperation with central and local government bodies, and could evaluate the activeness and effectiveness of cooperation with each government agency individually. Organizations that work on migration issues in which the decisive functions lie on the state—the issues of refugees and asylum seekers, fighting human trafficking—generally cooperate with government agencies more actively as well. Trade unions, organizations of Ukrainians abroad and business associations interact on a more ad hoc basis.

Some informants noted the role of international organizations in cooperation with individual government bodies. In particular, in the cases when organizations cannot successfully establish cooperation with government bodies on their own, they report the existing problems to the donors and partners whom they encounter in their activities. Thus, donors facilitate better communication—for example, organize meetings to solve the problems which the organizations reported, or work to change the national legislation.

Another, more indirect influence of international organizations was also noted by other informants. According to one study participant, because government bodies have recently started working more with the same donors, participating in international projects and receiving funding from them, they are more favorable to the donors' partner organizations.

The strategies for CSO interactions with government agencies vary and largely depend on each organization's goal and the chosen way of achieving it. The interaction can take any of the following three paths: representation of the beneficiaries' interests and advocacy, capacity building for government agencies, and maintaining connections and relations.

CSOs try to influence the situation of groups of migrants and beneficiaries by **conducting advocacy campaigns and getting involved in the development of regulations and legislation**. Organizations that work in this field mentioned cooperation with individual MPs, Verkhovna Rada committees, participation in working groups at ministries and in public discussions of bills.

In particular, we participated very actively in the adoption of the Law “On foreign labor migration,” right? Whole sections of that law were actually edited by us or by... groups of experts in labor migration whom we engaged and organized. Or the law on social services, again, the standards of social service provision. Caritas actively participated in it, wrote huge pieces of it based on our experience. (Charity organization which, among other things, helps labor migrants and works on human trafficking prevention)

In addition, under the condition of previously established relations and availability of personal contacts, organizations can appeal to ministries to solve specific issues if they learn about their beneficiaries’ new problems. According to our study participants, there are positive examples when government bodies considered urgent requests within short timeframes and helped solve the issues.

When the epidemic started, or more exactly, when the quarantine was imposed in March, the checkpoints were closed. Students from the occupied territories were at the dormitories at the time, and they started evicting the dormitories. Where should a student go if the checkpoint is closed? Then we wrote to them, and the Ministry of Reintegration wrote to the Ministry of Education, and then they didn’t bother those people, those students. (Non-governmental organization which consults IDPs)

Participation in public councils and other specialized advisory bodies for central or local government bodies is one of the formats of cooperation on which civil society organizations focus their efforts. These bodies have the function of public control, conducting public expert assessment of legislation and documents, preparing proposals for legislative amendments and discussing problematic issues that are within the purview of the government agency in question. As a rule, members of the councils are appointed every two years, so there is regular rotation of non-governmental organizations; the term of service of other councils for executive government bodies is usually unlimited. For example, one informant mentioned that they were a member of the Council on Labor Migration of Ukrainian Citizens for the Cabinet of Ministers of Ukraine, which was formed in 2010 and liquidated in 2015.

The informants also mentioned the following bodies whose membership includes or used to include representatives of their organizations: the Advisory Council for the Ombudsman of Ukraine, the Public Council for the State Migration Service, the Council of Ethno-National Organizations of Ukraine (Ministry of Culture), the Supervisory Board of the National Public Broadcasting Corporation of Ukraine, the Public Council for the Ministry of Education and Science of Ukraine. One informant described their experience of working as a member of several advisory bodies:

We are members of the Council of Ethno-National Organizations at the Ministry of Culture, and we, for instance, conduct, if there is maybe a systemic change, something related to national minorities happens, and we also provide, we develop our own recommendations because we know the problems that exist from the inside, and the challenges faced by national communities or specific associations. [...]

I became a member of the Supervisory Board of the Public Broadcasting Corporation of Ukraine, so we are also actively involved in building, ensuring the informational and cultural rights of national minorities on the media platforms of Ukraine's public broadcasting. [...] We developed a concept of national minority broadcasting together with all the national minorities. We [...] developed mechanisms for national minorities to participate in creating content about themselves on the public broadcaster.

(Non-governmental organization which advocates the rights of members of national communities)

Organizations of Ukrainians abroad also have experience of membership in such advisory bodies which can work both at the local and at the national level. According to a representative of an organization working in Poland, cities which are especially interested in integrating foreigners create additional opportunities for migrants to advise the local government and prepare letters regarding initiatives aimed at implementing local immigrant integration policies, or provide integration services to immigrants with funding from the local budget. For example, in Gdansk, the Council of Immigrants for the city Mayor's Office has been functioning since 2016.

There is also a procedure for local government bodies to consult civil society organizations:

[...] A social dialogue commission, so to speak. They work by subjects. There is the subject of the dialogue of the commission on migrant matters, so we are members of this commission [at the Warsaw City Council]. That is, in theory, it must have, they consult on decrees with us, things like that. I wouldn't say that this [membership in the social dialogue commission] has a lot of influence, but in general, if we really wanted to protest something, it would be heard.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

Interactions aimed at **building the capacity of government bodies** take the form of monitoring the work of public servants, conducting joint monitoring visits, providing consultations and organizing training. This area of cooperation is more widespread in the spheres where the public cannot perform certain actions but can influence the level of adherence to human rights standards by the authorized government bodies (for instance, control over border crossings).

According to representatives of organizations that work with refugees and asylum seekers, as well as organizations engaged in fighting human trafficking, the educational field of work is one of the important ways to support the operations of government agencies. Civil society organizations can respond to changes in legislation more quickly and have more resources to prepare training programs. That is why CSOs conduct training for the relevant specialists in government institutions: law enforcement officers, social workers, employment service specialists, education institutions, etc.

In addition to these activities in providing actual legal assistance to asylum seekers and refugees, we work on raising awareness: conduct seminars, trainings and other educational events about the particularities of working with asylum seekers for government representatives. These include the Border Service of Ukraine, because there is the issue of allowing passage into the territories and generally working with these people on the Ukrainian border. We train the State Migration Service.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

In addition, the organizations monitor the work of government agencies and public institutions, provide recommendations on how to improve their work:

[...] we cooperate very closely with the Migration Service in Odesa. We even have these arrangements to monitor their work, that is, our employees have the right to be present when people are received and to give recommendations on working with these people. That is, we work very closely with the Migration Service in Odesa on these very operational, day-to-day matters.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

The purpose of interaction aimed at **maintaining connections and relations, international cooperation** is mainly networking, which takes the form of joint organization of cultural and educational events. Ukraine's diplomatic missions in host countries can be interested in cooperation of this kind, and for organizations of Ukrainians abroad, accordingly, it is an additional opportunity for self-actualization and experience exchange with other communities and Ukrainian migrants.

