

Report

on the Needs Assessment of 12 Territorial Communities for Resilience, Recovery, and Development

May 2024

This study's methodology was developed as part of the project «**Strengthening the Capacity of Communities for Reconstruction through Piloting Their Interaction with Universities**», implemented by the Alliance of Ukrainian Universities with the support of the International Renaissance Foundation.

For reference: the Alliance of Ukrainian Universities includes six higher education institutions: Taras Shevchenko National University of Kyiv (Kyiv), Kyiv School of Economics (Kyiv), Dnipro University of Technology (Dnipro), National University of Water and Environmental Engineering (Rivne), Sumy State University (Sumy), and Ukrainian Catholic University (Lviv).

Authors: Karakay D., Moskotine R., Savisko M.



INTERNATIONAL
RENAISSANCE
FOUNDATION



Alliance of
Ukrainian
Universities

Посилення спроможності громад
для відбудови через пілотування
їхньої взаємодії з університетами



Ukrainian
Catholic
University

KSE

Kyiv
School of
Economics



Сумський
державний
університет



Національний університет
водного господарства
та природокористування



Національний
технічний університет
ДНІПРОВСЬКА
ПОЛІТЕХНІКА
1899



Київський
національний університет
імені Тараса Шевченка

Table of Contents

4

LIST OF ABBREVIATIONS

5

INTRODUCTION

7

NEED FOR RESILIENCE, DEVELOPMENT, AND RECOVERY

Resilience Needs

Resilience for Residents

Resilience for Local Self-Governmental Authorities (LSG)

Resilience for Businesses and Civil Society Organizations (CSOs)

Development Needs

Development for Residents

Development for Businesses and CSOs

Development for LSG

Recovery Needs

14

SPECIFIC NEEDS OF CERTAIN GROUPS

Internally Displaced Persons (IDPs), Military Personnel, and Their Families

Representatives of CSOs

Business Representatives

16

CAPACITY OF LSG

17

CONCLUSIONS

19

APPENDICES

List of Abbreviations

IDP	Internally Displaced Persons
CSO	Civil Society Organizations
ES	Emergency Situations
LSG	Local Self-Governmental Authorities

Introduction

Due to the full-scale war in Ukraine, territorial communities (hromada) face several groups of challenges:

1. Responding to emergencies and ensuring uninterrupted service provision (further – resilience)

Regardless of the hromada's location—east or west of Ukraine—missile strikes can leave it without electricity, heating, water supply, and lead to the destruction of residential and other infrastructure. This negatively impacts hromada's ability to provide various basic services. Thus, local authorities must prepare for the potential consequences of emergencies caused by the war and respond promptly.

2. Ensuring development despite the war (further – development)

Many Ukrainian territorial communities have seen significant decreases in local budget revenues since the full-scale war began. Thus, there is an issue of providing quality educational, medical, utility, and other services despite limited resources. For hromadas that have accepted a significant share of relocated enterprises and people, there is a need to expand infrastructure, especially in education, healthcare, and social services for vulnerable groups (e.g., IDPs, military personnel, and their families), and those that have lost people and businesses need to find new ways to provide quality and accessible services.

3. Recovery during the war (further – recovery)

Hromadas that experienced hostilities and significant destruction and are now in relative safety need immediate actions that can return residents and businesses. This includes preparing necessary strategic documents for recovery (according to legislative requirements).

Each of these groups of challenges requires significant financial and human resources, which is an additional challenge for many territorial communities. The increase in authority and financial resources given to hromadas as part of the decentralization reform has contributed to the resilience of territorial communities in the war with Russia and increased leadership and autonomy in decision-making at the local level¹. At the same time, research shows that hromadas lack sufficient capacity to absorb international financial resources and implement projects².

Therefore, the following report aims to achieve several objectives:

- identify the most critical needs among different groups of stakeholders in the territorial communities (local self-government bodies, residents, business, civic society sector);
- identify precise challenges and needs of specific groups living in hromadas;
- identify training needs for LSGs that can increase the hromada's capacity for development/resilience/recovery.

The report is based on the study conducted in 12 hromadas that are: in relative safety and did not experience hostilities (Ivano-Frankivsk, Lviv, Rivne oblasts), are recovering after de-occupation/hostilities and may still be in the hostilities zone (Chernihiv, Sumy, Kharkiv, Dnipropetrovsk regions).

The research methodology was jointly developed by representatives of the Alliance of Universities in November-December 2023 and is described in detail [at the link](#). Overall, the research involved surveying

¹Rabinovych M., Brik T., Darkovich A., Savisko M., Hatsko V., Tytiuk S., Piddubnyi I. Explaining Ukraine's resilience to Russia's invasion: The role of local governance // Governance, 06 October 2023. Available [here](#).