Then, 2 years ago, we organized the Festival of Ukrainian Culture. It was also interesting because many people from Ukraine came who presented their works here. It was also an interesting experience. And last time, it was funded by the Ukrainian Consulate itself. They found me from experience [...]. That is, they did not fund us, of course, nobody paid us for our two months of work. They funded it in the sense of renting a venue, equipment and so on. Even people who came, they came at their own cost, nobody paid them anything here.

(Organization which provides consulting on welfare, particularly to Ukrainian migrants in a host country)

There are also communities of scientists abroad, formed by Ukrainians or with Ukrainians as their members. These communities also engage in networking by holding conferences and summer schools, supporting Ukrainian scientists abroad, spreading information about funding opportunities for research projects. The goal of one such organization is to support international scientific cooperation and integrate Ukraine into the European research space.

One of the aspects of the activities of organizations which work in this field is representation of Ukraine's interests in the host countries of migrants at the top political level. This work involves close cooperation with governments, both of Ukraine and of Ukrainian migrants' host countries. In particular, we should mention the work of diaspora organizations that co-organize socio-political forums attended by top officials and state leaders.

That is, if there's an Economic Forum in Davos, we co-organize the Ukrainian house [...]. If the president came to Canada, accordingly, we were co-organizers [...], last year's reform conference took place in Canada, there were also additional events.

(Diaspora organization)

In addition, organizations that work outside of Ukraine associate better cooperation between CSOs abroad with the personalities of the appointed leaders of Ukraine's foreign missions. As a rule, an important factor of cooperation for civil society organizations abroad is maintaining connections with communities of Ukrainians or local communities in host countries, as well as with CSOs in Ukraine. Therefore, embassies and consulates can undertake the role of coordinators of the networking processes

by organizing joint cultural events, such as commemoration of the people killed in the Maidan events or celebration of the Independence Day.

Yes, we've had this experience [of cooperation with CSOs]. It mainly started with what happened in Maidan in 2014. And probably since the consul was replaced, it's very nice to remember Mr. Perelygin.

(Organization which provides consultations on welfare, particularly to Ukrainian migrants in a host country)

Other organizations that develop cooperation in this area are organizations of ethnic and national communities, emigrants in Ukraine. Their work involves developing intercultural dialogue, establishing international relations, preventing xenophobia and racism. In order to hold public events, organizations establish partnerships with state or municipal institutions, such as libraries, education institutions, etc.

[...] The Sukhomlynsky National Pedagogical Library, we have signed a memorandum on joint activities. We have also signed a memorandum on joint activities with the Small Academy of Sciences of Ukraine. And we have signed memorandums on joint activities with a number of universities, which allow us to hold events together with them specifically... for dialogue between cultures, for improving mutual understanding. For instance, with the National Aviation University, of which I am a graduate. And they often help us organize these events, the Days of Africa.

(Non-governmental organization which is an association of foreigners in Ukraine)

Receiving funding from government agencies or through them as intermediaries can be viewed as one of the ways to cooperate, which was mostly mentioned by organizations abroad, since they have the relevant experience or know this information from other organizations. In particular, the activities of some organizations of Ukrainians abroad are funded by embassies of their country of origin, governments (through European Union programs or directly), or local government bodies in the host country. For CSOs that work in the Ukrainian territory, this level of cooperation is practically inaccessible for now. One informant noted that there was an attempt by her organization to conduct talks with the Ministry of Reintegration about providing services to them, but the Ministry refused due to the lack of funding. At the same time, it should be noted that attempts like this signify a positive trend and can create conditions for more fruitful cooperation between CSOs and the Ukrainian state.

Obstacles to interaction between CSOs and government agencies

Representatives of organizations which try to work with government agencies noted that when personnel changes happen in the government, they have to rebuild cooperation with these agencies essentially from scratch. The informants believe that this is a consequence of their **lack of institutional memory or capacity to skillfully use the results of their predecessors' work**: when several key people leave, the level of communication with civil society organizations declines significantly. This situation can also mean that interaction is established exclusively on the basis of personal contacts. In

the cases when communication with non-governmental organizations is coordinated by one ministry employee, when this employee resigns, cooperation can stop entirely.

The study participants emphasized that frequent changes in the Cabinet membership negatively affect the quality and speed of decision making, because newly appointed public servants must spend several months to develop their vision in the field, to understand which organizations they should work with, how to communicate with them and so on.

When a minister comes, we can discuss whatever we want with him, but when he doesn't know who his deputies are, and when he knows this... I mean, Borodiansky was writing his strategy for 4 months. And then he left in the end. He says, let us solve this with our agency, and then we will work on these issues. We met with him, talked it through and clearly wrote the directions out. And then, boom, it breaks off, a new one comes, he has a different vision, a different understanding. He does not have any meetings with anyone for three months, he tries to understand where he is and what there is in general. We are now starting to talk to them.
(Diaspora organization)

[...] we had cooperation with the Ministry of Health Care, until the key person through whom we learned a lot of information left the Ministry. Now we cannot cooperate, that is, there is no contact person, and appeals to the Minister do not yield, or rather... They don't respond right away, the replies can be formal.
(Non-governmental organization which consults IDPs)

The key decision makers sometimes do not participate in interactions with CSOs, and this is also an obstacle to existing or potential cooperation. For effective cooperation, it is important for organizations to communicate with those government agency representatives who are competent and authorized to solve certain issues. Some CSOs develop strategies of communication with public servants to turn the events held by the organization into platforms for meetings between representatives of different government branches. For example, by inviting the leaders of parliamentary committees and relevant ministries, respected experts and researchers to a roundtable, an organization can expect a higher level of attention to the problem in question. However, communication of this kind requires major resources from the CSO, and for some agency leaders interaction with civil society is not always a priority.

For this, a lot of meetings are required, working meetings like this to which people come who are decision makers of some kind, after all. That is, if it's just some 10th rank official who comes, doesn't know anything, isn't updated about the subject, doesn't understand anything, he jots something down, says, "I'll pass it on to the higher-ups," then it's nonsense. Well, it makes no sense. But if it's a level where department managers come, who know the topic, with whom you can discuss a problematic issue and understand why it isn't working... That is, hear the other side's point of view, understand where the problem actually lies, that it's not just that they don't want to do it, but the law doesn't allow them or they just misunderstand it.
(Charity foundation which provides social aid to refugees and asylum seekers)

According to the informants, sometimes they doubt if they should **trust the intentions and actions of the Ukrainian government and their transparency.** The study participants spoke both about their own unsuccessful experience of cooperation and about the narrative of the high degree of corruption in Ukrainian government bodies; both the former and the latter can hinder cooperation. This issue is relevant for organ-

izations abroad, whose representatives noted the lack of clear rules of application for grants from the Ukrainian Embassy or the unclear criteria for selecting organizations for meetings during state representatives' foreign visits. At the same time, the informants noted that they knew ways to eliminate corruption risks and to increase trust in government representatives. For example, an institution similar to a public council worked under the Ukrainian Embassy in Poland for a certain period of time. The council included representatives of the Ukrainian community in Poland, and for them, it was a way to communicate with representatives of the Ukrainian government via the ambassador. However, the council no longer functions today.

Some informants mentioned that although organizations abroad may wish to cooperate with the government, they do not conduct talks about closer cooperation due to the low trust of their donors (often Ukrainian diaspora members and their families) in government representatives.

If we had funding from the embassy, it was annual [funding]. A calendar year, it's unknown for sure when the budget will be approved, how long until the ministry decides whom to give it to as well, it's not transparent. There is a lack of transparency. [...] We send our requests, but if we knew about [the total amount of funding], the maximum project budget, then we could talk about our priorities. Because, you know, now I apply with some [projects], but what I receive in response is like, it can be low priority [funding], but I don't receive the priority [funding].

(Non-governmental organization which consults and informs Ukrainian citizens in their host country)

Our donors constantly and regularly donate to us because they know that we do not work with governments directly. Not with the Ukrainian one, not with the American one, not with the Canadian one—not with any of them. They support us, and they like it, our donors. That is, nobody obstructs our work and they don't prevent us from developing Ukraine and Ukraine abroad. But after all, Ukrainians abroad have this skepticism about the government, and we cannot say openly, write, announce that we are officially doing something in partnership with anyone. (Association of people of Ukrainian origin abroad)

The obstacles to cooperation with the government bodies of host countries can be different. Organizations of Ukrainians abroad spoke about **anti-immigrant government policies or anti-immigrant political rhetoric**. There have been cases when representatives of Ukrainian organizations experienced pressure or slander by organizations associated with government agencies. More often, however, election of a politician or a party that is against migrants simply makes cooperation with migrant organizations impossible, especially organizations which defend the rights of their compatriots in the host country and work to integrate migrants in the host community. The informants said about these politicians that they make decisions which discriminate against migrants, limit public funding for programs intended to support migrants, and create additional obstacles to the work of these organizations.

[...] And the new ones, the ones that came to power, it was, for example, Salvini. Unfortunately, this person, when he came to power... Yes, maybe he did a lot, mainly for Italians, some new laws and so on. But unfortunately, it affected us disastrously 2 years ago. Because, for example, citizenship changed from 2 years of waiting to 4 years. That is, people are terrified, because they already had 2

years, and 4 seem like a kind of, so to speak, indefinite time, which absolutely... It feels like you will never get it, that citizenship.
(Organization which provides consulting on welfare, particularly to Ukrainian migrants in a host country)

An obstacle which is also within the political sphere was mentioned by representatives of organizations that work in the Ukrainian territory as well. Despite the existence of the approved Strategy for the State Migration Policy, migration-related issues are still of low priority for government bodies. So organizations which offer solutions to “complex and controversial” issues of internally displaced persons or labor migrants often do not gain support among public officials.

[...] well, we are all hostages of the fact that there needs to be political will to make certain decisions. Because the solutions are known, actually. They are not simple, but nevertheless, they are clear, and we just need to allocate certain resources to them and work in that direction. [...] So the problem of IDPs—just like the problem of labor migration, after all... it remains among the top media issues which everyone feels obliged to say something about, but it is far from the top of effective solutions... effective managerial solutions on the part of government agencies, that's for sure.
(Charity organization which, among other things, helps labor migrants and works on human trafficking prevention)

Geographical distance of the organization's office from its key stakeholders was mentioned as another factor that can hinder cooperation with government bodies, particularly the organization's advocacy. This was mentioned by representatives of organizations located in Lviv and Odesa.

Well, first of all, it's Kyiv, the level of central government bodies. The fact that we're in Lviv is a bit of an obstacle. [...] We planned to open 1 or 2 offices this year, and one of the cities where it is not cheap to open an office, but we seriously considered it, is Kyiv. Because it means access to all the institutions, it's just impossible. There is ambition, and it's a great dream and desire. But we realize how difficult it is.
(Non-governmental organization which provides legal services regarding pensions to labor migrants in Ukraine)

State of development of civil
society organizations ●

CSO management system

Depending on the time when they were created, organizations which work in the field of migration can be divided into two groups. The first group includes organizations which were founded before the beginning of the war in Eastern Ukraine. They have been working for a rather long time, and they are usually well-developed institutionally, with a clear management system and transparent decision-making procedures. These organizations often aim to ensure the institutional development of other organizations which work in the field, such as local initiatives which deal with similar issues, to strengthen and bring together the communities of their beneficiaries, or to build the capacities of their member organizations (in the case of “umbrella” organizations).

We also have another priority direction, which is a direction related to community development, building their capacity, solving social problems at the local level. This includes community facilitation, creating NGOs of some kind. It includes allocating some of our resources, our premises for emergent non-governmental organizations to have somewhere to meet, we give them this opportunity to form a certain platform around which they can develop.
(Charity organization which, among other things, helps labor migrants and works on human trafficking prevention)

A new head of the Ukrainian World Congress came 2 years ago and said that building our NGOs is our main priority. Because if our NGOs are strong, our community is strong. If our community is strong, they have influence in the world. If we have influence in the world, we will be able to help both ourselves and Ukraine.
(Diaspora organization)

One of the organizations that has worked in Ukraine since the early 1990s and is a part of an international network also has a broad national network of over 30 chapters in Ukraine, which apply the standards determined by the national office to their work.