²Samoiluk M. Absorptive capacity of Ukrainian cities. Analytical note. 2023 (in Ukrainian) <https://ces.org.ua/financial-resources-absorption-capacity-gaps-of-ukrainian-cities/>

residents, leaders, and workers of hromadas, business representatives, and civil society organizations about the needs and challenges of resilience, development, and recovery. Separate teams collected statistical data to obtain more comprehensive information about the situation in the hromadas (parts 1 and 2 of the methodology).

The study was conducted by research teams of universities that are part of the Alliance of Universities in February-March 2024. Each of the teams conducted research in 1-3 hromadas. The results of this report are written based on individual reports of each of the territorial communities. An example of an individual anonymized report can be found at this link.

This report consists of the following parts:

- the need for resilience, development, and recovery
- specific requests and problems of individual groups (includes the needs of IDPs and families of military personnel)
- capacity of local self-government
- conclusions

Need for Resilience, Development, and Recovery

Resilience Needs

Resilience, as a hromada's readiness for emergencies and challenges, in particular, those associated with full-scale war, was recognized as a priority need in most territorial communities, namely for eight out of twelve. It is important to note that we are talking about all groups of hromadas: both those who are in the rear and those who were in occupation and/or remain near the frontline.

We compare the resilience indicators of different territorial communities and among different groups.

Resilience for Residents

Residents were asked to assess resilience based on the following indicators:

- Satisfaction with the local self-government's response to ES caused by the war;
- Effectiveness of the local self-government in informing residents about ES;
- Quality and accessibility of shelters;
- Social resilience index³.

The lowest average rating among residents was for the accessibility and quality of shelters, with an average of less than 3 points in both hromadas that chose resilience as a key priority and those that did not. Interestingly, the worst ratings for the quality and accessibility of shelters were in a rear territorial community (Lviv region), and the highest were in frontline hromadas in the Dnipropetrovsk region (Table 4 in Annex)⁴.

Low ratings (less than or about 3 points) were also obtained in the social resilience index. Hromadas with the lowest ratings on this index indicated a sense of isolation from the rest of the territorial communities/region. These communities are in the Sumy and Chernihiv regions, which experienced occupation/hostilities (Table 1 in Annex). Such ratings may be related to the potential threat of renewed hostilities in these areas and the generally unfavorable geographic location of these hromadas. These territorial communities also have some of the highest rates, compared to other hromadas, of plans to leave the territorial community, even without changes in the security situation.

Regarding the response to emergencies, residents most often poorly rated the elimination of the consequences of shelling (5 communities out of 12). These included both frontline hromadas/territorial communities with experience of hostilities or occupation, and rear hromadas. There were also relatively frequent mentions of problems with the local self-government's response to interruptions in communication and the

³The index is built on the basis of 12 statements that must be evaluated on a 5-point scale, where 1 is completely disagree, 5 is completely agree. They address three aspects: 1) leadership and empowerment. It characterizes residents' assessment of local self-government representatives and their interaction with a hromada residents, changes in their territorial community, residents' ability to solve hromada's problems, a sense of community pride, community residents' similarity of ideas and values; 2) involvement of residents. It refers to the participation of residents in public events, their openness to new ideas, mutual assistance; 3) isolation/unfavorability of geographical location. It refers to the influence of the location of the hromada on the health of residents, as well as the feeling of isolation from other territorial communities/region.

⁴It is also worth noting the limitations of the study, that the option "There are no shelters in the hromada" was not included in the calculation of the assessment of quality or availability, and in some hromadas this indicator was high: for example, in the territorial community of the Kharkiv region, more than half of the respondents indicated that there are no shelters in their community, as well as near their house.

Internet: 4 hromadas indicated this with an average rating close to 3.2 (Table 2 in the Annex)

Hromadas, mostly, evaluate the effectiveness of local self-government authorities in informing residents about emergencies as mediocre; in 4 territorial communities, it was rated as good. Two hromadas of the Dnipropetrovsk region rated the local self-government's effectiveness in informing about emergencies the best (Table 1 in the Annex).

In some places, the answers of the residents of a certain hromada who lived in rural areas and in the city(s) differed. Thus, in the territorial community of the Chernihiv region, resilience as a critical need prevailed precisely among the village residents. The research team explains this by the fact that residents of rural areas have less access to communications, and, therefore, the need during crisis is felt especially acutely.

Resilience for LSG

Representatives of local self-government assessed how satisfied they were with various needs that ensure their hromada's resilience, as well as the capacity of LSG and utility companies to respond to crisis.