And the national office, on the one hand, coordinates them, sets the proper standards for working at the local level. These include standards of transparency, reporting, methodological approaches, standards for psychological help, social work, legal consulting, some other methodological approaches. [...] We sign agreements with them about the implementation of a certain project. Which describes [...] what kind of staff must be engaged, standards, reporting, implementation, tender procedures, staff encouragement policies.
(Charity organization which, among other things, helps labor migrants and works on human trafficking prevention)

Many organizations founded after the beginning of the Maidan events first came together around helping the Maidan efforts, and later around helping soldiers in Eastern Ukraine (fundraising, collecting humanitarian aid for victims of the conflict, providing non-military support to the army). For some of the organizations, the Maidan events were a prompt to start working or register their activities, to reconsider or expand their areas of work—this was mentioned by representatives of both organizations which work in Ukraine and organizations of Ukrainians abroad.

Our organization aimed to help Maidan financially and materially. It was only possible if there was an institution which could accept the money, collect the money and transfer the money abroad. And this was only possible if you had some

kind of official paper, especially here in the US, and in Ukraine, to be able to sign contracts and material agreements.

(Association of people of Ukrainian origin abroad)

When urgent help was no longer needed to the same extent, some of them formulated or reconsidered their goals and continued helping Ukraine in a more sustainable way. Some of the volunteer organizations that sprang up in response to the crisis in Ukraine did not complete their institutional development and ended their activities.

On my part, Maidan was a great impetus. And a lot of volunteer organizations did everything they could, from all ends. And since my understanding was that, actually, a lot of people in the academic research community are rather established, it was logical to try and unite our efforts, so we could share our knowledge, experience in our sphere, and help... Actually, the things we can do best, because humanitarian aid at the beginning was a purely human thing. [...] Another aspect, maybe this also pushed me to this clearer understanding of how little information or insufficient information there is about Ukraine, to what extent the narrative imposed by the Northern neighbor is strong. And after all, this is one of the goals of our organization—it is, actually, to let people know more about Ukraine. Including positive news. Because, after all, there are achievements by scientists.

(Professional association of Ukrainians abroad)

Organizations that help internally displaced persons and advocate their rights appeared in response to the forced displacement of population from the territories of Luhansk and Donetsk Oblasts. These organizations were often founded by internally displaced persons themselves. Some of the organizations that work on IDP issues are also de facto “displaced” organizations which re-registered in the territory controlled by the Ukrainian government.

It is also telling that some organizations which work on the issues of migration were created on the wave of civil society’s strengthening, but when their founders speak about the reasons behind the creation of these organizations, they do not mention that Maidan prompted them to do it.

The organizations which we talked with understood the goals of their activities clearly. Most of the organizations periodically review their goals at strategic sessions, and one organization was actually at the stage of reviewing its goals at the moment of the interview. A few of the young organizations have not reviewed their goals since their founding. While making decisions whether to work on a certain problem, organizations are mostly guided by their goals.

Although organizational goals serve as a reference point, non-governmental organizations are quite flexible if new challenges or ideas arise. In these cases, the interests and wishes of the organization’s members can have an effect on whether the organization will tackle the new problem.

We discuss decisions and problems as well as steps forward. If someone mentions a problem, we decide what to do with this problem. If we do not know about a problem, we don’t do anything, because this is volunteering, these are people, we have our own jobs, families, everything—so this is the only way.

(Association of people of Ukrainian origin abroad)

On the one hand, since 2017, we have been working with members of our union who pay their dues. On the other hand, we looked at the requests, at the people

who come to us who need help the most. Or some issues which we work on, and it is interesting for us to grow professionally in that direction, to find out about it.
(Trade union which has labor migrants among its members)

For some volunteer organizations, flexibility in responding to challenges and readiness for change is a usual part of their operations.

Well, for example, when we find a need, then we create the topic ad hoc based on the need. Because if we focus and proceed according to the migration project management format for a year, what migration is and what its issues are, it is not relevant. There's a pandemic now, we talk about it; we have Belarusians now, we talk about them, we give a lot of speeches, interviews, we become a guide about what to do, we talk to them. Because it's an emergency now. And seeing as everything has been an emergency here since 2014, we create these topics ad hoc.
(Professionally oriented non-governmental organization)

As an organization, we decided long ago that we embrace challenges with open arms. We only accept what is going on in Ukraine and decide how to respond to it. I think that our success comes from this approach, because we look into the future, not the past, and realize that you cannot predict what will happen in the future in Ukraine specifically.
(Association of people of Ukrainian origin abroad)

Organizations use various methods to identify the current problems of their target groups, but most frequently it is information which they receive from their beneficiaries directly: analyzing the beneficiaries' requests (including information from partners), frequently asked questions on social media, monitoring visits.

We have our own sources of information. First of all, we enjoy high trust among refugee communities. And the people who come, or just who are opinion leaders, they tell us if a new serious problem develops. They make sure to come or call us, inform us that this new systemic problem has emerged.
(Charity foundation which provides social aid to refugees and asylum seekers)

We visit these points [temporary refugee accommodation points], consult these people. It is also the private sector, where people rent housing at their own cost. We also keep in contact with them, and in the course of interviews and consultations with them, we determine the glaring moments they tell us about.
(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

That is, we record the requests, specifically by the frequency of certain reports. We identify certain problems. Often we don't need to wait a whole month to do it. If, for instance, on a certain day there are several non-typical calls, this can be a signal that a new problem has emerged and we should communicate about it both with government agencies and with the Ministry of Reintegration.
(Non-governmental organization which consults IDPs)

That is, we always ask the people themselves, What do you need? Because we can see it from our side, and they as people who face these problems, they

probably see it best. We, essentially, have this principle that asking what people need is the best.
(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Another widespread source of information about problems is media monitoring and monitoring of legislative changes. According to the study participants, based on their many years of experience, they can often predict the negative effect of new legislative initiatives on certain groups of migrants.

In some cases, organizations conduct research to understand what kind of problems their beneficiaries have. But this research is not a priority, and it is only possible with donor funding; sometimes donors themselves point at the need for research.