One of the weakest links in hromadas is testing IT systems used by local self-governments: LSG representatives most rarely indicated that their IT systems had been tested for vulnerabilities in the last year. The situation with data backup is somewhat better, but most territorial communities also have problems with this, except for two hromadas in the Chernihiv and Dnipropetrovsk regions.

It is noteworthy that in a number of hromadas (particularly in the Sumy region, which experienced occupation and/or is close to the Russian border), less than half of LSG representatives indicated that they had created reserves of essential goods.

On the other hand, the needs for power sources for almost all hromadas (except for one in the Sumy region) were generally met, especially when it came to power sources for LSG premises. The needs of the Sumy territorial community, according to LSG assessments, are the least satisfied compared to other hromadas.

In most territorial communities, the capacity of LSG and utility companies to respond to crisis in terms of human resources is assessed as good. The best capacity was noted in a hromada in the Rivne region, and the worst—in Sumy (Table 3 in the Annex).

Resilience for Businesses and CSOs.

In these groups, resilience was measured through participation in problem-solving initiated by the local self-government. Tables in the Annex (Table 4-5) show the proportions of business and CSO representatives who indicated that the local self-government did not involve them in problem-solving, or that they felt it did not concern them.

Cybersecurity is one of the areas to which businesses and CSOs pay the least attention—the local self-government either does not inform them about problems in this area or rejects their proposals, or they believe it does not concern them. Given that LSGs generally assess IT system testing and data backup as unresolved needs, this could be a potential area for strengthening cooperation with businesses and civil society.

On the positive side, businesses and CSOs most often cooperate (or at least are informed) with the local self-government on IDP integration issues. Businesses were also often involved in providing food and essential items to residents, and CSOs—in civil safety and defense issues.

The assessment of the awareness and involvement of businesses and CSOs in problem-solving is generally similar, i.e., the territorial community does not inform either businesses or CSOs, except for one hromada in the Dnipropetrovsk region, where CSOs highly rate involvement, but businesses do not.

Development Needs

Development for Residents

Residents assessed development by indicating their satisfaction with various services. Respondents generally positively rated the quality of most services and the state of affairs in their hromadas.

The best-rated were:

- Quality of secondary education (average rating across communities—3.7)
- Utility services, such as water supply, energy efficiency, heating, sewage, and waste collection (average rating across communities—3.6-3.7).

However, the quality of road infrastructure and business support was systematically rated unsatisfactory by residents of most hromadas, with an average rating of 2.7, except for one territorial community in the Dnipropetrovsk region, where the rating is higher.

The ratings received in hromadas are generally typical and not tied to the region: territorial communities in the west of the country do not differ in development ratings from those on the frontline or with experience of occupation. However, some have specific problems. For example, in two hromadas in the Dnipropetrovsk region, sports, and preschool education were rated relatively low. In a territorial community in the Lviv region, problems with heating were recorded (average rating—1.9). In half of the hromadas, residents negatively rated the field of inclusivity and accessibility of public spaces.

Figure 1. Assessments of the state of affairs in the field from the point of view of hromadas residents, average

Please rate the level of quality of such services and areas in your city



Source: Survey of hromadas residents. The question contained the following answer options: 1 – Terrible; 2 – Bad; 3 – Average; 4 – Good; 5 – Excellent. The average score is the arithmetic average of the numerical codes of the respondents' answers in the community.

Development for Businesses and CSOs

Similar to residents, businesses and CSOs assessed development based on satisfaction with various services. The ratings of the state of affairs in the hromadas among business and CSOs representatives were generally consistent (Table 6 in the Annex). However, business and CSO representatives' ratings were generally slightly more positive than those of residents. Residents were more critical of business support and economic development (average rating—2.3).

In some hromadas, the ratings of specific problems differed. For example, CSO representatives were more concerned about environmental needs (average rating—2.4); business representatives—issues of inclusivity and accessibility of public space (average rating—2.1).

Development for LSG

LSG assessed development through questions about the need for hromada projects by area, as well as human and financial capacities to develop projects in these areas.

Except for hromadas in the Dnipropetrovsk region, LSG representatives indicated that their territorial communities critically need projects in all areas covered by the survey (see Figure 2). Representatives of LSGs in hromadas closer to the Russian border (Sumy, Chernihiv, and Kharkiv regions) focused less on cultural, sports, and preschool education needs compared to colleagues from western regions. In most hromadas, except for the Dnipropetrovsk region, the gap between residents' and LSG ratings is insignificant, with LSG generally rating all areas the lowest.

Figure 2. Assessment of needs in projects for the hromadas from the point of view of local government, average

To what extent do you agree with the statement that the hromada CRITICALLY NEEDS to do projects in the field of ...?



Source: Survey of local self-government representatives in hromadas. The question contained the following answer options: 5 – I completely disagree; 4 – Partially disagree; 3 – Neither agree nor disagree; 2 – Partially agree; 1 – I completely agree. The average score is the arithmetic average of the numerical codes of the respondents' answers in the hromada.

Recovery Needs

Questions about recovery were posed to representatives of various groups, 8 out of 12 hromadas participated in the study. Business and CSO representatives, as well as residents, assessed LSG's involvement in recovery financing, while LSGs assessed the level of readiness of various planning documents.

Among the eight hromadas, only one in the Dnipropetrovsk region finds recovery more problematic than the other areas. For example, in this territorial community, LSG representatives noted that comprehensive recovery programs are only in the initial stages, and only a third of residents rate the hromada leadership's recovery efforts as "good". It is worth noting that for two out of eight territorial communities, the key priority is development, which may indicate a higher level of preparedness for recovery plans in other hromadas⁵.

⁵This also indicates a certain limitation of the methodology, since there was only one question that assessed satisfaction with the recovery among residents, businesses and civil society organizations and was limited to an overall assessment, not an assessment by specific areas of recovery.

Specific Needs of Certain Groups

Internally Displaced Persons (IDPs), Military Personnel, and Their Families

Nine out of twelve participating hromadas host IDPs. Their share varies from 1% to 15% of the total population. In most communities, the share of IDPs who fully or partially do not feel supported by the hromada is at 8-16% (4 territorial communities), in 2 hromadas—at 30%, and in 1 territorial community it is over 50%. In another 2 hromadas, the share of IDPs who do not feel supported is less than 5%. Interestingly, the lowest rating for the territorial community's support was given to a hromada that includes a regional center.

The most common needs among IDPs are:

- Finding housing or compensation for housing costs (4 hromadas)
- Additional educational services—retraining courses, basics of entrepreneurship, professional development, or vocational education (4 hromadas).

There is also a significant proportion of unemployed among IDPs. In 5 out of 9 territorial communities, targeted cash assistance remains the main source of income for IDPs. The most frequently mentioned reasons for unemployment among IDPs were low wages (3 hromadas) and age (3 hromadas)⁶.

The level of perceived support from the hromada among families of military personnel is lower than among IDPs in almost all territorial communities (except for one in the Sumy region). On average, it is almost twice as low.

The most common needs among military personnel and their families are:

- Financial assistance—7 hromadas
- Additional medical assistance (dental prosthetics, physical rehabilitation, sanatorium-resort treatment)—2 hromadas.

Representatives of CSOs

In 7 out of 12 hromadas, CSO representatives noted funding as the resource most lacking for project implementation⁷. The experience of applying for grants varies and differs from hromada to hromada. In cases where CSO representatives did not apply for grant funding, the reason was the absence of a project manager who could carry out this work on a full-time basis.

⁶Other options included: lack of vacancies by specialty, offers of unskilled work only, gender, IDP status, other.

⁷Other options included: personnel resources, material and technical equipment, volunteers, access to the Internet, knowledge of various types of activities, security, exchange of experience with other CSOs, psychological support.

Business Representatives

Although the number of business representatives participating in the survey varied in each hromada, certain similarities can be observed. Business representatives in 4 territorial communities most often mentioned the lack of reduced rent for communal property; in 4 hromadas, this issue was equally important with another issue. The next most frequently mentioned needs were tax and local fee exemptions (2 hromadas) and assistance in finding production and warehouse premises (2 territorial communities)⁸. Thus, we can conclude that business representatives need certain preferences, and special support programs from LSG.

⁸Options provided to business representatives also included: assistance in finding housing for staff, assistance with applying to state and international business support programs, information and support at business exhibitions/fairs.

Capacity of LSG

In the survey for LSG, questions were asked about self-assessment of the capacities of the territorial community employees and leadership to implement projects for resilience, development, and/or recovery. Most hromadas rated their human resources as average or good, rarely giving a poor or excellent rating.

Analyzing the skills lacking among LSG employees in various Ukrainian hromadas, a number of common needs requiring attention were identified. In particular, the demand for proficiency in English and Excel is noticeable in all territorial communities, confirming their universal importance for administrative work. Project management, fundraising, and grant writing skills are also frequently mentioned, though to a lesser extent⁹. All of this is important for ensuring effective project implementation and attracting external funding.