Even in the budget for this year, we planned a nice development budget, we planned research, but now, certainly... research was the last thing on our minds. I hope it happens next year. But for us, it's always a priority.
(Non-governmental organization which provides legal services regarding pensions to labor migrants in Ukraine)

In some cases, organizations also try to understand how their work with the beneficiaries intersects with the work of other organizations. These organizations are often members of coordinating bodies or informal coalitions; they also monitor the work of other organizations. On relatively rare occasions, organizations conduct monitoring and evaluation after completing a project in order to understand how their activities have helped solve certain problems.

Role of research and analysis in CSO work

An organization's experience in conducting research and its capacity for it often depends on the institutional development and capacity of the organization itself and the vision of its leader.

Some non-governmental organizations have no prior experience of either conducting or participating in research. They usually spoke positively about the need for research and noted that they used studies by organizations with authority in the field for general understanding of the field and its key trends.

Any research is always useful, because if a participant of the process fails to see a flaw in their work, in one way or another, research helps improve the work in the future. Because not everyone can understand their own problems, they kind of think that everything is right, everything is good, everything is working. But I think that this has a positive effect on improving the quality of work.
(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Honestly, we don't have the material means to do this professionally, and in addition, I think we don't have the competence to do it. Because, after all, studies of this kind must be conducted by the expert circles, by people who know how to use various data properly and all that, there are methodologies. We can only collect information, I think, a kind of monitoring.
(Non-governmental organization which advocates the rights of members of national communities)

For some organizations, research and data are an integral part of advocacy, and although they themselves do not conduct studies or do it rarely, they use them for advocacy.

We constantly engage in advocacy, and it is always associated with analysis, policy analysis and monitoring activities. That is, in my view, otherwise advocacy just won't be successful.

(Non-governmental organization that advocates IDP rights)

But, in any case, when we are preparing for something, like an advocacy campaign, of course, we look at statistical data, analytical data, any data that are in open access, to form the correct position to the extent that it's possible and to work in the right direction.

(Non-governmental organization which provides legal assistance to refugees and asylum seekers)

Some service organizations purposefully do research to understand what needs their clients have.

Whether an organization realizes the need for research often depends on whether it has had prior experience of participating in or conducting research, including jointly with its partners. If this experience was positive, an organization is more aware of the need for research after it.

First of all, it's the result that we see when they [partners] make reports about the situation in the occupied territories. I think this is very powerful material for planning the work with the occupied territories, for planning humanitarian and other kinds of help for the occupied territories. We would like to continue working on it with this initiative.

(Non-governmental organization which consults IDPs)

In contrast, in cases when an organization had doubts about the optimal research methodology or when a study did not result in improving the target group's situation, the experience of participation in a study could make the organization more skeptical about research in general.

First of all, nobody conducts sociological studies properly, as social science requires. So we can't speak about the appropriateness of these studies. The studies I know about, in which I participated and helped conduct them regarding migrants, they did not use the proper sample. They could take a certain number of people, and then, based on that number of people, see how many people, well, what was going on. But it was not based on place of residence, age, gender, as it should have been. So the sociology that we have, it helps us see which direction the wind blows. But we can't use these numbers as a basis.

(Trade union which has labor migrants among its members)

Sometimes I see that it mostly fails to work. I had great expectations for surveys, well, big studies [...]. I participated in them. There were big interviews with me. But I never saw any result at all. I haven't even seen it published. I don't know. I think it will work at some point. Rivers cut through rock.

(Charity foundation which provides social aid to refugees and asylum seekers)

There was a very interesting study. We conducted it together with the Office of the Children's Ombudsman. It yielded certain representative results which were presented to the Ombudsman's office and the Ministry of Social Policy, but the matter never went any further.
(Charity foundation which provides social aid to refugees and asylum seekers)

A representative of the scientific diaspora was able to clearly formulate the subject of a study that would benefit their organization. Despite the need for it, such research is not among the priority goals of this volunteer organization in their situation of limited resources, but the organization has declared its readiness for partnerships in this field of social and humanitarian research.

In general, most of the study participants noted that research was useful in their work and were prepared to attend events where studies are discussed, as well as to participate in research or conduct it themselves.

Funding for CSO operations

Problems with funding were usually not mentioned by organizations which are members of an international network and have worked in Ukraine for a long time. These organizations have a good fundraising plan, they can rely on a certain pool of permanent partners, or their central office is mostly responsible for fundraising.

At the same time, most organizations working in the field of migration spoke about insufficient and, most importantly, unstable funding. In particular, organizations noted that on average, they plan projects lasting about a year, because this is usually the length of projects which donors are prepared to support, or this is the period for which the government provides funding. There are also organizations which only have one or two sources of funding. These are mostly relatively young organizations, including organizations whose work is funded by their founders. The reasons why these organizations do not expand the number of their sources of funding vary. In one case, it was unwillingness to undertake additional commitments due to the fear of losing independence. In some cases, it was inability to bring in additional resources due to a short grant history or the low priority of the topic of migration among the donors operating in Ukraine.

In fact, there is always a lack of funding. But I clearly distinguish between funding which... Any money imposes commitments on someone. And money is not a goal in itself. This is the first aspect. The second aspect is responsibility. Sometimes taking money will mean that you will owe someone all your life, not always to normal people, regardless of where they are located.
(Non-governmental organization of professional orientation)

Organizations which have one or two sources of funding mostly realize the unsustainability of their work due to their dependence on one source for funding their activities, and they intend to work on expanding their sources of funding.

But when we organize some strategic things, we understand very well that it's a great risk for the organization, having one donor, especially one from abroad. On whom all our activities depend. So we, of course, think very hard about how to become self-funded. And we would probably have done it a long time ago for our

activities which we do. Because we could even provide some of the services as a social enterprise.

(Non-governmental organization which provides legal services on pensions to labor migrants in Ukraine)

On the other hand, this instability forces organizations to think about how to diversify their resources and look for alternative sources of funding. In particular, many organizations decided to collect donations, although funds engaged in this manner made up a very small fraction of their total revenue. A few of the organizations which provide services to mobile population categories, while considering their development, thought about choosing the format of a social enterprise. One organization successfully made an information newspaper for migrants self-sufficient through advertising.

Organizations that work abroad are able to bring in funds from other countries. In particular, one informant mentioned the opportunity to engage funds for integrating migrants in Poland through the European Union Asylum, Migration and Integration Fund. At the same time, registering an organization abroad sometimes prevents it from receiving public funding from the Ukrainian budget. According to a member of a diaspora organization registered abroad, their organization cannot apply for grants through institutions such as the Ukrainian Culture Fund or the Ukrainian Institute. This situation has developed despite the fact that the priorities of the donor and the organization often overlap, because communities of Ukrainians abroad are the ones who promote the Ukrainian culture internationally, strengthen international connections, etc.

I believe that support from the Ukrainian state is needed, including financial support. I mean access to Ukrainian grants... Because for now, there is the Ukrainian Culture Fund, there is the Ukrainian Institute and the Ukrainian Culture Fund. For us to apply to the Ukrainian Culture Fund, they even have it among their priorities, supporting diasporas, only we are a foreign organization, we cannot apply.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

Tellingly, both diaspora organizations emphasized the transparency of their funding and its independence on the governments of other countries or oligarchs. This position probably reflects the perception of the Ukrainian government and the experience of interaction with it among their core donors, people of Ukrainian origin living abroad.

In fact, a lot of governments and a lot of, well, they offer us money. We live modestly because we... For us to have independence in our organization, we do not take anything either from governments or from oligarchs, or anything. That is, in fact, [we are funded] by the diaspora, by raising money among our members.

(Diaspora organization)

We have the principle of transparency, that is, everything we buy, everything we show, even everything we write—we report on it. And at the end of each year, this will be the seventh year already, we write to our donors about what we have done with their money, how we used everything they gave us, and for what they can donate next year, because that's very important, too.

(Association of people of Ukrainian origin abroad)

Organizations that work with refugees noted that they faced difficulties with funding for the first time in 2014, because a lot of donors shifted their priorities and focused their resources on helping internally displaced persons who were forced to leave their usual places of residence at the time.

[...] when it became clear to everyone that people, when they lose their homes, they don't have anything at all. They are lost, they don't have anything to stand on, they need support. Refugees are in the same situation, but they're also not Ukrainian citizens, they have no rights at all. And thanks to this, an understanding will come that we need to help them. But it turned out that it was the other way around. They started calling IDPs refugees. All the major donors which are called the Norwegian Refugee Council, Danish Refugee Council, they all switched to helping IDPs exclusively, and refugees are not mentioned at all.
(Charity foundation which provides social aid to refugees and asylum seekers)

Among the organizations with which we had a chance to talk, organizations which represent the professional community worked mostly on a volunteer basis or were funded by membership fees. These include organizations which represent an association of lawyers, international employment companies, and a workers' trade union. The volunteer component is also significant in associations of Ukrainians or people of Ukrainian origin who live in other countries, as well as in associations of foreigners in Ukraine.

That is, most of these events do not require any financial investment, because we work as volunteers [...]. If they're events which, like, we held an event on the topic of decentralization and related issues, and another organization carried the financial costs [...]. We undertake the organizational part, we do it as volunteers. Members of the union themselves can provide certain means as sponsors, someone provides a venue because he, say, is a business owner and he has the venue.
(Non-governmental organization which advocates the rights of members of national communities)

We won several grants and worked in this direction. On the other hand, when we are planning an event, we either rely on our own capacities and volunteer contributions from organization members, or sometimes we secure support from embassies of African countries that are present here.
(Non-governmental organization which is an association of foreigners in Ukraine)

Some of the organizations which rely on volunteers in their day-to-day work present themselves as volunteer grassroots organizations. They also often do not have bureaucratized membership procedures and are rather open to new members who would like to join their current activities.

Nobody earns salaries, everything is moving and working on everyone's personal will. If someone decides one day that they're not ready or no longer want to get involved in the work, there will be someone else. As a volunteer organization, we don't say: here are your tasks, if you finish this, that's it, you can move on. No, you come and you do it when you want to or deem it necessary. And this is an important aspect of our success.
(Association of people of Ukrainian origin abroad)

Working on a volunteer basis is often perceived as a stage on the path towards the organization's professional development. A few participants of the study mentioned that their organization could do broader and more thorough work if its members worked full-time, rather than as volunteers while having a day job which lets them earn income.

You know, you can volunteer a little, but if you want to have an organization which is professional, if we work on legalizing residence, cases like this, you cannot do it by volunteering. You can go once, for some time, go with someone, interpret for them, I don't know, go to a clinic, go somewhere once in a while, help someone.

But you won't do it every day.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

CSO staff

An organization's capacity to bring in and keep staff is often associated with its financial stability. Organizations which have stable funding noted that they did not have problems with involving new workers should the need arise. In addition, these organizations were able to hire staff on a full-time basis, which, in some cases, was a condition for receiving funding for their activities.

Our partners insisted that we have employees, because... well, we are connected to many things, it's access to various systems when we present cases. So it's all a rather big responsibility, and I am grateful to them for allowing us to have employees according to the labor law, with "white" taxes.

(Non-governmental organization which provides legal services regarding pensions to labor migrants in Ukraine)

At the same time, there were organizations which, due to their unstable and short-term funding, were not always able to hire full-time staff or made the decision not to increase the number of employees when the workload increased or there was a need to expand the scope of activities.

You can call all of us co-workers, because our functioning is project-based, which means that we do not have stable funding, what does this entail? For example, we cannot afford to sign this permanent contract. Meaning that you have a permanent job, a permanent contract, you are protected, you have paid vacations, all that. Unfortunately, we cannot do that, because we don't have predictable funding for longer than a year, a year and a half at most. Also, grants often do not cover administrative costs, lots of problems, accordingly, or, I don't know, money arrives late.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

In addition to the fact that we are in search of funding and it is rather hard for us to find the funding, the thing we lack, we have worked together for a long time, and

we do not have high staff turnover, this affects the fact that we do not have new breakthroughs with ideas. But new people mean new costs. So we also cannot expand, renew.

(Non-governmental organization which consults IDPs)

Organizations which work directly with vulnerable groups of migrants associate the success of their work with their staff's high professionalism and dedication to the cause. At the same time, these organizations spoke about difficulties with keeping their staff, because the work can be psychologically challenging.

In general, it's hard to work with people (laughs). I think that you'll agree with me. For me personally, people are a constant source of inspiration, and sometimes disappointment. It's hard to work with people, though, especially if they are victims of exploitation. [...] Here, it's also important to just have the right mindset, to monitor your own mental and emotional health as well.