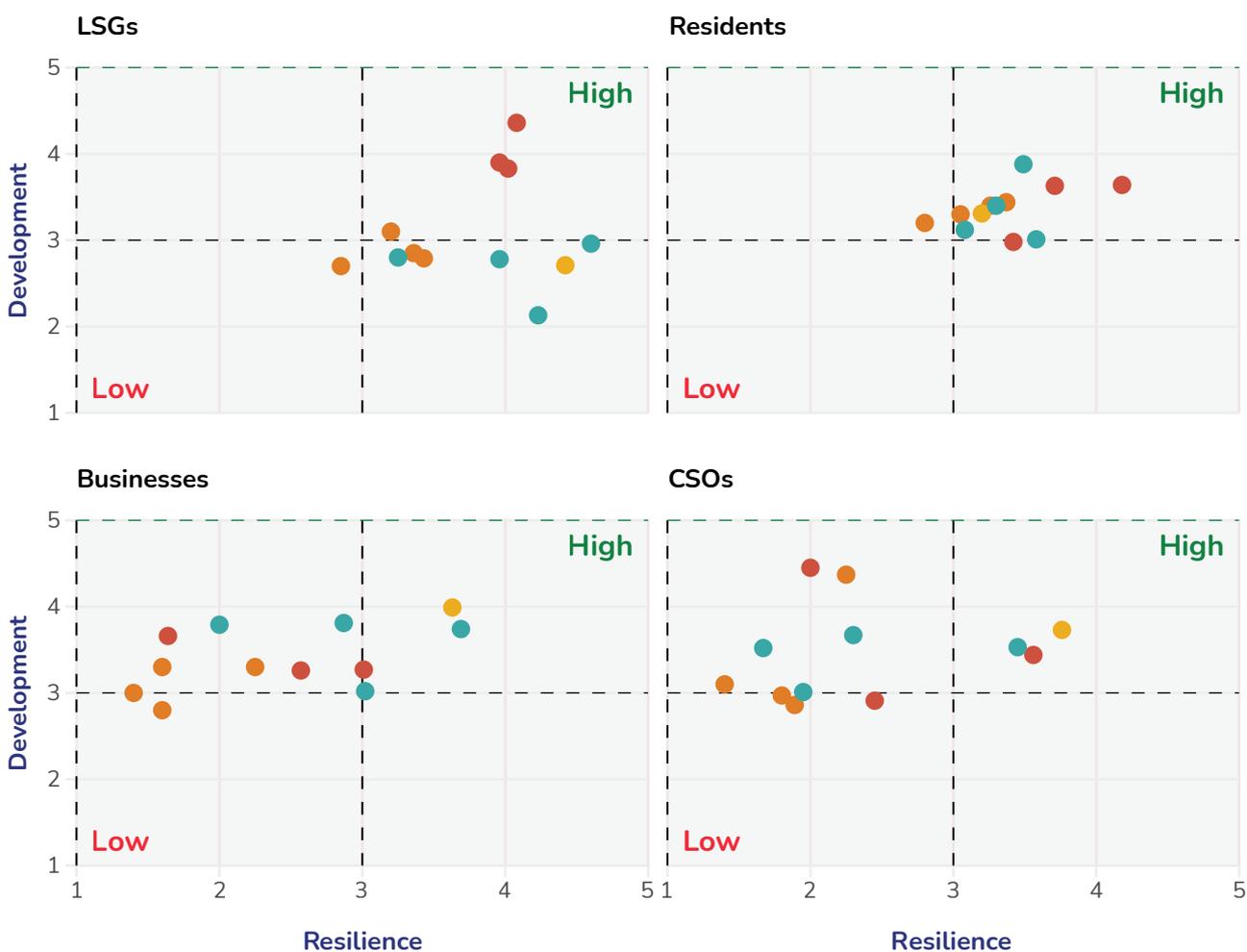
Among the aspects necessary for the functioning of the community, LSG representatives highlighted strategic and long-term planning, as well as systematic monitoring, as priorities in almost all hromadas. Meanwhile, a significant part of respondents emphasized the importance of developing communications, particularly the ability to establish long-term partnerships with international organizations and businesses, which underscores the growing need for global connections. There was also a need for the growth of human resources and the development of proactive leaders for specific directions.

⁹The full list of skills was as follows: English language skills, working skills in Excel and other programs, risk analysis and crisis planning, project management, data collection and analysis, fundraising and grant writing, local economic development.

Conclusions

Both resilience and development issues are relevant for most surveyed hromadas. At the same time, the ratings obtained based on the perspectives of different groups of territorial community residents differed. Hromadas' residents generally rated both resilience and development satisfactorily. LSG leadership highlighted development issues, while the analysis of business and CSO representatives' surveys revealed problems with hromadas' resilience (see Figure 3). Resilience was a pressing need for both front-line territorial communities and/or those who experienced occupation, as well as rear-line communities.