(Non-governmental organization which works on human trafficking prevention)

Personnel is key. If not for the people whose professionalism and enthusiasm holds it all together, the organization would not survive. The challenges are enormous, the clients' troubles are horrible. You have to be a great professional to be able to hear it all out, filter it and try, amid all this horror, to come up with a way to help everyone, avoid burning out in all that time, and also try to break the wall with your head.

(Charity foundation which provides social aid to refugees and asylum seekers)

A few of the informants emphasized the uniqueness of the skills of NGO employees in the sphere of migration, and that the employees learned those skills directly on the job in the civil sector. According to the study participants, education institutions in Ukraine do not prepare professionals with sufficient skills to work with national communities or refugees and asylum seekers.

Organizations that are associations of Ukrainians abroad or foreigners in Ukraine often mentioned that their work is exclusively volunteer and they do not have any full-time staff. These organizations' work often depends on the engagement and motivation of their active core or their founder.

What slows us down is 24/7. If it was 48/7, more would be done [...]. Our organization has more scientists, they are people who are very busy with their main jobs. So we have little time for all the other hobbies, just physically too little time. This is probably the biggest problem we have in general.

(Professional association of Ukrainians abroad)

Because even when you want to bring the guys together, everyone thinks, What am I going to get from this? And there's often this question. If we had a business structure, we could say that you're going to have some benefits. Or profit from one thing or another. Since these are non-governmental organizations, it's really very hard to get people together. They show up only when problems emerge.

(Non-governmental organization which is an association of foreigners in Ukraine)

CSO needs

When asked about what their organization lacks for more effective work, many of the study participants spoke about improving the communications component. On the one hand, organizations lack the capacity to communicate the results of their activities—for instance, funds to involve staff who would perform this part of work. On the other hand, organizations that have this capacity noted that migration-related issues are not popular among the broader public, so they need to use more creative, and probably more expensive, means of communication.

Publicity. In our organization, we lack, on the one hand, resources, and on the other hand, for us to expand and have more local representatives, we need both publicity—to talk and inform about ourselves, and act, but also to pay for these measures.

(Non-governmental organization of professional orientation)

I think that it should be a more serious approach, an expensive approach such as making a feature film about some refugees. Some imagined stories which are about both bad and good things, both funny and sad things, because people watch TV shows. This is the only way to communicate it to the broader public, because otherwise no old ladies or neighbors will hear about refugees, unless they see them next door or rent an apartment out to them. I mean, it's an unpopular topic. Journalists don't write a lot about it, publications publish too little about it.

(Charity foundation which provides social aid to refugees and asylum seekers)

As they considered the resources they need, organizations often mentioned offices. Regional organizations spoke about an office in Kyiv, so they could be closer to all the government institutions. Meanwhile, organizations working in the capital spoke about the need to expand their network and provide services closer to their potential recipients who are located in the regions. Tellingly, even associations of Ukrainians abroad considered the need to open an office and institutionalize in Ukraine, or did it during the Maidan events.

It is daily work, but we made a decision to establish an office of the Ukrainian World Congress in Ukraine. And, accordingly, I as the director from Canada moved here and now live in Kyiv. I came for a year, but it has been extended a bit, I've been here for 5 years now. We thought that the war would be resolved, and then... but the war is still going on, problems are only growing and growing.

(Diaspora organization)

It [the need to develop institutionally in Ukraine] started a rather long time ago, of course. As an organization which aimed to rebuild volunteering, charity and democracy in Ukraine, we realized long ago that we can only do this in Ukraine. And we don't want to be among those people who present themselves as armchair experts abroad.

(Association of people of Ukrainian origin abroad)

A member of an organization which represents ethnic communities also noted the need for a venue both for organizing events and for members of ethnic communities to communicate, something like a “house of nationalities.” The need for a place where asylum seekers and refugees could talk and hang out was also mentioned by a representative of an organization which provides social and psychological help to refugees.

[...] We also reached the point when we had been asking city authorities and at the state level for many years to create a house of the nationalities of Ukraine. [...] What does it give us? It gives us an opportunity to even have offices where civil society representatives associated with defending national minority rights could work. In addition, it has a concert hall where we can organize events on the Native Language Day, on the Tolerance Day, on certain dates important to the national communities. We can locate Saturday schools there for additional learning of national minority languages. And we did not have such a facility at the state level. (Non-governmental organization which advocates the rights of members of national communities)

There is a lack of funding, a lack of premises. Until 2014, we had an integration center [...]. This center, which actually used to be called a community center, we really miss it, because it was taken away from us. The building was taken away, because it was a kindergarten building [...]. But we really miss this part, because we lack a place where refugees could gather, discuss their problems. We are only a service organization, but we would really like them to have a place where they could come, have some tea with one another and talk about their lives, and arrange to organize something together. (Charity foundation which provides social aid to refugees and asylum seekers)

Effect of COVID-19 on CSO operations

Most of the organizations that participated in the study noted that they faced difficulties in their day-to-day work due to the COVID-19 pandemic. However, there were also organizations which, despite the quarantine restrictions, continued to work in full or even expanded their activities. In particular, because of the limitations of movement around Ukraine, one of the organizations that planned to increase its presence in the regions decided to hire a dedicated staff member who will work permanently in one of the country's regions. According to some study participants, the quarantine restrictions associated with the spread of COVID-19 did not affect the effectiveness of their organizations' work because appropriate organizational decisions were made for this purpose.

No, the quarantine did not affect the quality of our services and the coverage of Zakarpatska Oblast specifically in terms of providing help in this area. There was a period when we, our staff, were switched to remote work, and we worked with people remotely, online. That is, consultations and appeals of court decisions were also held remotely if necessary. That is, we did not rule out helping these individuals. So far, as of today, the quarantine has not affected our work. (Non-governmental organization which provides legal assistance to refugees and asylum seekers)

The worst negative effects of the quarantine restrictions were experienced by the organizations for which in-person contact is of great importance. In particular, difficulties were faced by organizations which work in the field of migrant rights advocacy, because many administrative buildings limited entry to visitors during the quarantine. Some of the informants mentioned the **lack of personal communication with representatives of government agencies due to the COVID-19 pandemic**. Before the pandemic, constant communication took place through participation in public events in various formats: roundtables, seminars, etc. According to the informants, even meet-

ings with a lot of invited guests present were useful because they allowed them to hear the opinions of others and to communicate their proposals to government agencies. Because of the quarantine restrictions, there are fewer events like that, and they are organized online, which often limits networking opportunities and communication in more informal settings.