Figure 3. The value of development and resilience indices by groups of interviewees, average



- Hromadas in Summy and Chernihiv and Kharkiv regions
- Hromadas in Dnipropetrovsk region
- Hromadas located in the west of Ukraine

Source: built based on the reports

Low resilience ratings among businesses and CSOs also indicate low interaction between hromadas' leadership and these two groups of stakeholders for problem-solving. Informing, consulting, and/or co-developing projects is an essential component of collaborative governance, which is crucial in the event of crisis¹⁰. Therefore, it is important to create engagement formats even during martial law. Examples include the restoration of the participatory budget in Lutsk under martial law requirements or the initiative to support local volunteer initiatives from the city budget in Lviv.

Among the most problematic aspects of resilience are: 1) quality and accessibility of shelters, 2) response to communication and internet outages, 3) testing community IT systems, data backup, and cybersecurity issues. Special attention should be paid to hromadas in the Chernihiv and Sumy regions, which have low social resilience ratings, particularly the feeling of isolation from the rest of the territorial communities/region.

Regarding development issues, the lowest ratings were given to the quality of road infrastructure and business support. CSO representatives were also concerned about environmental needs, while business representatives focused on inclusivity and accessibility of public spaces. LSG representatives in hromadas closer to the Russian border focused less on cultural, sports, and preschool education needs compared to territorial communities in western regions.

The level of hromadas' support felt by vulnerable groups, namely military personnel and their families, should receive particular attention. The sense of community support among them is lower in almost all hromadas (except for one in the Sumy region) compared to IDPs. Most often, military families noted issues of financial assistance and additional medical care. For IDPs, important needs remain housing cost compensation or assistance in finding housing, as well as additional educational services (such as retraining or entrepreneurial education) that will help them find jobs.

To implement policies and projects in all the above areas, hromadas need to develop their capacities. Although the overall self-assessment of hromadas' representatives is not bad, the employees themselves emphasize the need to develop both hard skills (knowledge of English, ability to use Excel) and soft skills, such as leadership skills and establishing long-term partnerships.

¹⁰Keudel O., Huss O., Polycentric governance in practice: the case of Ukraine's decentralised crisis response during the Russo-Ukrainian war, *Journal of Public Finance and Public Choice*, October 2023



Appendices

Table 1. Comparison of Resilience Indicators Among Hromadas Residents, Average¹¹

Hromada	Effectiveness of Government in Informing About ES (1–Terrible, 5–Excellent)	Quality of Shelters (1–Terrible, 5–Excellent)	Accessibility of Shelters (1–Terrible, 5–Excellent)	Social Resilience Index (1–Lowest, 5–Highest)
HROMADAS FOR WHICH RESILIENCE IS IDENTIFIED AS A PRIORITY NEED				
Urban hromada, Chernihiv Region	3.13	2.75	2.65	2.8
Urban hromada 1, Sumy Region	3.0	2.50	2.63	2.7
Urban hromada 2, Sumy Region	3.48	3.05	3.11	3.22
Urban hromada 3, Sumy Region	3.61	2.4	2.5	3.05
Urban hromada 1, Dnipro Region	4.2	4.09	4.08	4.11
Urban hromada 1, Rivne Region	3.34	3.25	3.26	3.3
Urban hromada 2, Rivne Region	3.51	3.12	3.17	3.49
Urban hromada, Lviv Region	–	2.26	2.41	3.48
Average	3.47	2.93	2.98	3.27

¹¹Source: based on reports. Red color indicates a poor rating for the hromada on the respective indicator, yellow indicates an average rating, and green indicates a good rating. The color is assigned to the cell as follows: 1) [1; 2.5) – red; 2) [2.5; 3.5) – yellow; 3) [3.5; 5) – green. It should be noted that the values of each individual indicator can be compared between hromadas, but the indicators themselves should not be compared within the same hromada. For the Lviv region hromada, the average value for the effectiveness of government in informing about emergencies was not provided. The report author only noted that "Overall, residents are satisfied with the government's response and measures taken in emergencies (53.5% of respondents indicated that they rate the local government's effectiveness in informing residents about potential threats and how to respond to them as high or very high – ratings of 'good' and 'excellent')." Therefore, we can cautiously assume that residents rate the government's effectiveness in informing about emergencies well

Hromada	Effectiveness of Government in Informing About ES (1–Terrible, 5–Excellent)	Quality of Shelters (1–Terrible, 5–Excellent)	Accessibility of Shelters (1–Terrible, 5–Excellent)	Social Resilience Index (1–Lowest, 5–Highest)
HROMADAS FOR WHICH RESILIENCE IS NOT IDENTIFIED AS A PRIORITY NEED				
Urban hromada, Kharkiv Region	3.2	2.68	2.68	4.05
Urban hromada 2, Dnipropetrovsk Region	3.61	2.70	2.67	3.78
Urban hromada 3, Dnipropetrovsk Region	4.27	3.66	3.61	3.3
Rural hromada, Ivano-Frankivsk Region	3.4	2.75	2.45	3.08
Average	3.62	2.95	2.85	3.55

Table 2. Local Self-Government Response to ES Consequences, Hromada Comparison, Average¹²

Hromada	Lowest Ratings for Local Self-Government Response to ES Consequences (1–Terrible, 5–Excellent)
HROMADAS FOR WHICH RESILIENCE IS IDENTIFIED AS A PRIORITY NEED	
Urban hromada, Chernihiv Region	Communication Interruptions (3.22)
Urban hromada 1, Sumy Region	Communication Interruptions (3.28)
Urban hromada 2, Sumy Region	Shelling Consequences (3.68)
Urban hromada 3, Sumy Region	Shelling Consequences (3.3)
Urban hromada 1, Dnipro Region	Heating Interruptions (4.35)
Urban hromada 1, Rivne Region	Shelling Consequences (3.50)
Urban hromada 2, Rivne Region	Shelling Consequences (3.45)
Urban hromada, Lviv Region	Heating Interruptions (3.45)
HROMADAS FOR WHICH RESILIENCE IS NOT IDENTIFIED AS A PRIORITY NEED	
Urban hromada, Kharkiv Region	–
Urban hromada 2, Dnipro Region	Internet Interruptions (3.20)
Urban hromada 3, Dnipro Region	Water Interruptions (3.91) Internet Interruptions (3.91)
Rural hromada, Ivano-Frankivsk Region	No experience of shelling, rating not calculated

¹²Source: built based on reports. For the hromada of the Kharkiv region, the author of the report did not indicate the average assessment of the government's response to the consequences of the emergency caused by the war.

Table 3. LSG and Utility Companies' Capacity to Respond to Crisis Situations in Terms of Human Resources, Average¹³

Hromada	Human Resources for Crisis Response (1–Terrible, 5–Excellent)
HROMADAS FOR WHICH RESILIENCE IS IDENTIFIED AS A PRIORITY NEED	
Urban hromada, Chernihiv Region	3.3
Urban hromada 1, Sumy Region	3.14
Urban hromada 2, Sumy Region	3.46
Urban hromada 3, Sumy Region	3.36
Urban hromada 1, Dnipro Region	3.85
Urban hromada 1, Rivne Region	3.69
Urban hromada 2, Rivne Region	4.31
Urban hromada, Lviv Region	-
HROMADAS FOR WHICH RESILIENCE IS NOT IDENTIFIED AS A PRIORITY NEED	
Urban hromada, Kharkiv Region	4.06
Urban hromada 2, Dnipro Region	3.6
Urban hromada 3, Dnipro Region	3.5
Rural hromada, Ivano-Frankivsk Region	3.5

¹³Source: based on reports. The average value for this indicator was not provided in the report for the urban hromada of the Lviv region due to the small number of respondents among LSG representatives. Red color indicates a poor assessment of the territorial community's capacity, yellow indicates an average assessment, and green indicates a good assessment. The color is assigned to the cell as follows: 1) [1; 2.5) – red; 2) [2.5; 3.5) – yellow; 3) [3.5; 5) – green.

Table 4. Business Representatives Not Involved in Problem-Solving or Indicated That the Problem Does Not Concern Them, %¹⁴

Hromada	Civil Security and Defense	Provision of Food and Essential Items	Critical Infrastructure	IDP Integration	Cybersecurity	Transport for Evacuation
HROMADAS FOR WHICH RESILIENCE IS IDENTIFIED AS A PRIORITY NEED						
Urban hromada, Chernihiv Region	56	36	56	52	76	64
Urban hromada 1, Sumy Region	50	50	60	55	75	45
Urban hromada 2, Sumy Region	45.84	25	37.5	29.17	54.16	45.84
Urban hromada 3, Sumy Region	75	70	85	80	100	90
Urban hromada 1, Dni-pro Region	0	0	33,3	22,2	94.4	27.8
Urban hromada 1, Rivne Region	66.6	66.6	66.6	0	66.6	0
Urban hromada 2, Rivne Region	33,3	20	46.6	46.6	46.7	40
Urban hromada, Lviv Region	-	-	-	-	-	-
HROMADAS FOR WHICH RESILIENCE IS NOT IDENTIFIED AS A PRIORITY NEED						
Urban hromada, Kharkiv Region	23.08	23.07	38.46	30.77	76.93	46.15
Urban hromada 2, Dni-pro Region	85	75	95	55	100	85
Urban hromada 3, Dni-pro Region	31.6	26.3	21.1	26.3	47.4	31.6
Rural hromada, Ivano-Frankivsk Region	11	11	11	11	67	22