Organizations which work with their beneficiaries directly noted that the amount of services provided has reduced and their quality deteriorated because of the need to provide them remotely.

We still have a notice on our website that the office is closed to visitors, but we receive people by appointment to avoid crowding, we come out in turns. That is, there is reception, but not in the same numbers. We have to solve a lot of issues by phone or go visit the refugee.

(Charity foundation which provides social aid to refugees and asylum seekers)

So this way, we reoriented ourselves to be an organization which receives requests, processes them and delivers whatever is possible. We work by phone a lot. It's difficult, it's not very good. For example, it's very hard to provide psychological help by phone. People won't call like that.

(Charity foundation which provides social aid to refugees and asylum seekers)

Organizations which had been providing consultations to internally displaced people or labor migrants by phone before the quarantine was imposed noted that their workload increased due to unclear and inconsistent communication of the quarantine restrictions by the government.

In particular, when the quarantine started, people just didn't understand what was going on at all. The Ukrainian government said one thing, the Polish said another. At one point they are closing the border... You see, there was informational chaos. Our governments, both Polish and Ukrainian, they didn't think about people who were abroad at all, or who were in their country, so they just made announcements, people just up and rushed to the border at night because they were afraid they would not be allowed through. And then we sit here and try to sort it out.

(Non-governmental organization which consults and informs Ukrainian citizens in a host country)

Organizations which unite foreigners or national communities in Ukraine or Ukrainians abroad said that they were forced to cancel all of their public events for which they could have been preparing for months or a year. Difficulties were also caused by the fact that not all of the supporters of non-governmental organizations had equal access to technologies allowing them to communicate remotely. According to one informant, some organizations may find it difficult to transform their approaches to work and hold meetings online, particularly due to insufficient digital skills and the digital gap. So the quarantine could significantly affect the organizations' ability to communicate with partners and government agencies, especially for the less privileged organizations, such as ethnic or national communities.

Mostly these are activists who work with these issues all their lives, young forces are joining now, but mostly they are still people in their 50s or 60s. Not all of them are good at mastering online technologies, not all of them are able to do it. So for us, COVID means inability to conduct all of our offline activities.

(Non-governmental organization which advocates the rights of members of national communities)

Recommendations ●



Recommendations

- Increase the cooperation between civil society organizations and research institutions by organizing joint projects, including ones involving international partners.
– **For donors, CSOs, research institutions.**
- While assessing the impact of legislative changes, take into account the interests of mobile population groups, particularly by consulting CSOs which work with foreigners, refugees and asylum seekers, internally displaced persons, labor migrants and people of Ukrainian origin.
– **For government bodies.**
- Increase the institutional capacity and reduce staff turnover in government agencies which work in the sphere of migration or related spheres, at the central and regional level, by ensuring the professional development and motivation of staff.
– **For government bodies.**
- Consider the possibility of launching a grant program for organizations of Ukrainians abroad which aim to intensify international cultural, scientific and diplomatic relations and work to support Ukrainian migrants.
– **For government bodies, donors.**
- Consider the possibility of expanding the scope of activities of the Ukrainian Institute and the Ukrainian Culture Fund and including associations of Ukrainians abroad into the target group of these institutions.
– **For government bodies.**
- Increase the transparency of grant programs funded by the Ukrainian government through its international missions by introducing a clear grant cycle, determining specific priority areas, inviting leading experts to assess the projects.
– **For government bodies.**
- Introduce a long-term (for 4-5 years) competition-based program of institutional support for organizations which work on the integration and adaptation of foreigners in Ukraine, including refugees and asylum seekers.
– **For government bodies, donors.**
- Launch an exchange of experience in conducting studies in the field of migration and interaction with the global Ukrainian community, as well as of successful examples of evidence-based policy implementation.
– **For donors, government bodies.**

- Build the capacity of Ukrainian research institutions to conduct research in the field of migration, particularly by using the opportunities provided by the European scientific space.
– **For government bodies.**
- Improve the state statistical records on migration. Start periodic sample surveys on the situation, processes of integration and adaptation of internally displaced persons and foreigners in Ukraine, or add separate modules to the existing sample household surveys on the experience of migration of the specified population categories.
– **For government bodies.**
- Build the capacity of CSOs working in the field of migration or associations of migrants to communicate the results of their current activities.
– **For donors, CSOs, government bodies.**
- Consider the possibility of allocating separate premises or providing access to premises to members of national communities, refugees and asylum seekers for conducting joint events and communicating in communities where large numbers of these population categories live.
– **For government bodies, donors.**
- Increase cross-sectoral interaction between CSOs, representatives of businesses, research circles and the government under the conditions of the COVID-19 pandemic using online communication formats.
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For government bodies

- While assessing the impact of legislative changes, take into account the interests of mobile population groups, particularly by consulting CSOs which work with foreigners, refugees and asylum seekers, internally displaced persons, labor migrants and people of Ukrainian origin.
- Increase the institutional capacity and reduce staff turnover in government agencies which work in the sphere of migration or related spheres, at the central and regional level, by ensuring the professional development and motivation of staff.
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- Increase the transparency of grant programs funded by the Ukrainian government through its international missions by introducing a clear grant cycle, determining specific priority areas, inviting leading experts to assess the projects.
- Introduce a long-term (for 4-5 years) competition-based program of institutional support for organizations which work on the integration and adaptation of foreigners in Ukraine, including refugees and asylum seekers.
- Launch an exchange of experience in conducting studies in the field of migration and interaction with the global Ukrainian community, as well as of successful examples of evidence-based policy implementation.
- Build the capacity of Ukrainian research institutions to conduct research in the field of migration, particularly by using the opportunities provided by the European scientific space.
- Improve the state statistical records on migration. Start periodic sample surveys on the situation, processes of integration and adaptation of internally displaced persons and foreigners in Ukraine, or add separate modules to the existing sample household surveys on the experience of migration of the specified population categories.
- Build the capacity of CSOs working in the field of migration or associations of migrants to communicate the results of their current activities.
- Consider the possibility of allocating separate premises or providing access to premises to members of national communities, refugees and asylum seekers for conducting joint events and communicating in communities where large numbers of these population categories live.
- Increase cross-sectoral interaction between CSOs, representatives of businesses, research circles and the government under the conditions of the COVID-19 pandemic using online communication formats.

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