¹⁴Source: based on reports. The relevant percentages were not provided in the report for the urban territorial community of the Lviv region due to the small number of business respondents. It is also worth noting that the shares presented in the report were calculated in relation to the total number of respondents in the survey. Red color indicates a low level of business involvement in solving hromada's problems, yellow indicates a medium level, and green indicates a fairly high level of business involvement in hromada's problems. The color is assigned to the cell as follows: 1) [0; 33) – green; 2) [33; 66) – yellow; 3) [66; 100] – red.

Table 5. CSO Representatives Not Involved in Problem-Solving or Indicated That the Problem Does Not Concern Them, %¹⁵

Hromada	Civil Security and Defense	Provision of Food and Essential Items	Critical Infrastructure	IDP Integration	Cybersecurity	Transport for Evacuation
HROMADAS FOR WHICH RESILIENCE IS IDENTIFIED AS A PRIORITY NEED						
Urban hromada, Chernihiv Region	62.5	43.8	43.8	37.6	68.8	56.3
Urban hromada 1, Sumy Region	60	52	64	60	84	72
Urban hromada 2, Sumy Region	50	50	50	50	100	50
Urban hromada 3, Sumy Region	60	60	60	50	70	70
Urban hromada 1, Dni-pro Region	-	-	-	-	-	-
Urban hromada 1, Rivne Region	80	80	80	40	60	60
Urban hromada 2, Rivne Region	16.7	66.7	33.4	16.7	50	66.6
Urban hromada, Lviv Region	-	-	-	-	-	-
HROMADAS FOR WHICH RESILIENCE IS NOT IDENTIFIED AS A PRIORITY NEED						
Urban hromada, Kharkiv Region	27.27	18.18	18.18	0	18.18	18.18
Urban hromada 2, Dni-pro Region	5.3	10.6	5.3	21.1	52.7	10.6
Urban hromada 3, Dni-pro Region	55	33	55	55	66	55
Rural hromada, Ivano-Frankivsk Region	20	20	20	0	60	40

¹⁵Source: based on reports. In the reports for Urban hromada 1 of the Dnipropetrovsk region and the urban territorial community of the Lviv region, a very small number of CSO representatives participated in the survey, so the percentages are not provided. Red color indicates a low level of CSO involvement in solving hromada's problems, yellow indicates a medium level, and green indicates a fairly high level of CSO involvement in hromada's problems. The color is assigned to the cell as follows: 1) [0; 33) – green; 2) [33; 66) – yellow; 3) [66; 100] – red.

Table 6. Agreement of Sector Ratings Among Residents, CSO Representatives, and Business Representatives¹⁶

Hromada	Residents Business	Residents CSOs	Business CSOs
Urban hromada 1, Sumy Region	0.81	0.86	0.78
Urban hromada 2, Sumy Region	0.90	0.80	0.86
Urban hromada 3, Sumy Region	0.81	0.84	0.70
Urban hromada, Chernihiv Region	0.86	0.77	0.70
Urban hromada 2, Dnipro Region	0.65	0.92	0.61
Urban hromada 1, Dnipro Region	0.50	0.45	0.23
Urban hromada 3, Dnipro Region	0.88	0.80	0.66
Urban hromada, Kharkiv Region	0.58	0.60	0.78
Rural hromada, Ivano-Frankivsk Region	0.06	0.15	-0.04
Urban hromada 2, Rivne Region	0.94	0.75	0.79
Urban hromada 1, Rivne Region	0.75	0.81	0.73
Urban hromada, Lviv Region	-0.17	0.37	0.55

¹⁶Source: based on reports. The tables show the values of the Pearson correlation coefficient of the averaged ratings of the respective stakeholders. The closer the value is to 1, the more the ratings coincide. The ratings are calculated based on the responses to the question, "Please rate the quality of the following services and areas in your city." The question included the following answer options: 1 – Terrible; 2 – Poor; 3 – Average; 4 – Good; 5 – Excellent. The average rating is the arithmetic mean of the numerical codes of the stakeholders' responses in the hromada.